

Joint Programme Document

- Template *(final)* -

A. COVER PAGE

1. Fund Name: Joint SDG Fund

2. MPTFO Project Reference Number:

3. Joint Programme Title: Modernising Trinidad and Tobago's Statistical Ecosystem through Enhanced SDG Data Development

4. Short Title: Better Statistics via SDG Data

5. Country and Region: Trinidad and Tobago, Caribbean

6. Resident Coordinator: Marina Walter (marina.walter@un.org)

7. UN Joint Programme Focal Point: Dr. Erica Wheeler, Representative, Pan American Health Organisation, Regional Office for the Americas of the World Health Organisation (PAHO/WHO) (wheelereri@paho.org)

8. Government Joint Programme Focal Point: Joanne Deoraj, Permanent Secretary, Ministry of Planning and Development (joanne.deoraj@planning.gov.tt)

9. Short Description:

None of the SDGs in Trinidad and Tobago (TTO) have disaggregated data for 66% of their indicators. This is a significant challenge to SDG-related policy making, programming and resourcing; as well as to identifying, monitoring and rendering assistance to those at risk of being left behind (including women and girls), who are insufficiently considered in the collection of national statistics. The proposed Joint Programme (JP) will address this discrepancy by enhancing disaggregated data development for the SDGs in a way that also modernises and empowers the national statistical system (NSS). By raising the profile of statistics in TTO, and improving the quantity, quality and pace of provision of disaggregated SDG data, the JP will make the creation and integration of SDG-related policies more evidenced-based; improve monitoring of TTO's progress on the SDGs, particularly regarding gender equality and Leaving No One Behind; enhance collaboration between stakeholders, who will better understand their roles and interrelatedness in sustainable development; and facilitate building of an SDG financing architecture that aids mobilisation and efficient allocation of public, private and donor resources toward the Goals. By modernising the statistical ecosystem, through developing the technological and professional capacities in, accelerating the adoption of international standards by, and formulating investment plans for national institutions and the broader statistical ecosystem (with an emphasis on female leaders, managers and technicians), the JP will allow TTO's NSS to overcome challenges it shares with other SIDS statistical systems (e.g., high per capita data costs as there are no economies of scale, data standards that have not kept pace with global best practice, and too little integration of high technology because the State alone cannot meet the financial needs). The JP will also accomplish multisectoral impact by forging strategic partnerships among data producers and users (including the private sector) that facilitate collective action, investment and efficiencies; and with harmonised standards and processes that allow statistics to be disaggregated and comparable between sources, and the cost-effective integration of underused (e.g., administrative data) and innovative (e.g., Big Data) sources.

The JP supports implementation of TTO's National Development Strategy, which includes the creation of a comprehensive, coordinated NSS that delivers quality, user-oriented, and timely economic, social and environmental statistics;¹ and the UN Development Assistance Framework in the Caribbean, which compels the UNCT to support the Government by providing, and convening and coordinating coalitions for, the quality, disaggregated data and statistics needed to accelerate SDG implementation.² The JP is timely as it builds on progress made by the Government in drafting legislation to reform the NSS; and coincides with major national surveys (e.g., the National Population and Housing Census) that allow statistical skills and infrastructure to be built in line with real-world needs, including the provision of disaggregated data for SDG indicators.³ The JP will be transformational and deliver results at scale by activating policy levers, and employing an integrated, cross-sectoral approach, that will lead to the data and statistics that themselves lead to additional or better policies, more and deeper cross-sectoral participatory approaches, and cascades of change that go beyond one-off policy support to unleash rapid and sustained progress across the SDGs. Data and statistics are also inputs for SDG financing systems; and, by creating an enabling environment for their production and sharing within and across sectors, the JP will not just allow public resources to be better allocated, but also dramatically leverage and upscale SDG financing from multiple investors, including the private sector.

10. Keywords: SDG indicators; SDG Data Repository; disaggregated data; Big Data; statistical literacy; digital statistical technologies; statistical skills development; statistical standards; public-private partnerships; philanthropy

11. Overview of Budget

Joint SDG Fund Contribution	USD 721,400
Co-funding 1	USD 0
Co-funding 2	USD 0
TOTAL	USD 721,400

12. Timeframe:

Start Date (day/month/year)	End Date (day/month/year)	Duration (in months)
01/01/2022	31/12/2023	24

13. Gender Marker: 2.5

14. Target Groups (including groups left behind or at risk of being left behind)

List of marginalised and vulnerable groups	Direct influence	Indirect influence
Women		X
Children		X
Girls		X
Youth		X
Persons with disabilities		X
Older persons		X

¹ <https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf>

² https://unsdg.un.org/sites/default/files/cf-documents/9bea30e0-f553-49d6-ac99-3c50989acaa6_UN-MSDF-2017.pdf

³ <https://planning.gov.tt/content/statistics-focus-leveraging-census-data-towards-national-sustainable-development>

Minorities (incl. ethnic, religious, linguistic...)		X
Indigenous peoples		X
Rural workers		X
Human rights defenders (incl. NGOs, journalists, union leaders, whistle-blowers...)		X
Migrants		X
Refugees & asylum seekers		X
Stateless persons		X
LGBTI persons (sexual orientation and gender identity)		X
Persons of African Descent (when understood as separate from minorities)		X
Persons affected by HIV/AIDS, leprosy, and other communicable and non-communicable diseases		X
Victims of trafficking, sexual exploitation, and abuse		X
Other groups: Unemployed persons, Persons living in poverty, Persons experiencing homelessness, Persons excluded from formal economic structures (banking, access to credit & finance)		X

15. Human Rights Mechanisms Related to the Joint Programme

- Universal Periodic Review (UPR);
- Committee on the Elimination of Racial Discrimination (CERD);
- Committee on Economic, Social and Cultural Rights (CESCR);
- Committee on Civil and Political Rights aka Human Rights Committee (CCPR);
- Committee on the Elimination of Discrimination against Women (CEDAW); and
- Committee on the Rights of the Child (CRC).

16. Participating UN Organisations (PUNOs) and Partners:

16.1 PUNOs

- Convening Agency:
 - o Pan American Health Organisation, Regional Office for the Americas of the World Health Organisation (PAHO/WHO); Wheeler, Dr. Erica; Representative for Trinidad and Tobago; wheelereri@paho.org; 1(868) 612-2000 ext. 42001 (office); 1 (868) 686-1997 (cell/WhatsApp)
- Other PUNO:
 - o International Labour Organisation (ILO); Zulu, Dennis; Director of Caribbean Office; zulu@ilo.org; 1 (868) 625-0524 (office)
 - o United Nations Environment Programme (UNEP); Sweeney, Vincent; Head of Caribbean Sub-Regional Office; vincent.sweeney@un.org; 1 (876) 922-9267
 - o UN Economic Commission for Latin America and the Caribbean (ECLAC); Quarless, Diane; Director of Subregional Headquarters for the Caribbean; diane.quarless@eclac.org; 1 (868) 224-8063

16.2 Partners

- National Authorities:




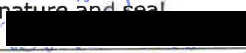
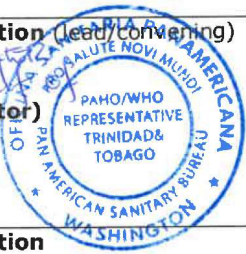
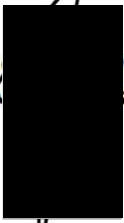

- Ministry of Planning and Development;⁴ Deoraj, Joanne; Permanent Secretary; joanne.deoraj@planning.gov.tt; 1 (868) 612-3000
- Central Statistical Office; Blanchard, Andre; Acting Director of Statistics; andre.blanchard@statistics.gov.tt; 1 (868) 624-7001 (office); 1 (868) 493-5918 (cell/WhatsApp)
- Office of the Prime Minister (Gender and Child Affairs); Bailey-Sobers, Jacinta; jacinta.baileysobers@gov.tt; 1 (868) 622-1625 ext. 4350
- Civil Society Organisations (*henceforth referred to as Non-Governmental Organisations, or NGOs, to avoid confusion with the acronym for the Central Statistical Office, the CSO*):
 - Caribbean Natural Resources Institute; Leotaud, Nicole; Executive Director; nicole@canari.org; 1 (868) 638-6062/1 (868) 674-1558
 - Trinidad and Tobago Multistakeholder Advisory Group; Hackshaw; Tracy; Director; tracy@hackshaw.org; 1 (868) 678-8710
 - The Cropper Foundation; Mohammed, Omar; Chief Executive Officer; omohammed@thecropperfoundation.org; 1 (868) 221-5751
 - Network of NGOs for the Advancement of Women; Burgess, Jacquie; Coordinator; networkngott@gmail.com; 1 (868) 678-7549
 - National Trade Union Centre of Trinidad and Tobago; Annisette, Michael; General Secretary; michael.annisette@gmail.com; 1 (868) 625-3023
- Private Sector:
 - BP Trinidad and Tobago; Fitzpatrick, Claire; Regional President; claire.fitzpatrick@bp.com; 1 (868) 623-2862
 - Digicel; Subero, Shakka; Head of Government Business; shakka.subero@digicelgroup.com; 1 (868) 282-8475
 - Scotiabank Trinidad and Tobago Limited; Mohammed, Cindy; General Manager, Scotiabank Trinidad and Tobago Foundation; cindy.mohammed@scotiabank.com; 1 (868) 625-3566 ext. 2376 (office); 1 (868) 732-6138 (cell/WhatsApp)
 - Angostura; Kanhai, Judy; Group Head of Corporate Communications; jkanhai@angostura.com; 1 (868) 623-1841 ext. 246 (office); 1 (868) 487-9313 (cell/WhatsApp)
 - Massy Group; Warner, Gervase; President and Group Chief Executive Officer; gervase.warner@massygroup.com; 1 (868) 625-3426 (office); 1 (868) 681-3246 (cell/WhatsApp)
 - National Gas Company of Trinidad and Tobago Limited; Loquan, Mark; President; mark.loquan@ngc.co.tt; 1 (868) 636-4662/4680
 - Ansa McAl Group of Companies; Sabga, Anthony III; Executive Chairman; anthony.sabga3@ansamcal.com; 1 (868) 235-5679
 - Republic Financial Holdings Limited; Burnette-Alfred, Natalie; Senior Official, Group Marketing & Communications CSR Management and Strategic Support; natalie.burnette-alfred@rfhl.com; 1 (868) 625-3617 ext. 63157

⁴ At this point, the sole Government ministry approached officially for partnership has been the Ministry of Planning and Development (MOPD), the ministry with oversight of the Central Statistical Office and the production, storage and dissemination of official statistics. The MOPD is also responsible for coordination between Government ministries and the coherence of policy. As the Joint Programme is executed, other ministries will be engaged.

- Atlantic LNG Company; Salandy, Camille; Manager, Sustainability and Corporate Communications; csalandy@atlanticlng.com; 1 (868) 624-2916 ext. 5053 (office); 1 (868) 396-0412 (cell/WhatsApp)
- Employers Consultative Association of Trinidad and Tobago; Nancoo, Keston; Chairman; keston.nancoo@myguardiangroup.com; 1 (868) 226-2504 (office); 1 (868) 678-6417 (cell/WhatsApp)
- Trinidad Services Limited Group; Hernandez, Petrina; Director; petrina.hernandez@thetslgroup.com; 1 (868) 628 9330 ext. 1216
- Bankers Association of Trinidad and Tobago; Darbasie, Karen; President; karen.darbasie@firstcitizenstt.com; 1 (868) 624-3178
- Sagicor Group; James-Bernard, Gizelle; Group Head of Corporate Communications; Gizelle_James-Bernard@Sagicor.com; 1 (868) 624-4754 ext. 21322
- IFIs⁵
 - Inter-American Development Bank; Cockburn, Carina; Country Head for Trinidad and Tobago; carinac@iadb.org; 1 (868) 822-6400 (office); 1 (868) 469-0251 (cell/WhatsApp)
 - Caribbean Development Bank; Durant, Ian; Director, Economics Department; duranti@caribank.org and brewsts@caribank.org; 1 (246) 539-1600
- Other partners:
 - The University of the West Indies (St. Augustine); Ramnarine, Professor Indar; Vice Principal; deputy.principal@sta.uwi.edu; 1 (868) 662-2002 ext. 84317

⁵ Engagement with international financial institutions (IFIs) surpasses the minimum level prescribed by the Call. The Inter-American Development Bank (IDB) and Caribbean Development Bank (CDB) were engaged during project conceptualisation; and both IFIs commented on and provided inputs to the project documents at all stages of their development and finalisation. Both IFIs have also expressed interest in serving on the eventual Project Steering Committee. Correspondence confirming the IDB's involvement is available at <https://app.box.com/s/m2whmu6u3yvc50l6t8nej0imw02l9juc>, while evidence of the CDB's participation is available at <https://app.box.com/s/8ho56isno6kv6ad5wz6a8m0rf6t5hs6x>.

SIGNATURE PAGE

<p>Resident Coordinator</p> <p>Marina Walter (UN Resident Coordinator for Trinidad and Tobago)</p>   <p>27 August 2021</p>	<p>National Coordinating Authority</p> <p>Ministry of Planning and Development Joanne Deoraj, Permanent Secretary</p> <p>Date: 12 August 2021</p>  <p>Ministry of Planning and Development PERMANENT SECRETARY MINISTRY OF PLANNING AND DEVELOPMENT</p> <p>(The signature and stamp were cropped from a Letter of Endorsement from the Ministry of Planning and Development, provided in lieu of signing and stamping the Signature Page.⁶)</p>
<p>Participating UN Organisation (lead/convening)</p> <p>Participating UN Organisation (lead/convening) <i>Dr. ERICA WHEELER on behalf of</i> PAHO/WHO Dr. Carissa Etienne (Director)</p> <p>Date: 27 August 2021</p> <p>Signature and seal: </p>  <p>Participating UN Organisation (Cropped from PDF of the signature page signed by the Country Representative on the Director's behalf.)⁷</p>	
<p>Participating UN Organisation</p> <p>ILO Dennis Zulu (Director, Decent Work Team and Office for the Caribbean)</p> <p>27 August 2021</p>  <p>Participating UN Organisation (Cropped from PDF file of the full document with the signature sent by Mr. Zulu.)⁸</p>	
<p>Participating UN Organisation</p> <p>UNEP Vincent Sweeney (Head, UNEP Caribbean Sub-Regional Office)</p>  <p>27 August 2021</p>	

⁶ <https://app.box.com/s/8x5fm3sbbuyocxf6cq3qvv2x7rge6vu>

⁷ <https://app.box.com/s/u4a6evvgky1yh8664a6i5sxtf0xgjbhs>

⁸ <https://app.box.com/s/wx4p5kerep7iaer307uyy98odz73org2>

Participating UN Organisation

ECLAC

Alicia Barcena (Executive Secretary)

22 September 2021

(Cropped from PDF file of the full document with the signature sent by Ms. Barcena.)⁹

⁹ <https://app.box.com/s/6qsalmal1k1pk8fphvle4cg6pb2tcf77>

B. STRATEGIC FRAMEWORK

1. Call for Proposal: Building Resilience and Ending Vulnerability in Small Island Developing States (3/2021)

2. Relevant Joint SDG Fund Outcomes

- Outcome 1: Integrated multisectoral policies to accelerate SDG achievement implemented with greater scope and scale.
- Outcome 2: Additional financing leveraged to accelerate SDG achievement.

3. Overview of the Joint Programme Results

3.1 Outcomes

- Outcome 1. National statistical architecture makes greater use of the latest digital technologies and international standards (including those related to gender and human rights) for data and statistics.
- Outcome 2. Development actors across sectors have the knowledge and networks required to formalise partnerships and collaborate on data, disaggregated and statistics.
- Outcome 3. Strengthened environment for legislative best practice on data and statistics.

3.2 Outputs

- Output 1.1. UN Country team (UNCT) managed cooperation and investment framework to support TTO's SDG-related reporting and the Government's development of the National Strategy for the Development of Statistics (NSDS).
- Output 1.2. Updated, digitalised and field-tested instruments, which are more gender and human rights responsive, for application in at least two national surveys.
- Output 2.1. Improved capacity in the Government and corporate philanthropic organisations for the production, sharing and use of quality, disaggregated data and statistics.
- Output 2.2. Multisector Project Committee (MPC) agreement on the objectives and resourcing of a joint project.
- Output 2.3. 2022 and 2023 UNCT Big Data Forum's events planned and executed.
- Output 3.1. Legislature and policymakers sensitised on the value of quality, disaggregated data and statistics in decision making.
- Output 3.2. Public awareness campaign developed and implemented on the value of quality, disaggregated data and statistics to national development.

4. SDG Targets Directly Addressed by the Joint Programme

3.1 List of Targets

- 17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- 17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
- 17.19. By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

3.2 Expected SDG Impact

To fully implement and monitor progress on the SDGs, decision makers need data and statistics that are accurate, timely, sufficiently disaggregated, relevant, accessible, and easy to use. For instance, the identification of people suffering from deprivation requires sufficiently detailed data across multiple dimensions, including age, sex, geography, and disability status. National statistical systems (NSSs) must ensure that the coverage and level of data disaggregation for review of the 2030 Agenda considers gender and other inequalities so no one is left behind. Statistical literacy must be enhanced at all levels of decision-making, from policymakers to the public. Data standards and best practices must evolve in parallel with technology and users' needs. NSSs need to make better use of traditional statistical surveys, censuses, and administrative records. They also must invest in the innovations, technologies and skills required to reduce per capita data costs (which are especially high in SIDS), and collect and integrate data from multiple and new sources, including Big Data and citizen-generated data. Collaborations and synergies, with appropriate governance and quality assurance frameworks, must also be nurtured across to allow multisectoral partners from the private sector, academia, and civil society to contribute their data, expertise and technology, and mobilise their resources, toward achieving the SDGs.

5. Relevant Objective/s from the National SDG framework

From 'Vision 2030: The National Development Strategy of Trinidad and Tobago 2016-2030'¹⁰:

- Theme II. Delivering Good Governance and Service Excellence; Goal 2. Our Public Institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients; Objective 7. Create a comprehensive, co-ordinated national statistics system that delivers high quality, user-oriented, relevant, and timely economic, social and environmental statistics.

From 'The United Nations Multi-Country Sustainable Development Cooperation Framework, The Caribbean (English and Dutch-Speaking) 2022-2026'¹¹:

- Strategic Priority 2. Equality, Well-Being and Leaving No One Behind; Outcome 3. National governments and regional institutions use relevant data to design and adopt laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of those left furthest behind.

6. Brief Overview of the Theory of Change of the Joint programme

6.1 Summary:

If more quality and timely disaggregated data on the SDGs become available, **then** an enabling environment can be realised for more-informed, evidence-based, and SDG-accelerating technical and financial decisions and policies from a wider cross section of sub-national, national and international development stakeholders;

If the national statistical architecture employs more of the latest digital technologies and international standards for data and statistics, **then** it can more effectively and efficiently generate and share the information needed for SDG-related decision and policy making and resource allocation;

If development data producers and users within sectors have the skills and capacity, access to a supporting knowledge base and networks, and interoperable standards and processes, **then** sectors can better formalise partnerships on, and improve and upscale the analysis and sharing of, data and statistics;

If legislators, politically influential audiences (e.g., business leaders), and the public are sensitised on the value of data and statistics to national development, **then** the

¹⁰ <https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf>

¹¹ <https://app.box.com/s/9kt804hbqwi2wg69dkdgfuh4nkhva96w>

need for reform and resourcing of the Central Statistical Office (CSO) will become a higher priority to the highest levels of Government; and

If the national statistical system features all sectors collaborating with a more technologically adept and empowered CSO, **then** SDG-related policymaking and investment will be strengthened and enabled.

6.2 List of main ToC assumptions to be monitored:

- The Government accepts that high quality, more timely and relevant disaggregated data and statistics leads to better decision and policy making;
- The Government is prepared to work with the private sector and other non-governmental stakeholders to fill official statistics gaps using innovative approaches and data from untapped sources;
- The Government will remain committed to implementing legislation and policies related to CSO reform;
- Development stakeholders accept that integrating gender equity, human rights and 'Leave No One Behind' issues improves decision making.

7. Trans-boundary and/or Regional Issues

Trinidad and Tobago (TTO) is a founding member of the Caribbean Community (CARICOM), the oldest surviving integration movement in the developing world. TTO is also a member of the CARICOM Single Market and Economy (CSME). For TTO and other CARICOM member states to pursue their integration and single market aspirations, they must produce and share quality and timely disaggregated data and statistics; and there must be harmonisation, with equivalent definitions, conceptual frameworks, methods, and tools for data and statistics, so they can be reliably compared across countries. The Caribbean Community (CARICOM) Regional Strategy for the Development of Statistics (RSDS)—2019-2030 was developed to facilitate these requirements, as well as the more cost-effective pooling of statistical skills, expertise and resources at the regional level. The RSDS's strategic priorities include enhanced governance of Caribbean data and statistics; promoting innovation and technological advancement in data and statistics in member states, so the Caribbean keeps pace with the global state-of-the-art; and advocacy and communication to raise awareness on the value of statistics to empower institutions and individuals, and enhance decision and policy making; and effect change and accelerate development.¹² This Joint Programme is aligned with and synergistic to these regional aspirations on data and statistics.

¹² <https://caricom.org/documents/caribbean-community-caricom-regional-strategy-for-the-development-of-statistics-rsds-2019-2030/>

C. JOINT PROGRAMME DESCRIPTION

1. Baseline and Situation Analysis

1.1 Problem Statement

Contextual analysis of Trinidad and Tobago's (TTO's) data and statistics environment involved document reviews, multisectoral stakeholder consultations, and attention to universal values (Gender Equality and Women's Empowerment, Leave No One Behind, and Human Rights).

The 2030 Agenda requires that reliable, accessible, timely and disaggregated data be the cornerstone of sustainable development, as these are critical for effective decision and policy making. For instance, gender inequalities (in access to employment, health, education, finance, information, legal rights, political power, and benefits from development programming) are impossible to evaluate or address without gender-disaggregated data. Quality data also allow disparate stakeholders to monitor policy implementation, understand their roles in achieving the SDGs, enable measurement of progress and identification of gaps toward all 17 Goals, and stimulate SDG investment. Better data statistics also enable efficient and effective decisions on the allocation and mobilisation of public, private and donor resources and greater societal gains, whilst also highlighting public policy deficiencies for improved accountability.

The 2030 Agenda includes a results framework with 169 targets across the economic, social, environmental and governance dimensions of sustainable development. Its monitoring framework, with 232 indicators and a mandate to Leave No One Behind, requires strengthened institutional and technical data-production capacities and interoperable statistical systems that allow whole-of-government approaches and engagement of private, donor-community and civil-society stakeholders. SDG target 17.18 especially calls for data disaggregated by gender, income, age, race, ethnicity, migratory status, disability, location and other characteristics relevant in national contexts. These requirements challenge all statistics producers, but especially those in developing states.¹³

SIDS like TTO have the most vulnerable national statistical systems (NSS), as their relatively small size, limited administrative capacity, susceptibility to economic, social and environmental shocks, and resource constraints compound statistical challenges beyond those in other states. SIDS' colonial histories, in which decisions were made in the metropole, and their lack of economies of scale, contribute to higher per capita data costs, and have resulted in underdeveloped NSS and a culture in which statistics are undervalued by decision makers.

Like many SIDS, TTO faces challenges with the collection, processing, analysis and dissemination of quality, timely and disaggregated statistics that can provide for more evidenced-based programming, evaluations and, ultimately, more informed decision making for sustainable development. Data from the World Bank from 2009 to 2018 show a steady decline in TTO's statistical capacity;¹⁴ and the Bank found that the country's NSS performed unfavorably with respect to periodicity, methodology and quality of source data. Thus, while the generation of and demand for data are both expanding, TTO's NSS still has space for improvement in the coordination, collection, access, dissemination and effective use of quality development data. An independent evaluation found that, in TTO, seven of the 17 SDGs (SDGs 4, 10, 11, 12, 13, 14 and 17) lacked data for at least half of their indicators and for the three

¹³ <https://www.un.org/development/desa/cdpmo/taxonomy/term/66>

¹⁴ <https://data.worldbank.org/indicator/IQ.SCI.OVRL?locations=TT>

Goals (SDGs 3, 7 and 9) with data for at least 66% of their indicators, the available data were primarily from international sources and not disaggregated (SDGs 1, 2, 5, 6, 8, 15 and 16 fell between these two positions).¹⁵

The Inter-American Development Bank (IDB) stated that inadequate and poor quality socio-economic statistics limit the TTO Government's capacity to deliver its programming and can cause macro-financial distress.¹⁶ In many cases, required data are unavailable or outdated; and there are situations where data are collected but not available for use—either because there are no formal arrangements for information sharing, or because administrative records (often on paper) have not been transformed into digitised databases. The international consequences are clear. In April 2015, Moody's Investors Service, citing insufficient macroeconomic data to inform policy and foreign investment, downgraded TTO's Government bond rating from Baa1 to Baa2 and changed its Country Outlook from Stable to Negative.¹⁷

An additional challenge for TTO has been its graduation by international financial institutions (IFIs) to the high-income level, which makes the country ineligible for official development assistance (ODA). However, like most SIDS, TTO faces severe structural challenges due to its remoteness; limited resource base (here, extreme dependence on non-renewable energy exports); and dependence on external flows such as foreign direct investment. These factors have created a monolithic economy that makes TTO particularly vulnerable to external shocks like the COVID-19 pandemic. Some donors now recognise this vulnerability as an ODA criterion and employ various Multidimensional Vulnerability Indices (MVI) to determine a state's assistance needs. MVI determinations entail economic, social and environmental indicators, and the absence of data in these dimensions represents a significant opportunity cost for TTO and an impediment to better IFI engagement with the country. The Caribbean Development Bank also plans to develop MVI for Caribbean SIDS,¹⁸ and would need data and statistics from TTO.

The Government has recognised the inadequacy of the existing national data ecosystem and the need for high-quality development data and statistics to support decision making, good governance, accountability and the sustainable development agenda. This is underscored by the Government's actions to reform the regulatory frameworks and statistical laws that govern the NSS through the draft National Statistical Institute of Trinidad And Tobago (NSITT) Bill, 2018. This is premised on reforming the Central Statistical Office (CSO) to meet the demands and opportunities of modern data ecosystems, and significantly improves on the Statistics Act 1982 in incorporating the UN Fundamental Principles of Official Statistics (UNFPOS) into TTO's legal framework for data and statistics. TTO's first Voluntary National Review (VNR, 2020) acknowledged that, while the country's data ecosystem is developing, reform must be accelerated—given that we are in the Decade of Action to achieve the 2030 Agenda and TTO's National Development Strategy (Vision 2030). Recognising inadequacies in TTO's NSS (e.g., only three of the ten UNFPOS are fully integrated into the NSITT Bill),¹⁹ post-VNR actions leveraged the UN Country Team (UNCT) to support efforts to address data gaps and challenges; assist the CSO with its IT infrastructure, expertise and organisational needs; and modernise the NSS's data systems, especially regarding electronic collection and transmission of data and the digitisation and use for statistical purposes of administrative records.²⁰

¹⁵ <https://app.box.com/s/9ujv8ws1q6i1uqmv5zknnikuhumruc2>

¹⁶ <https://idbinvest.org/en/download/4825>

¹⁷ <https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf>

¹⁸ <https://www.caribank.org/sites/default/files/publication-resources/Measuring%20Vulnerability-A%20Multidimensional%20Vulnerability%20Index%20for%20the%20Caribbean.pdf>

¹⁹ https://repositorio.cepal.org/bitstream/handle/11362/45100/1/S1901208_en.pdf

²⁰ https://www.planning.gov.tt/sites/default/files/Trinidad_and_Tobago_SDG_VNR_Summary_Document_0.pdf

The UNCT, in its 2020 Common Country Analysis (CCA), also identified statistical challenges as an impediment to all UN agencies' support to the Government, private sector, civil society and donor community's pursuit of the SDGs. An end-of-cycle evaluation of the Multi-Country Sustainable Development Framework (MSDF) 2017-2021, the cooperation framework between the UN, TTO and 17 other Caribbean countries and territories, found that the document's proposed 'SDG Knowledge Platform' was not designed, far less deployed. The MSDF's results framework identified indicators, but most had no baselines and targets. Multiple attempts at redeveloping the framework were constrained by a lack of data. The MSDF was to improve statistical capabilities in the region by enhancing data management and collaboration across UN agencies and national partners; but significant gaps remain in this area. The MSDF evaluation recommended that UNCTs fortify systems that produce and share quality, disaggregated statistics—for their own analyses and coordination, and for the UN to positively impact decision making and resource mobilisation across sectors. The UNCT, in support of the Government, and to provide source material for its own analytic products, has begun development of an SDG Data Repository,²¹ but advancing this work requires resources.

The UNCT has engaged TTO's private sector to integrate the SDGs into their business, and to align their philanthropy with the Goals. Data is needed by companies to inform their SDG-related investments. Enhancing TTO's NSS can thus be catalytic in mobilising private resources toward the Goals. For instance, TTO's private sector allocates 2-4% of its annual expenditure to philanthropy.²² The TTO UNCT provided training in the SDGs to personnel from ten companies that collectively give USD 18 million in philanthropy per year.²³ While corporate giving is considerable, data on TTO's developmental accomplishments and gaps are insufficient, leading to philanthropy that is marred by poor planning, duplicated effort and inefficient use of resources, and which contributes only marginally to development. This is unfortunate as the UNCT-engaged companies indicate universal desire to invest in the SDGs, via their corporate giving and as core elements of their business. As the UN's Resource Mobilisation Strategy includes increased private resources directed to SDG accomplishment, the UNCT could catalyse this process by facilitating SDG data provision to the business sector.

Recently, COVID-19 has led to an unprecedented demand, from public, private and development-community decision makers, for statistics that provide a timely and accurate measure of the pandemic's health, economic and social impacts; to determine the effectiveness of measures to slow the disease's spread and counter the economic disruption; and to inform mitigation and recovery strategies once this situation ends. The heightened demand for statistics has challenged the NSS and highlighted its technological inadequacies. As face-to-face interviews and home visits have become restricted or challenging, much of the CSO's future actions will need to adapt. The COVID-19 pandemic also underscored that, when facing unprecedented events, non-conventional data sets can be valuable to decision makers and planners. TTO's information society is well past its infancy (e.g., internet access is almost universal),²⁴ and exploitable but underused data are constantly collected by public agencies in their administration; companies for business; individuals who connect online; and weather stations and satellites that automatically record environmental data. The UNCT has been supporting TTO here (e.g., via involvement in the Caribbean Geospatial Development Initiative, CARIGEO, that promotes greater use and sharing of geospatial information, including satellite data),²⁵ but again efforts must be accelerated to keep pace with elsewhere.

²¹ <https://app.box.com/s/eg3cny9z8u3w4qe4m021h0ts0r648h9i> &

<https://app.box.com/s/grmfvi5mb61s0yn67616deufjk61wya0>

²² https://www.tt.undp.org/content/trinidad_tobago/en/home/library/democratic_governance/CSR.html

²³ <https://app.box.com/s/bdratsivxvdtdd696fjnd0uo5slnsh>

²⁴ <http://docplayer.net/13728000-The-digital-divide-survey-trinidad-and-tobago-2013.html>

²⁵ <https://www.cepal.org/en/events/caribbean-geospatial-development-initiative-carigeo>

TTO's NSS can embrace innovations (like Big Data, BD) and accelerate its statistical development with key stakeholders. BD can provide policymakers with more-relevant, timely, disaggregated and cost-effective evidence that complements traditional sources of official statistics, and are already transforming many development domains.²⁶ BD is potentially more-easily applied in SIDS than in larger countries as smaller systems entail less varied information and require smaller data storage and processing capacities.²⁷ Most BD sources reside in the private sector, which can better meet the costs of the technology than the Government. An enabling environment must be created to encourage companies to share the data they collect. Coordination mechanisms and overarching frameworks are also needed to facilitate the needed BD partnerships; establish BD strategies and best practices; and formulate investment plans to improve data collection, access and use.²⁸ The UNCT has spearheaded BD in TTO. It staged the Caribbean's first multi-stakeholder Big Data Forum in 2020—with the second iteration planned for October 2021. It has forged BD partnerships with TTO's Attorney General and Ministry of Digital Transformation; Digicel (the region's largest telecommunications provider) and Google; the Trinidad and Tobago Multi-stakeholder Advisory Group (an NGO that champions digital technology integration); the IDB and other IFIs; the region's main university; and key UN system members, including Global Pulse (which leverages BD for the SDGs). The UNCT is well placed to support TTO with policy, legislation and best practice on BD use for official statistics, with markedly improved cost efficiency.²⁹

In strengthening and modernising the NSS, the TTO Government is mindful of the major national surveys that are imminent in the aftermath of the pandemic, including the Population and Housing Census and the Continuous Sample Survey of Population (CSSP; which provides disaggregated labour force data) in 2022; or which are overdue, like the Survey of Living Conditions (which provides important measures of household expenditure and financial risk) that was last undertaken successfully in 2005.³⁰ Reporting on SDG-related international agreements, like the Convention on the Elimination of All Forms of Discrimination against Women, Convention on the Rights of Persons with Disabilities, and Paris Agreement on climate change are also due. The current NSS revaluation presents opportunities for:

- Strengthening the enabling environment, facilitated through new, recalibrated gender and human rights sensitive policies and legislation;
- Catalytic investments toward an independent, politically empowered, capable, technologically adept, efficient, agile, and gender and human rights responsive NSS that provides a repository of timely, comprehensive and structured data on TTO's pursuit and accomplishment of the SDGs to the Government, UNCT agencies, IFIs, private sector and multiple other stakeholders;
- Enhanced planning, greater collaboration and coordination, and increased resource mobilisation toward the SDGs; and
- Positioning the UNCT as the go-to partner for the Government, private sector, donor community, academia and civil society on SDG-related data in TTO.

The UNCT has already progressed on these fronts via interventions like the Big Data Forum, provision of Retrieval of Data for Small Areas by Microcomputer (REDATAM) software for the national census, and facilitation of the Multiple Indicator Cluster Survey on conditions that affect TTO women, children and adolescents. These interventions are intimately aligned to

²⁶ <https://unstats.un.org/unsd/statcom/doc14/2014-11-BigData-E.pdf>

²⁷ <https://journals.sagepub.com/doi/pdf/10.1177/2053951714564227>

²⁸ <http://www.paris21.org/sites/default/files/SIDS-PRINT%20v2.pdf>

²⁹ <https://stats.oecd.org/glossary/detail.asp?ID=5164>

³⁰ <https://cso.gov.tt/wp-content/uploads/2019/03/SLC-2005-Main-Report.pdf>

the UNFPOS,³¹ advance the Samoa pathway;³² and reinforce commitment to the Partnership in Statistics for Development in the 21st Century (PARIS21) agreement.³³

1.2 Target Groups

Disaggregated data collection and gaps in the national statistical system represent a significant challenge for identifying, monitoring and rendering assistance to those left behind. Those that are at the greatest risk of being left behind are frequently not accounted for by current survey or national statistical-collection methods. In that respect, this Joint Programme (JP) will have a significant impact on those Target Groups as it addresses, among others, SDG target 17.18, which calls for capacity building to increase the availability of timely and reliable data disaggregated by gender, income, age, race, ethnicity, migratory status, disability, geographic locations and other characteristics relevant in national contexts.

The five factors of the Leaving No One Behind analysis includes discrimination, geography, governance, socio-economic status and vulnerability to shocks. Analyses of who is at the intersection of these factors are crucial to identifying those being left behind and the root causes for this exclusion. The groups at risk of being left behind include:

- Women;
- Children;
- Girls;
- Youth;
- Persons with disabilities;
- Older persons;
- Minorities (inclusive of ethnic, religious, linguistic)
- Indigenous peoples;
- Rural workers;
- Human rights defenders including NGOs;
- Migrants, refugees and asylum seekers;
- Stateless persons;
- LGBTI persons;
- Persons of African Descent;
- Persons affected by HIV/AIDS and other diseases;
- Victims of trafficking, sexual exploitation and abuse;
- Other groups including persons living in poverty, persons experiencing homelessness, those excluded from formal economic structures.

In terms of those at risk of being left behind, it is critical to measure their access to services and opportunities. Disaggregated data can measure the extent to which access to financial services, healthcare, employment, social services, education is available for each target group, and then also the differences between women and men in those target groups. The JP seeks to enhance the systems through which quality, timely, disaggregated data are produced and shared as inputs for analyses, reporting and coordination; and to positively impact SDG-related decision making, programming and resource mobilisation within and across sectors. Subsequently, the legislative framework can be strengthened to ensure that development policies sufficiently integrate gender equity, women's empowerment and human rights mainstreaming, with the focus on Leaving No One Behind.

³¹ <https://planning.gov.tt/content/statistics-focus-international-organisations-and-central-statistical-office-part-ii>

³² <https://www.scidev.net/global/news/small-island-developing-states-data/>

³³ <http://www.paris21.org/sites/default/files/SIDS-PRINT%20v2.pdf>

These groups, such as asylum seekers and refugees, migrants, persons with disabilities (PWDs), LGBTQI persons, people living with HIV/AIDS, and women face exclusion and discrimination that prevent their access to employment, public services, housing, health care, social services, victim and support services, which can then increase their vulnerability to shocks. The capacity of those Target Groups to be involved in decision making is also diminished. COVID-19 also highlighted the effects of this social exclusion on gender-based violence, education, employment. The JP's outputs will lead to the strengthening of the domestic legislative framework which reflects the international human rights obligations that affords protection to all.

Trinidad and Tobago (TTO) has ratified several international rights treaties, such as the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of the Child, the Convention on the Rights of Persons with Disabilities and the Convention on the Elimination on All Forms of Discrimination. However, reporting to treaty body mechanisms has been subject to considerable delay. With respect to the recommendations emanating from the State Parties' Reports, along with the stakeholder reports, the issue of the absence of disaggregated data has been raised in the recommendations for several human rights mechanisms. Increased production of and access to disaggregated data can also aid the State's reports, as well as those from other stakeholders, in accurately identifying those being left behind—which can then lead to targeted or comprehensive recommendations that more accurately reflects TTO's human rights situation.

A) Universal Periodic Review (UPR)

- During the Second Cycle of the UPR, it was recommended that TTO partner with appropriate international agencies to strengthen national capacities to collect, process, and analyse relevant human rights statistical information concerning police misconduct and prison conditions.³⁴ Further, TTO supported the recommendation to develop statistics and indicators on gender-based violence in order to design and implement public policies in an effective manner.³⁵

B) Human Rights Treaty Bodies

- **Committee on the Elimination of Racial Discrimination (CERD):** The Committee noted the "lack of disaggregated data on the student population," and encouraged the Government to "take appropriate steps to ensure the provision of adequate statistics on this segment of the population." Further, the CERD requested additional data on the employment of different racial groups in the Government service in different sectors, including comparative data, so as to indicate changes in the ethnic distribution in Government service.³⁶
- **Committee on Economic, Social and Cultural Rights (CESCR):** It was noted that the data on infant mortality was not available in respect of the urban/rural division, socio-economic status, and ethnic group.³⁷
- **Committee on Civil and Political Rights aka Human Rights Committee (CCPR):** The Human Rights Committee requested disaggregated data on sexual and domestic violence, including disaggregated data on the number of deaths resulting from each

³⁴ A/HRC/33/15/Add.1 - Para. 13

³⁵ A/HRC/33/15 - Para. 106

³⁶ Report of the Committee on the Elimination of Racial Discrimination, fifty-eight and fifty ninth sessions 2001, A/56/18

³⁷ Concluding observations of the Committee on Economic, Social and Cultural Rights, Twenty eight session, 29 April -17th May 2022, E/C.12/1/Add.80

type of crime, the complaints received, the investigations and prosecutions pursued, the sentences imposed, and the compensation received by victims or relatives.³⁸

- **Committee on the Elimination of Discrimination against Women (CEDAW):** The Committee noted the need for improved data collection on the incidence of violence against women, given the perception that police statistics do not adequately capture the high incidence of domestic and other forms of sexual violence that is reported by Government agencies undertaking work among communities and disaggregated data. Further, the recommendations for the next cycle included the inclusion of data and information on rural women and policies to improve their situation, with particular focus on the situation of older women in rural areas.³⁹
- **Committee on the Rights of the Child (CRC):** The Committee recommended that the State party develop a system of data collection and indicators consistent with the Convention and disaggregated by gender, age and in different parishes and dependencies. It was recommended that the system cover all children up to the age of 18 years, with specific emphasis on those who are particularly vulnerable, including children living in poverty, children with disabilities, children from single-parent families, child victims of sexual abuse, sexual exploitation, economic exploitation and of trafficking, and street children. The importance of this data to legislate in accordance with the Convention was emphasised.⁴⁰

1.3 SDG Targets

SDG 17 calls for strengthening the means of implementation of, and revitalising the global partnership for, sustainable development. Achieving the ambitions of Agenda 2030 requires mobilising political will and deepening partnerships between government, the private sector, civil society and academia. It also requires increasing international and intersectoral cooperation, and improving coherence between policies and initiatives both domestically and internationally. SDG 17 addresses these needs and calls for actions to increase capacity for implementing the SDGs at all levels. Meeting the targets and ambitions of SDG 17 is essential for successfully advancing the entire SDG agenda. This Joint Programme (JP) addresses SDG targets 17.18, 17.17 and 17.19 with, respectively, 43%, 36% and 21% of its budget.

Target 17.18. is to enhance capacity-building support to developing countries, including for least developed countries and small island developing states, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts. This target is cross-cutting because all 232 SDG indicators demand data for tracking progress, with 97 indicators requiring 283 disaggregations. For example, SDG 5's nine targets and 14 indicators all require gender-disaggregated data; and are themselves facilitated by target 17.18.

Target 17.18.'s indicators entail countries having a standardised means of evaluating their statistical capacity for SDG monitoring (17.18.1.); statistical legislation that complies with the UN Fundamental Principles of Official Statistics (UNFPOS) (17.18.2.); and a national statistical plan that is fully funded and under implementation (17.18.3.). The baseline situation in Trinidad and Tobago (TTO) is that the capacity of the national statistical system (NSS) to

³⁸ List of issues prior to submission of the fifth periodic report of Trinidad and Tobago 16 November 2018, CCPR/C/TTO/QPR/5

³⁹ Consideration of reports submitted by States parties under article 18 of the Convention Combined fourth to seventh periodic reports of States parties due in 2015 41 CEDAW/C/TTO/4-7 31

⁴⁰ CRC/C/TTO/CO/2 17th March 2006

monitor the SDGs is yet to be assessed; reform of the NSS has begun through the draft National Statistical Institute of Trinidad and Tobago (NSITT) Bill 2018, which significantly improves on the Statistics Act 1982 by incorporating the UNFPOS, but the Bill has not been passed by a legislature that is yet to be fully sensitised on the value of data and statistics to decision and policy making, and the outdated Act remains the NSS's legal framework; and a National Strategy for the Development of Statistics (NSDS), with an accompanying Roadmap of interventions and Investment Plan, is yet to be developed. There are no plans to imminently assess the capacity of the NSS, have the NSITT Bill approved by the Parliament and passed into law, and develop an NSDS, as is required by the Partnership in Statistics for Development in the 21st Century (PARIS21).⁴¹

Target 17.17. is to encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships. It recognises that a successful development agenda requires inclusive partnerships at the global, regional, national and sub-national levels, built upon a common vision and shared goals. Its indicator (17.17.1.), the amount of funds committed to public-private partnerships for infrastructure, acknowledges that the finance required to achieve the SDGs exceeds that available from Governments and international financial institutions (IFIs); and that the 2030 Agenda can be accomplished only if resources are mobilised from the private sector.

TTO's baseline situation is that there is no private sector investment in the country's data and statistics infrastructure; and no public-private or multisectoral partnerships to facilitate and govern collective action and financing of enhancements of the NSS. This is unfortunate as TTO's private sector is the Caribbean's most capitalised, dynamic and developed in terms of industrial and digital technologies; is both a significant producer and user of data and statistics; and has expressed a desire to participate in public-private and multisectoral partnerships that are aligned with their core business strategies, and to invest in the SDGs in the long term as part of their business operations and production, and more immediately via their philanthropy.⁴² There are no mechanisms, though, to facilitate and formalise multisectoral data and statistics partnerships that include the private sector; create an enabling environment for collaboration and data sharing by establishing common statistical standards within and between sectors; and foster technological advancements, like Big Data.

Target 17.19. is to, by 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries. Its indicators are the USD value of all resources made available to strengthen statistical capacity in developing countries (17.19.1.); and the proportion of countries that have conducted a population and housing census in the last 10 years, and achieved 100% birth registration and 80% death registration (17.19.2.). The baseline situation is that the TTO Government has allocated USD 1.2 million and USD 590,000 to, respectively, restructure and build capacity at the Central Statistical Office (CSO; the main NSS institution) and prepare for the 2022 National Population and Housing Census (NPHC); and that USD 200,000 was granted by the Inter-American Development Bank (IDB) to provide Computer-Assisted Personal Interviewing (CAPI) software and training to the CSO so surveys can be done digitally, and improve statistical literacy among TTO's political leaders, as well as in the general public. TTO's last NPHC was undertaken in January-May 2011, and the next NPHC will occur in 2022. Several key national surveys are also overdue, including the Survey of Living Conditions that was last officially undertaken in 2005,⁴³ and the Continuous Sample Survey of Population (CSSP), which was last completed in 2019 and then

⁴¹ <https://paris21.org/>

⁴² <https://app.box.com/s/bdratsivxvdttdsd696fjfd0uo5slnsh>

⁴³ <https://cso.gov.tt/wp-content/uploads/2019/03/SLC-2005-Main-Report.pdf>

delayed by the COVID-19 pandemic.⁴⁴ The JP will capitalise on the planned execution of the NPHC and CSSP in 2022 to allow the NSS's statistical skills and infrastructure to be built in line with real-world needs, including the provision of disaggregated data for SDG indicators.

The consequence of the interrelatedness of these targets, and of discrepancies between them and TTO's baseline situations, is that the country currently lacks data for at least half of the indicators of seven SDGs (SDGs 4, 10, 11, 12, 13, 14 and 17); the three Goals with statistics for at least 66% of their indicators (SDGs 3, 7 and 9) have data that are primarily from international sources and not disaggregated; and the remaining SDGs (Goals 1, 2, 5, 6, 8, 15 and 16) fall between these two positions.⁴⁵ As such, in TTO there are no SDGs with disaggregated for more than 66% of their indicators.

To address Target 17.18., the JP itself targets data becoming available for $\geq 75\%$ of indicators for ≥ 6 SDGs (including SDG 5), across the three dimensions of sustainable development, within the project's lifespan. This will, by itself, represent a dramatic advance for SDG data in TTO. By contributing to progress on multiple SDGs, the JP will yield catalytic results. These will be amplified as the JP will build capacity, and establish systems, mechanisms and enabling environments that will allow upscaling to data on all SDG indicators within five years. The related output-level targets are five identified priorities for the UN Country Team (UNCT) to support the CSO's increased application of, and skills in, digital technologies for producing, analysing, sharing and disaggregating data and statistics; and one deployed digital UNCT SDG Statistics Repository with the capacity to collate and allow general access to data for 17 SDGs. Together, these will provide a UNCT managed cooperation and investment framework to support TTO's SDG-related reporting and the Government's development of its NSDS.

For Target 17.17, the JP itself targets one multisectoral initiative to enhance the national statistical architecture, and so increase collaboration on data and statistics between the public, private and international development sectors. The corresponding output-level targets include 100 managers and senior technicians from 22 central Government ministries, 15 local Government corporations and assemblies, five Regional Health Authorities, and 47 State enterprises trained on the standardised production, use and sharing of quality, disaggregated data and statistics (with 50% of trainees to be female); ten corporate philanthropic organisations with formalised agreements to share disaggregated data with the UNCT and Government; the multisectoral initiative's project document developed to ISO and Project Management Institute standards; and the successfully-staged second and third iterations of the UNCT Big Data Forum. Together, these targets will ensure development actors across sectors have the knowledge and networks required to formalise partnerships and collaborate on data, disaggregated and statistics.

For Target 17.19., the JP targets two national survey instruments (provisionally the CSSP and NPHC) to be updated to integrate (i) recommendations from the 18th, 19th and 20th International Conferences of Labour Statisticians relevant to the survey instruments consistently with the ILO Labour Statistics Convention, 1985 (No. 160) and its accompanying Recommendation No. 170; (ii) the Washington Group Short Set on Functioning (WG-SS) for persons with disabilities; and (iii) practices outlined in the 'Integrating a Gender Perspective into Statistics' manual of the Department of Economic and Social Affairs (Statistics Division). It also targets 36 of TTO's 71 parliamentarians (≥ 12 female), and 22 Permanent Secretaries (≥ 8 female) and 22 Deputy Permanent Secretaries (≥ 8 female), completing sensitisation sessions on the importance and urgency of CSO reform. Finally, it targets development and

⁴⁴ <http://www.news.gov.tt/content/cso-currently-undertaking-continuous-sample-survey-population-cssp-exercise-across-tt#.YRc4o4hKg2w>

⁴⁵ <https://app.box.com/s/9ujv8ws1q6i1uqmv5zknkukhumruc2>

dissemination of two awareness products on the value of quality, disaggregated data and statistics in decision making, targeted to 30 business leaders (at least 12 female), and four awareness products for dissemination to a general audience via social media (but with targeted or 'boosted' dissemination to females).

1.4 Stakeholder Mapping

The project involves stakeholders from the Trinidad and Tobago (TTO) Government, UN Country Team (UNCT), private sector, civil society, IFIs, academia, and others.

TTO Government: The **Central Statistical Office (CSO)** is a Division of the **Ministry of Planning and Development (MOPD)**. The legal framework for the CSO's operations is provided by the Statistics Act 1982, which empowers the Office to take censuses; collect, analyse and publish primary and secondary data and statistical information relating to socioeconomic activities; and collaborate with other Government departments in the collection, consolidation, analysis and publication of statistical records of administration. Its Vision is to be a state-of-the-art, dynamic information and research institution, that creates a range of statistical products in anticipation of and in response to user requirements, and which is committed to innovation and continuous capacity improvement to provide timely, high-quality products and services that facilitate decision-making, monitoring and evaluation of developmental functions, and adherence to global statistical standards and best practice. The MOPD is responsible for providing policy guidance and development, technical support and advice, and feasibility assessment for national advancement. Its coordination of national statistics is critical for the success of the Government's development programming across economic, social, spatial and environmental pillars. The MOPD chairs the High Level Ministerial Sub-Committee, the political institution that coordinates implementation of the 2030 Agenda. It presented TTO's first Voluntary National Review on Sustainable Development to the 2020 High Level Political Forum. The MOPD is the focal point for international agencies, including the UN, Inter-American Development Bank (IDB), and Caribbean Development Bank (CDB). The **Office of the Prime Minister (Gender and Child Affairs)** is TTO's National Women's Machinery and promotes gender equity and justice through gender mainstreaming into all Government policies, programmes and projects. Its strategic objectives are to improve the quality of life of men and women and boys and girls at all levels of society; research and disseminate information on gender issues; discourage discriminatory social norms and traditions; build multisectoral consultative mechanisms to advance gender equality; and prevent and punish gender-based violence.⁴⁶

UN Agencies: **PAHO/WHO** was founded in 1902 and is recognised as the independent specialised health agency of the Inter-American system, under the Charter of the Organisation of American States. In 1949, PAHO agreed to serve as the Regional Office for the Americas of the World Health Organisation (WHO), a specialised agency of the UN system. Acting in its capacity as WHO's Regional Office, PAHO participates actively in the UN Country Teams, collaborating with other agencies, the funds and programmes of the UN system, and with the UN Resident Coordinator to contribute to the achievement of the SDGs at country level. For nearly 120 years, PAHO/WHO has developed recognised competence and expertise providing technical cooperation to its Member States to fight communicable and noncommunicable diseases and their causes, to strengthen health systems, and to respond to emergencies and disasters throughout the region of the Americas. PAHO/WHO's Strategic Plan 2020-2025 states that the obstacles to the region overcoming its health challenges, and implementing policies that produce the highest-attainable standard of health and 'leave no one behind', include gaps in member states' information systems and the lack of consistent, disaggregated

⁴⁶ <https://www.opm.gov.tt/faq/gender-and-child-affairs/>

data. PAHO/WHO prioritises building the capacities of governments and health authorities to collect, analyse, store and disseminate national and subnational disaggregated data that improve the capacity of health systems to undertake public health surveillance, respond to needs, disasters and health emergencies (e.g., the COVID-19 pandemic), and guide implementation of people-centred policies, strategies and systems for the reduction of health inequities. PAHO/WHO advocates for upgrading of integrated information management systems for health, and assists member states with developing and implementing interoperable, innovative statistical systems for health; the ethical use of data from various sources; and use of digital technologies to cost-effectively generate information.

ILO brings governments, employers and workers together to set labour standards and develop policies that promote decent work. Labour data and statistics play an essential role in member states' efforts to advance decent work for all; and for assessing progress towards this goal. ILO's Centenary Declaration underscores that the quality of the agency's policy advice depends on maintaining the highest levels of statistical and knowledge management capacities within the Organisation and its partners. ILO is committed to developing member states' capacities to report on the SDG indicators. It maintains ILOSTAT, its portal to labour statistics; and stages annual Labour Market Statistics and Analysis Academies that cover the full statistical production process, and which focus on strengthening household surveys that provide data for work-related SDG indicators and close gender gaps in labour statistics. The Academy targets developing countries' statisticians. ILO also provides technical assistance and tools to ensure quality, efficiency and process-orientation in statistics-production work.

UNEP coordinates responses to environmental issues. Its Strategy for 2022–2025 considers access to high-quality, shared, sex-disaggregated environmental data, and related expertise, paramount to sound environmental governance, decision making, mainstreaming across sectors, and transparency (e.g., countries' fulfilment of National Determined Contributions and Multilateral Environmental Agreement commitments). UNEP is a data-driven organisation that supports countries to produce, and use high-quality, timely environment-related data, analyses and early warnings for policy and decision makers; and to build capacity and cooperation for the collection, validation and sharing of data and statistics. UNEP's Strategy recognises that digital tools and technologies can provide straightforward access to actionable real-time data, accelerate the integration of environmental analysis with social and economic data, and better equip decision makers at all levels to enhance impact. UNEP's infrastructure World Environment Situation Room (WESR) provides a global digital platform that draws on diverse sources (from satellite imagery to citizen-generated data), and allows governments and publics to visualise the state of, and pressures on, the world environment, and to feed this analysis into policies benefiting the environment.

ECLAC promotes economic cooperation in Latin America and the Caribbean. It publishes data, provides technical assistance, and builds statistical capacity to support evidence-based policies and programmes. Its Strategic Plan 2015-2025 includes promoting international standards and best practices in national statistical offices; enhancing effectiveness and efficiency in statistics production through the use of new data sources and modernisation of related functions (especially to exploit administrative records for statistical purposes and capitalise on the data revolution); and inculcating a statistical culture among decision makers across sectors. In support of SDG indicator 17.18.2., ECLAC assessed integration of the UN Fundamental Principles of Official Statistics (UNFPOS) into TTO's legal framework. It found that TTO has made strides in updating its statistics legislation, including drafting The National Statistical Institute of Trinidad and Tobago Bill 2018 to replace the current Statistics Act 1982. The draft Bill incorporates (fully or partially) all but one of the ten UNFPOS.

International Financial Institutions: The **IDB** is the largest source of development financing for Latin America and the Caribbean and supports regional socioeconomic development and integration by lending to governments. The IDB is supporting the CSO's transition to the National Statistical Institute (NSITT) with statistical capacity building activities that endow staff with upgraded technical skills in new methodologies and updated technologies that will make them fit for purpose in the NSITT, once it is enacted into law. The IDB assisted with a communications strategy to strengthen trust in the CSO and build a wider statistical culture. It has supported use of administrative data; updating the Continuous Sample Survey of Population (CSSP); and planning the next population and housing census. Meanwhile, the **CDB** helps Caribbean nations finance social and economic programmes. It helps countries address their statistical capacity challenges, especially regarding the data revolution and the analysis of demographic data from censuses, surveys, and administrative records. The CDB collaborates with UNCT agencies, including ECLAC, in promoting a common regional approach to data and statistics.

Private Sector: The UN's Guide to Joint Resource Mobilisation for accomplishment of the SDGs includes increased private sector investments, to integrate the Goals into companies' business strategies, operations and products, and for businesses' corporate social responsibility (CSR) and philanthropy to fund interventions that accelerate progress toward SDG accomplishment. To spur this process, the UN Resident Coordinator (RC) for TTO has convened an SDG Business Roundtable comprised of the CEOs of the country's leading businesses (**bpTT, Digicel, Scotiabank, Ansa McAl Group, Massy Group, Guardian Holdings, The National Gas Company Ltd. [NGC], Republic Bank Ltd., Atlantic LNG, Angostura, Sagicor, and Trinidad Systems Ltd.**). Some companies are integrating the SDGs into their core business (e.g., bpTT is about to construct a 120 MW solar plant; Angostura installed a treatment plant that allows it to reuse 90% of its wastewater), but the process is prolonged. More immediate benefits can be attained if these companies' philanthropy, which exceeds USD 18 million per year, becomes systematically aligned with the SDGs and TTO's development goals. Under the RC's guidance, the companies' CSR departments have been sensitised to the SDGs and their indicators, and their monitoring, evaluation and impact assessment capacities have been enhanced. The corporate philanthropists have underscored that the lack of data hampers decision making on their CSR and diminishes the impact and sustainability of their philanthropic investments.

Civil Society and Academia: The **Caribbean Natural Resources Institute** (CANARI) is a non-profit technical institute with experience in research, policy and capacity building for natural resource governance. Its Spotlight on SDG 13 Report was developed with 53 non-governmental organisations (NGOs) to shadow TTO's first Voluntary National Review (2020); and collated data that suggested TTO was making unsatisfactory progress on climate indicators. CANARI implemented the NGOs For Good Governance project that built NGOs' capacities to participate in policy making and launched an online SDGs Knowledge Platform to provide NGOs with information to strengthen their SDG advocacy. **The Cropper Foundation** (TCF) is an NGO that led two sub-global assessments within the UN-led Millennium Ecosystem Assessment. TCF is developing an online platform that collates SDG data and transforms it into accessible, interactive displays for community leaders and members to connect their wellbeing to the SDGs, and to convert abstract global targets into actionable local goals. The **Trinidad and Tobago Multistakeholder Advisory Group** (TTMAG) is an NGO that fosters multisector dialogue to serve the needs of the local internet community, particularly in education; innovation, infrastructure development and standards; public policies and legislation; and internet governance. The **Network of NGOs of Trinidad and Tobago For the Advancement of Women** is a national umbrella organisation, comprised of approximately 100 individual civil society bodies, that fosters participatory processes to enhance the status of and opportunities for TTO's women and girls, restructuring

of TTO's existing gender imbalance towards more equitable gender relations, and advocacy for the full local implementation of the Convention on the Elimination of all Forms of Discrimination Against Women.⁴⁷ Gender-disaggregated data is fundamental to the Network's activities. The **National Trade Union Centre of Trinidad and Tobago (NATUC)** is an affiliation of 18 of TTO's largest trade unions, including the Oilfield Workers Trade Union, the Trinidad and Tobago Unified Teachers Association, the National Union of Government and Federated Workers, the Banking, Insurance and General Workers Union, the Contractors and General Workers Trade Union, the Transport and Industrial Workers Union, the Electronic Media Union of Trinidad and Tobago, and the National Union of Domestic Employees. **The University of the West Indies (UWI)** is the region's public university system. The Department of Mathematics and Statistics' programmes provide knowledge that enables graduates to function effectively as professional statisticians, and skills them for statistical research. The data bank at UWI's Sir Arthur Lewis Institute of Social and Economic Studies allows multidisciplinary, policy-oriented training and research.

⁴⁷ <https://www.facebook.com/networkofngos/>

2. Programme Strategy

2.1. Overall Strategy

The Joint Programme's (JP's) **Vision** is of a Trinidad and Tobago (TTO) where policies, legislation, investments and partnerships are aligned with the SDGs and gender and human rights, and informed by comprehensive, timely, reliable and disaggregated data from a technologically advanced, collaborative, empowered, cost-effective and agile national statistical architecture, of which the UN Country Team (UNCT) is a key component.

The JP's **Mission** is to support the TTO Government, UNCT and key development stakeholders by enhancing the systems through which they produce and share the data they need for their analyses, reporting, gender and rights mainstreaming, and coordination; and to positively impact SDG-related decision making, programming, resource mobilisation and reporting within and across sectors. This is consistent with the UN Development Assistance Framework in the Caribbean (the Multi-country Sustainable Development Framework 2017-2021 and its impending replacement, the Multi-country Sustainable Development Cooperation Framework 2022-2026), which compels the UNCT to support regional governments and countries by providing and easing access to the quality, disaggregated data and statistics needed to accelerate SDG implementation. The Mission is aligned, too, with the Framework's recognition that achieving the SDGs is impossible for individual actors, and its mandate to the UNCT to convene, coordinate and build capacity in the required partners. Furthermore, the JP will support the UN's Leave No One Behind and gender equality agenda, which require disaggregated data to reveal who are benefitting and who have been excluded. The JP is designed to leverage the UN's comparative advantages (e.g., convening power, network of experts, moral suasion) and to build on the UNCT's past and ongoing work with the Central Statistical Office (CSO) and other national statistical system (NSS) components to position the UN as an indispensable Government partner in all aspects of the country's development.

The JP's **Strategies** include:

- Strategy 1: Enhance technological and skills capacities for the production, compilation and use of quality, disaggregated statistics.
 - Motivation: Skilled professionals and technicians who are equipped with and competent in the best tools (especially digital ones), and who can continuously upgrade their skills and implements, are the most important resource for an effective and efficient national statistical system (NSS) that provides quality, timely and disaggregated data on the SDGs.
 - Objective: To enhance the technological and professional capacities of, accelerate adoption of international standards by, promote staff retooling and retraining as on ongoing activities in, and improve the sourcing of funds for the TTO CSO and UNCT in their management of data and statistics, by December 2023.
- Strategy 2: Improve the coordination and harmonisation of data collection, analysis and dissemination within and across sectors (with emphases on the public and private sectors).
 - Motivation: The value and quality of statistical data are compromised because there are no multisectoral coordination mechanisms to facilitate collective action and economies of scale in data and statistics, and to standardise and harmonise terms, concepts and processes used for collecting, disaggregating and analysing statistics so that indicators and other statistics can be compared between sources.
 - Objective: To consolidate strategic partnerships among, and establish a coordinating mechanism for, data producers and users to develop a multisectoral statistical ecosystem with collective action, investment and efficiencies, and with harmonised standards, terms, concepts and processes that allow statistics to be disaggregated and comparable between sources, and which facilitate the integration of underused (e.g., administrative data) and new (e.g., Big Data) sources, by December 2023.

- Strategy 3: Improve awareness on the developmental value of statistics to accelerate CSO reform and empowerment and strengthen TTO's culture of evidence-based decision making.
 - Motivation: Statistics have a generally low profile in TTO, resulting in development agenda that are not as evidenced based as they could be, or which are premised on outdated or aggregated data. The profile of statistics in development planning must be raised so that decision makers fully appreciate the importance of statistical evidence and accelerate the implementation of already-developed NSS reforms.
 - Objective: To raise the profile and utilisation of statistics so that development planners, policy makers, managers and implementers are more likely to adopt evidence-based approaches to development, and to empower the CSO to lead an NSS that surpasses global standards, by December 2023.

The JP will be transformational and deliver results at scale as it activates policy levers and employs an integrated, cross-sectoral approach that will lead to the data and statistics that themselves lead to additional or better policies, more and deeper cross-sectoral participatory approaches, and cascades of change that go beyond one-off policy support to unleash rapid and sustained progress across all the SDGs. Data and statistics are also inputs for the SDG financing systems; and, by creating an enabling environment for their production and sharing within and across sectors, the JP will strengthen TTO's SDG financing architecture, with the potential to dramatically leverage and upscale SDG financing from multiple investors, including the private sector. The JP also maximises synergies. The Caribbean Development Bank considers the project as piloting a model for statistical development that can be applied across the Caribbean. The JP is synergistic, too, with a project funded by the Inter-American Development Bank. That these international financial institutions (IFIs) are JP partners bodes well for future IFI investment in data, statistics, and the SDGs, in TTO and regionwide.

TTO's Government will lead the JP and sustain and scale its results. The JP aligns with the National Statistical System Strategic Plan, which includes improving awareness and use of statistics; capacity for the production, disaggregation and use of statistics; multisectoral coordination and harmonisation of data collection, analysis and dissemination; compatibility of statistical processes and technologies among stakeholders; and the NSS's work and financing plans.⁴⁸ TTO is also a signatory to the Partnership in Statistics for Development in the 21st Century and is to develop, implement, and monitor a National Strategy for the Development of Statistics (NSDS) to establish a reliable statistical system that allows informed decision making at the national level, and which permits the country to satisfy its international reporting commitments. NSDS success depends on stakeholder dialogue and collaboration; Government and partner funding; and political support.⁴⁹ The JP enables these.

The JP innovatively adopts a supply-chain strategy that treats data and statistics as products and development actors as the market. It leverages innovation, technological advances, new suppliers and customers, economies of scale, and more-empowered licenses to operate to improve the efficiency, quality and speed of the product's manufacture and distribution, responsiveness to its market, and competitiveness. Treating data and statistics as products, the JP also embraces a growth strategy with horizontal integration (i.e., merging with other players, including those from outside already involved sectors), and vertical integration (i.e., increasing the interrelatedness of all levels of the production and distribution lines). Such business-based strategies have been shown to improve product quality, market relevance and the matching of producer supply with user demand; reduce costs; increase competitiveness and sustainability; boost investor interest and confidence; broaden the customer base; and be more responsive to marketplace changes.

⁴⁸ <https://www.planning.gov.tt/sites/default/files/NSITT%20Bill.pdf>

⁴⁹ <https://paris21.org/>

2.2 Theory of Change

a) Summary:

If more quality and timely disaggregated data on the SDGs become available, **then** an enabling environment can be realised for more-informed, evidence-based, and SDG-accelerating technical and financial decisions and policies from a wider cross section of sub-national, national and international development stakeholders;

If the national statistical architecture employs more of the latest digital technologies and international standards for data and statistics, **then** it can more effectively and efficiently generate and share the information needed for SDG-related decision and policy making and resource allocation;

If development data producers and users within sectors have the skills and capacity, access to a supporting knowledge base and networks, and interoperable standards and processes, **then** sectors can better formalise partnerships on, and improve and upscale the analysis and sharing of, data and statistics;

If legislators, politically influential audiences (e.g., business leaders), and the public are sensitised on the value of data and statistics to national development, **then** the need for reform and resourcing of the Central Statistical Office (CSO) will become a higher priority to the highest levels of Government; and

If the national statistical system features all sectors collaborating with a more technologically adept and empowered CSO, **then** SDG-related policymaking and investment will be strengthened and enabled.

b) Detailed Explanation:

Evidentiary Basis: The national statistical system (NSS) in Trinidad and Tobago (TTO), like that in many SIDS, is not as developed as it can and must be, because it operates in an historical context that caused statistics to be undervalued by decision makers; has minimal involvement of non-governmental data producers and users (especially the private sector); and lacks economies of scale, resulting in high per capita data costs that compound the NSS's resource constraints.⁵⁰ World Bank research shows that TTO's statistical capacity is declining while its data demands are expanding.⁵¹ SDG-related statistics in TTO are especially problematic, with seven of the 17 SDGs (SDGs 4, 10, 11, 12, 13, 14 and 17) lacking data for at least half of their indicators; and, for the three Goals (SDGs 3, 7 and 9) with data for at least 66% of their indicators, the available information was mainly from international sources and not disaggregated (SDGs 1, 2, 5, 6, 8, 15 and 16 fell between these two positions).⁵² This has serious repercussions for TTO, with the Inter-American Development Bank (IDB)⁵³ and Moody's Investors Service⁵⁴ stating that inadequate and poor quality statistics limit the Government's capacity to deliver its programming and the economy's attractiveness to foreign direct investment, and can cause macro-financial distress. Conversely, positive correlations have been demonstrated between the efficiency, effectiveness, timeliness and disaggregation levels of data and statistics production in SIDS and the quality of SDG-related policymaking and the quantity of related investment.⁵⁵

⁵⁰ <http://www.paris21.org/sites/default/files/SIDS-PRINT%20v2.pdf>

⁵¹ <https://data.worldbank.org/indicator/IO.SCI.OVRL?locations=TT>

⁵² <https://app.box.com/s/9ujv8ws1g6i1uqmvd5zknnikuhumruc2>

⁵³ <https://idbinvest.org/en/download/4825>

⁵⁴ <https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf>

⁵⁵ <http://www.paris21.org/sites/default/files/SIDS-PRINT%20v2.pdf>

Context and Enablers: The foundation for UN Country Team's (UNCT's) support to the TTO Government is the UN Multi-country Sustainable Development Framework (MSDF) 2017-2021, and its in-development second iteration, the Multi-country Sustainable Development Cooperation Framework (MSDCF) 2022-2026, the UN Development Assistance Framework in the Caribbean. The MSDCF's Theory of Change is: If (1) economic vulnerabilities and opportunities are addressed and capitalised on, and productivity is boosted through innovation and digitalisation; and (2) social systems are equitable and resilient; and (3) natural resources are well managed, and disaster risk management and climate change adaptation are strengthened; and (4) insecurity and violence in societies are reduced; then (5) the region will achieve inclusive prosperity (with the private sector playing a larger role in development), improved social mobility, sustainable natural resource use, greater resilience to shocks, and safer, more cohesive societies. There is thus space for the UNCT to support TTO in an MSDCF-consistent way by providing and easing access to the data and statistics needed for SDG monitoring, evaluation and reporting, more impactful development programming and effective use of limited resources, and the forging of strategic partnerships for development.

TTO's NSS has also not kept pace with the rest of society in integrating digital technologies.⁵⁶ Paper survey instruments, which are not easily updated to satisfy revised global standards and conventions, are still common; and hard-copy data must subsequently be input into digital formats, wasting time and resources. Administrative data systems are not standardised and interoperable across, and even within, sectors—especially between Government ministries, and between public and private institutions. Exploitable Big Data (BD) are underused. The Joint Programme's (JP's) Participating UN Organisations (PUNOs) and partner International Financial Institutions (IFIs; the IDB and Caribbean Development Bank, CDB) have been supporting TTO here; but additional investment is needed to accelerate this work. The private sector's participation in TTO's NSS is also underdeveloped, and there is no multisectoral mechanism that drives advancements in, collaboration on, and sharing of data and statistics. Large companies have committed to work with the UNCT to integrate the SDGs into their businesses and align their philanthropy with the Goals; but they need data to inform their investments. In recognition of the NSS's inadequacies, the Government drafted the National Statistical Institute of Trinidad And Tobago (NSITT) Bill, 2018, to reform and modernise the CSO, and incorporate the UN Fundamental Principles of Official Statistics (UNFPOS) into TTO's legal framework for data and statistics. The Bill is yet to be made law. ECLAC and the IDB have worked to sensitise legislators on the value of data and statistics to decision and policy making, and of the urgency of NSS reform. Elections in 2020 have led to a new cohort of Parliamentarians to be sensitised, and underscored the need for information products by which awareness building in the political leadership can be sustained and statistical literacy among political influencers and the electorate can be improved.

Theory of Change at All JP Levels:

- **If** the UNCT supports a review of the national statistical landscape to identify deficiencies and opportunities, and **If** the UNCT deploys and pilots an SDG Statistics Repository, **then** there will be a UNCT-managed cooperation framework to support implementation of the National Strategy for the Development of Statistics (Output 1.1.);
- **If** the Government is supported with updating and digitalising two national survey instruments, and **If** a roadmap for investment and training in digital survey collection and analysis technology is developed at the CSO, **then** there will be easier-applied, international-standard instruments for application in two national surveys (Output 1.2);
- **If** Outputs 1.1 and 1.2 are delivered, **then** there will be a national statistical architecture that makes greater use of the latest digital technologies and international standards (Outcome 1.);

⁵⁶ <http://docplayer.net/13728000-The-digital-divide-survey-trinidad-and-tobago-2013.html>

- **If** the statistical capacities of the central and local Governments and national and sub-national authorities are built, and **If** data-sharing agreements are formalised between multisectoral development actors, including philanthropists, **then** there will be enhanced production and sharing of data by the Government and philanthropists (Output 2.1);
- **If** a multisectoral Committee is convened to develop a joint data and statistics project, **then** there will be a cooperatively financed and executed multisectoral statistical project (Output 2.2.);
- **If** 2022 and 2023 Big Data Forum events are executed, **then** there will be fora to build knowledge and partnerships for BD's integration into official statistics (Output 2.3.);
- **If** Outputs 2.1., 2.2. and 2.3. are delivered, **then** inter-sectoral development actors will have the knowledge and networks required to formalise partnerships and collaborate on data and statistics (Outcome 2.);
- **If** the legislature and policymakers are sensitised on the value of quality data and statistics in decision making (Output 3.1.), and **If** an awareness campaign on the value of data and statistics to national development developed and implemented for politically influential and general audiences (Output 3.2.), **then** there will be a strengthened environment for legislative best practice on data and statistics (Outcome 3.); and
- **If** Outcomes 1., 2. and 3. are delivered, **then** SDG-related policy making, partnership and investment in TTO are strengthened and enabled (Impact).

The *Inputs* required are: Technical expertise; Robust research and analytical methods; Secondary data from reputable sources; Technology and tools; Awareness building and training sessions and materials; Quality assurance protocols and best practices; and Leveraged local and international networks.

The JP's PUNOs are ideally placed to provide these Inputs. PAHO/WHO, ILO, ECLAC and UNEP were nominated by the UN Statistical Commission as custodian agencies for SDG data and statistics. They are not just accepted as key users of SDG statistics, but also expected to be data producers and clearing houses, as well as conveners of national, regional and international data and statistics stakeholders and investors. They and other UNCT agencies are also acknowledged as: Reliable providers of expertise and technical advice; Facilitators of national and regional dialogue; Brokers for the introduction of international or normative agreements and best practice into national policy; Enablers of engagement between the Government and other sectors, including the private sector, civil society and IFIs; Advocates for those at risk of being left behind; and Promoters of climate and economic resilience.

c) ToC Assumptions:

The ToC is premised on the following *Assumptions*: The Government accepts that high quality, more timely and relevant disaggregated data and statistics leads to better decision and policy making; The Government is prepared to work with the private sector and other non-governmental stakeholders to fill official statistics gaps using innovative approaches and data from untapped sources; The Government will remain committed to implementing legislation and policies related to CSO reform; Development stakeholders accept that integrating gender equity, human rights and 'Leave No One Behind' issues improves decision making.

The following *Risks* are also acknowledged and will be mitigated: Low knowledge on SDGs among stakeholders; Resistance from the public sector and third-party data producers to work across traditional boundaries; Limited fiscal space restricts Government's willingness to prioritise co-investment in agreed projects; and Potential for external or local shocks (e.g., economic, pandemic, natural hazards) to shift national priorities.

2.3 Expected Results and Impact

Impact: SDG-related policy making, partnership and investment are strengthened and enabled.

The Joint Programme (JP) will establish the basis for this long-term impact via three strategic outcomes and related outputs and activities:

- Outcome 1. National statistical architecture makes greater use of the latest digital technologies and international standards (including those related to gender and human rights) for data and statistics.

The objective is to improve the technological and professional capacities of, and the adoption of international standards by, the Trinidad and Tobago (TTO) Central Statistical Office (CSO) and UN Country Team (UNCT) in their management of data and statistics.

- Output 1.1. UNCT managed cooperation and investment framework to support TTO's SDG-related reporting and the Government's development of the National Strategy for the Development of Statistics (NSDS; by which TTO intends to build a statistical system that is more gender and human rights responsive, and which can reliably produce the data necessary to design, implement and monitor national development programmes and policies, and help the country meet its international statistical commitments).⁵⁷
 - Activity 1.1.1. Review the national statistical landscape to identify deficiencies, untapped data sources, and new investors and financiers (ECLAC to lead).
 - Activity 1.1.2. Design and deploy a digital UNCT SDG Statistics Repository that can collate data for 17 SDGs and be interoperable with key SDG data platforms (PAHO/WHO and UNEP to co-lead).
 - Activity 1.1.3. Pilot the digital UNCT SDG Statistics Repository by collating available data for six SDGs, to include SDG 5, with the remaining five chosen in consultation with the CSO (PAHO/WHO to lead).
- Output 1.2. Updated, digitalised and field-tested instruments, which are more gender and human rights responsive, for application in at least two national surveys.
 - Activity 1.2.1. Support the Government's updating (to international standards, especially regarding gender and human rights responsiveness), digitalising and field testing of two national survey instruments (the Continuous Sample Survey of Population [CSSP] and the National Population and Housing Census), including building capacity with hardware, software and analytical skills (ILO to lead).
 - Activity 1.2.2. Develop a roadmap for investment and training for state-of-the-art digital technology and statistical skills development at the CSO (and with at least half of those trained being female; PAHO/WHO to lead).
- Outcome 2. Development actors across sectors have the knowledge and networks required to formalise partnerships and collaborate on quality, disaggregated data and statistics.

The objective is to consolidate strategic partnerships among data producers and users to develop a multisectoral statistical ecosystem with collective action and economies of scale, and with common standards (especially with regard to gender and human rights data) that allow integration of new and underused data sources.

 - Output 2.1. Cohort of managers and senior technicians in Government institutions and corporate philanthropic organisations with increased capacity for the production, sharing and use of quality, disaggregated data and statistics.
 - Activity 2.1.1. Execute capacity building workshops (and create related information products) for the central and local Governments, national and sub-national authorities on the standardised production, use and sharing of quality, disaggregated data and statistics (with ≥50% of those trained being female, and with informational materials being gender sensitive; ILO and UNEP to lead).

⁵⁷ <https://planning.gov.tt/content/statistics-focus-towards-national-strategy-development-statistics>

- Activity 2.1.2. Formalise SDG-related data-sharing agreements (e.g., Memoranda of Understanding, and including administrative data) between UNCT, public, private, civil society, IFI, academic, and philanthropic development actors (focusing on those with strategies that emphasise gender equality and advancing human rights; PAHO/WHO to lead).
- Output 2.2. Multisector Project Committee (MPC) agreement on the objectives and resourcing of a joint project.
 - Activity 2.2.1. Convene MPC (supported by a consultant with internationally accepted project management certification) to develop the project document for a data and statistics intervention that includes at least one gender-related outcome, and which entails public-private-UNCT-IFI partnership and resource sharing (PAHO/WHO to lead).
- Output 2.3. 2022 and 2023 UNCT Big Data Forum's events planned and executed.
 - Activity 2.3.1. Plan, execute and publicise 2022 and 2023 Big Data Forum events to build knowledge and partnerships for disaggregated Big Data's integration into official statistics (PAHO/WHO to lead).
- Outcome 3. Strengthened environment for legislative best practice on data and statistics. *The objective is to accelerate reform and legislative empowerment of the CSO through increased awareness on the value of data and statistics in decision makers at the highest levels, and improved visibility and status of the NSS among influencers and the public.*
 - Output 3.1. Cohort of legislators and policymakers sensitised on the value of quality, disaggregated data and statistics in decision making.
 - Activity 3.1.1. Sensitise legislature and policy makers on the value of quality, disaggregated data and statistics in decision making (with $\geq 33\%$ of those sensitised being female, and using gender-sensitive information products; ECLAC to lead).
 - Output 3.2. Public awareness campaign developed and implemented on the value of quality, disaggregated data and statistics to national development.
 - Activity 3.2.1. Design, create and disseminate gender-sensitive information products (e.g., fact sheets, public service announcements) to build statistical literacy in targeted (legislators, policy makers, business leaders) and general audiences (ECLAC to lead).

This JP develops the capacity of national institutions, public authorities and the broader statistical ecosystem (with an emphasis on female leaders, managers and technicians), and leverages new technologies and partnership opportunities. It builds on the progress made by the Government in drafting legislation for CSO reform, and its transition to a more autonomous, capable and gender-sensitive National Statistical Institute. TTO has also integrated the SDGs into its National Development Strategy (Vision 2030), and data on the Goals infuse all aspects of the country's development. This ensures national ownership and the Government's ability to sustain the results. That the JP sensitises legislators and policymakers on the value of statistics to their decision making, and provides training on data production, disaggregation, use and sharing to personnel in the central and local Governments and in national and sub-national state agencies, also ensure the JP's effects will be widespread, sustained, and gender and human rights responsive.

The JP will empower, modernise and transform TTO's SDG-related statistical architecture to make it an exemplar for other SIDS national statistical systems (NSS), and so that it can better provide the disaggregated data TTO needs for integrated, evidence-based economic, social and environmental policies; mobilisation of new financing for the Goals; and acceleration of progress toward all the SDGs. By tackling cross-cutting data requirements, the JP allows the country to better consider intersectoral linkages and identify policy levers for systemic change; and address problems at the national, sub-national, and even regional levels. Data on SDG achievements and spending will also prevent duplicated or wasted effort; allow public resources to be better allocated; and create savings that can be redirected.

The JP will enable TTO to narrow its SDG funding gap by facilitating more-viable financial instruments from public, private and international financial institutions that encourage wider involvement in the Goals (especially by the private sector); and determinations of TTO's Multidimensional Vulnerability Indices and more persuasive cases for Official Development Assistance, concessional finance, and debt restructuring. Ten of TTO's largest companies have been working with the UNCT to integrate the SDGs into their businesses and their collective USD 18 million per annum in philanthropy. Progress has been slow as the SDG-related data the business leaders need to plan their investments are lacking. The JP will address this, and so mobilise private finance toward the SDGs (and with special consideration to SDG 5) in volumes well above the Programme's value. This JP element reinforces data as a ubiquitous need that can be a unifying force across sectors and a facilitator of whole-of-society approaches that divide labour and investments toward accomplishing the SDGs.

The JP will leverage the UN's comparative advantages (e.g., convening power, network of experts, like Global Pulse); and build on the UNCT's work with the CSO and other NSS components (e.g., software support for the national census, facilitation of the Multiple Cluster Indicator Survey on the conditions affecting women and children, Big Data Forum) to position the UN as an indispensable Government partner in all aspects of the country's development. UN support for TTO is also part of a Multi-country Sustainable Development Framework (MSDF) that involves 17 other Caribbean countries and territories; and data on TTO's progress toward the Goals is needed for the UN's reporting on its regional accomplishments. The JP is synergistic, too, with partners' data-related actions (e.g., the Inter-American Development Bank's support for the integration of software to replace paper-based surveys at the CSO).

The largest share of the JP budget (43%) addresses SDG target 17.18, which calls for capacity building support to developing countries to increase the availability of timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic locations and other features relevant in national contexts. All 232 SDG indicators, though, demand data for tracking progress and directing programming (with 97 indicators requiring 283 disaggregations), and the JP can have expansive benefits. In TTO, seven of the 17 SDGs lack data for at least half of their indicators; and for the three Goals now with data for at least 66% of their indicators, the available statistics were mainly from international sources and not disaggregated. The consequence of the JP's UNCT SDG Statistics Repository is disaggregated data becoming available for $\geq 75\%$ of indicators for ≥ 6 SDGs (including SDG 5) by the JP's end. This will represent a quantum leap for SDG data in TTO. By contributing to progress on multiple SDGs, the JP will yield catalytic results. These will be amplified with the intended upscaling to a full Repository with data on all SDG indicators within five years.

The JP's Vision is of a TTO where comprehensive, timely, reliable and disaggregated SDG-related data are available to and obtainable from all the country's sectors via a technologically advanced, empowered, cost-effective, agile and gender and human rights sensitive national statistical infrastructure that embraces innovation and new data sources; of a country that is at a competitive advantage because its decisions, policies, legislation, investments and multisectoral partnerships are SDG-aligned and informed by the best data on the Goals; and of a UNCT that is the go-to partner for data and statistics for all local and international development stakeholders—and with PAHO/WHO, ILO, UNEP and ECLAC particularly well positioned in the social, economic, environmental and governance dimensions of development. The JP envisions a TTO NSS that reconsiders data that has previously been cumbersome to use (e.g., administrative data, unprocessed data forms), and which operates in an enabling environment that allows the integration of new, cheaper and more immediate data sources (e.g., Big Data). Finally, the JP foresees a dynamic, collaborative TTO statistical

community in which women are especially empowered; with dialogues, alliances and coordinated actions between stakeholders from all sectors; and with the UNCT at its centre.

2.4 Financing

Trinidad and Tobago (TTO) is categorised as a high-income country and is ineligible for official development assistance (ODA).⁵⁸ UN cooperation is anchored in strategic technical provision, knowledge management and coalition building in support public policymaking and planning that enable TTO to better address its social, economic, environmental and governance challenges (e.g., gender inequality); and to catalyse the finance TTO, as a still-vulnerable SIDS, must raise to implement the SDGs and its SDG-based National Development Strategy.⁵⁹

Data and statistics provide the basis for understanding the practicalities of development processes, the interactions and feedbacks between systems, and the factors that should shape decisions. Achieving the SDGs requires informed choices about priorities and strategies that are based on better evidence than is now available. Political leadership, combined with the right institutional framework, financial, technical and human resources, and partnerships among public and private data producers and users, are crucial for data to enable development. Improving, expanding and empowering data producing systems are considered the most cost-effective and catalytic means of accelerating SDG-related policy making, investment and progress.⁶⁰ In this Joint Programme (JP), a one-off investment of USD 721,400 will help TTO make its statistical laws, regulations, standards and approaches fit for the country's evolving data needs; boost statistical capacity and data literacy; increase efficiency and impact through a coordinated, multisectoral data compact; and improve the quantity and quality of programming and financing for data that, in turn, improve the quantity, quality and sustainability of programming and financing for development.

The JP allocates USD 19,800 over 24 months to formalising data-sharing agreements between development actors and the private sector that could result in USD 18 million per annum⁶¹ in corporate philanthropy being more pointedly and effectively directed toward SDG accomplishment for many years. Also, with the TTO Government's Development Programme averaging USD 590 million per annum since 2019,⁶² the JP need improve the efficiency and effectiveness of state programming by a mere 0.13% for just one year to recoup its costs. The JP also diversifies the sources of, and financing for, national data and statistics—which hitherto have been the responsibility of the public sector alone. By sharing the costs and benefits of quality, timely, disaggregated data among multiple sectors (with the private sector being a key partner), the JP will leverage and re-orient domestic resources for SDG policymaking, programming and investing—in a manner that is more sustainable, scalable and efficient than other approaches (e.g., directly implementing programmes, working without multisectoral partnership, and not applying innovation to unlock new financing mechanisms with the private sector).

The JP represents good value for money by addressing the financing gap of the UN Development Assistance Framework for TTO and 17 other Caribbean SIDS (the UN Multi-country Sustainable Development Framework 2016-2021, and its coming replacement, the UN Multi-country Sustainable Development Cooperation Framework 2022-2026). It also

⁵⁸ <https://data.worldbank.org/indicator/NY.GDP.MKTP.CD?locations=XD-TT>

⁵⁹ <https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf>

⁶⁰ <https://www.oecd-ilibrary.org/docserver/dcr-2017-6-en.pdf?expires=1628440199&id=id&accname=guest&checksum=426435B0C8CB5BB046566CF662A7F3B2>

⁶¹ <https://app.box.com/s/bdratsivxvdtdd696fjfd0uo5slsh>

⁶² <https://www.finance.gov.tt/wp-content/uploads/2020/12/Estimates-of-Development-Programme-2021.pdf>

complements past and ongoing UN Country Team (UNCT) and international financial institution (IFI) technical assistance to, and Government investment in, the national statistical system (NSS). These include USD 200,000 from the Inter-American Development Bank (IDB) to provide Computer-Assisted Personal Interviewing (CAPI) software and training to the Central Statistical Office (CSO) so surveys can be done digitally. It also includes Government allocations of USD 1.2 million and USD 590,000 to the CSO for its restructuring and to prepare for the 2022 National Population and Housing Census (NPHC).

The JP will identify new or underutilised investors and financiers for the NSS, and develop a roadmap for investment that results in ongoing technological and skills development in the NSS. TTO's ODA ineligibility will mean that TTO's private sector, which is the Caribbean's most developed, dynamic and data dependent (e.g., to attract foreign direct investment), will receive special focus. The position of the IDB and Moodys, that inadequate and poor-quality statistics limit TTO's development, economic growth,⁶³ and interest from foreign investors⁶⁴ will be highlighted in overtures for NSS investment to TTO's business community. Some international donors are also now willing to look past TTO's high-income status and consider instead the structural challenges (e.g., limited resource base) and vulnerabilities to external shocks (like the COVID-19 pandemic) that result from the country being a SIDS. Such donors employ Multidimensional Vulnerability Indices (MVI) to determine a state's assistance needs. MVI determinations entail economic, social and environmental indicators, and the absence of data in these dimensions represents a significant opportunity cost for TTO and an impediment to better IFI engagement with the country. The JP will lead to the data and statistics needed for MVI evaluations for TTO. Additionally, by enabling the provision of data on SDG achievements and spending, the JP will prevent duplicated effort; allow public, private and IFI resources to be better allocated; and create savings that can be redirected. Savings will also be generated when policy and decision making by the Government, companies and others are more evidence-based than intuitive, and lead to more efficient and effective programming and investments that are then more inviting to prospective collaborators and financiers.⁶⁵

43% of the JP budget addresses SDG target 17.18, which calls for capacity building to increase the availability of timely and reliable data disaggregated by gender, income, age, race, ethnicity, migratory status, disability, geographic locations and other characteristics relevant in national contexts. Additionally, 97 of the 232 SDG indicators require 283 disaggregations. The primary motivation for conceptualising this JP was TTO's paucity of disaggregated data for most of the SDG indicators, with seven of the 17 SDGs lacking data for at least half of their indicators—and for the three Goals with data for at least 66% of their indicators, the statistics were mainly from international sources and not disaggregated. This impedes gender-related programming and investment in the country. As such, all 11 JP activities integrate gender in a major way, either through increased production and accessibility of disaggregated data, or by favouring females as the targets for training, sensitisations and applications of new technologies like Big Data. (The remaining 36% and 21% of the budget address target 17.17., which promotes effective public, public-private and civil society partnerships that build strategically on partners' skills and resources; and target 17.19., that leverages existing initiatives to build statistical capacity in developing countries.)

Some activities and activity combinations address gender more directly. The consequence of the JP's UNCT SDG Statistics Repository, which accounts for USD 194,872 (or 26%) of the JP's budget, is disaggregated data becoming available for ≥75% of indicators for ≥6 SDGs (including SDG 5) within the project's lifespan. By itself, this will represent a dramatic advance

⁶³ <https://idbinvest.org/en/download/4825>

⁶⁴ <https://www.planning.gov.tt/sites/default/files/Vision%202030-%20The%20National%20Development%20Strategy%20of%20Trinidad%20and%20Tobago%202016-2030.pdf>

⁶⁵ https://ec.europa.eu/economy_finance/publications/pages/publication11902_en.pdf

for gender-disaggregated SDG data in TTO; but will be amplified when the Repository, which will be fully capable for all SDG indicators even during the project, is completely populated within five years. Gender is also be directly integrated into the USD 79,201 (11% of budget) digitalisation of two national surveys (the Continuous Sample Survey of Population and the NPHC) and their updating to current international standards—especially those for gender. Gender will be central, too, in the USD 59,398 (8%) training of central and local Government and national and sub-national authorities on the production, sharing and use of quality, disaggregated data; the USD 19,800 (3%) formalising of data-sharing agreements between development actors and corporate philanthropists, who have stated that investing in gender equality and women’s empowerment is among their top priorities;⁶⁶ and the USD 47,687 (7%) sensitisation of legislators, policymakers, influencers and the electorate on the value of quality, disaggregated statistics in decision making and TTO’s sustainable development.

Gender and human rights will also be addressed through UN-approved affirmative-action procurement processes that favour female candidates for the position of Project Manager; and consultants, contractors and suppliers of services and materials who are women or women-owned firms.

2.5 Partnerships and Stakeholder Engagement

The Joint Programme (JP) involves partnerships between disparate stakeholders from the Trinidad and Tobago (TTO) Government, UN Country Team (UNCT), private sector, non-governmental organisations (NGOs), international financial institutions (IFIs) and academia; and full participation of and strong coordination among stakeholders, and the integration and employment of their diverse perspectives, skillsets and resources, will be pivotal to JP success.

The convening agency, PAHO/WHO, approached the Participating UN Organisations (PUNOs; ILO, UNEP, and ECLAC) based on their mandates in the social, economic, environmental and governance spheres of sustainable development; human resource capacities; levels of engagement with and standing among TTO’s political leadership, private sector, NGOs and academia; technical expertise in data, statistics and digital technologies that cost-effectively generate information; past, current, and planned data and statistics programmes in TTO (especially on interventions that involve data for the SDGs and the universal values of gender equality, Leaving No One Behind [LNOB], and human rights); annual delivery volume in TTO; and experience and capacities in managing contracts and agreements with, and providing funds in gender and human rights responsive ways to, Government institutions and NGOs. The UN Resident Coordinator’s Office (RCO) and other agencies will be called on, given the UNCT’s combined expertise and abilities to convene and leverage diverse stakeholders and international experts.

The JP’s stakeholders have different professional cultures and priorities. The JP will need to balance the stakeholders’ diverse perspectives and needs so partners develop a shared understanding of the JP’s objectives, their roles in and benefits from the project, and their decision-making power. An engagement framework was designed and deployed to identify and solicit the involvement of potential stakeholders, based on which will be most impacted by the JP’s work; will have the greatest downstream impact on the SDGs and universal values, if armed with statistics and statistical knowledge; are most interested in participating (including in JP governance, via the Project Steering Committee [PSC]); are strategically influential within and outside their respective sectors; have technical expertise in the spheres of data and the use of digital technologies to cost-effectively generate statistics; and are dynamic, trusted components of the Government and UNCT’s professional networks. Reports,

⁶⁶ <https://app.box.com/s/bdratsivxvdttdsd696fjnd0uo5slnsh>

strategies and other documents from potential stakeholders were reviewed to ascertain their missions and priorities, and to determine if these coincide with the JP's objectives, the SDGs and universal values (including commitments to gender equality, women's empowerment, LNOB, and human rights). Principles, criteria and processes provided in the 'UNSDG Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships'⁶⁷ were used to screen potential partners, to insulate the UN from reputational and other risks. The PUNOs, though, reserve the right to undertake additional due diligence investigations into the potential partners before formally

Potential stakeholders' interest was weighed against their impact; and those with high scores for both parameters were invited to participate. The following stakeholders accepted and may be invited to sign Memoranda of Understanding with the UNCT at the official launch of the JP, subject to the performance of due diligence reviews by the PUNOs and final clearance by PAHO/WHO, the convening agency of this intervention:

- **TTO Government:** Central Statistical Office (CSO); Ministry of Planning and Development (MOPD); and Office of the Prime Minister (Gender and Child Affairs);
- **Private Sector:** bpTT; Digicel; Scotiabank; Ansa McAl Group; Massy Group; Guardian Holdings; National Gas Company Ltd.; Republic Bank Ltd.; Atlantic LNG; Angostura; Sagicor; and Trinidad Systems Ltd. (all of which are amongst the Caribbean's largest firms, with many having a regional footprint);
- **IFIs:** Inter-American Development Bank (IDB); and Caribbean Development Bank (CDB);
- **CSOs:** Caribbean Natural Resources Institute; The Cropper Foundation; Trinidad and Tobago Multistakeholder Advisory Group; The Network of NGOs of Trinidad and Tobago For the Advancement of Women (an umbrella organisation comprised of more than 100 gender-equality and women-empowerment CSOs); National Trade Union Centre of Trinidad and Tobago (an affiliation of 18 of TTO's largest trade unions); and
- **Academia:** The University of the West Indies (UWI).

These stakeholders were involved from the outset, via structured meetings and written communication (in-person meetings were limited by COVID-19 restrictions), in dialogue and knowledge sharing, and in JP contextualisation and conceptualisation—and they will continue to be involved in all JP aspects, including JP governance via the PSC, and through to final evaluation and closure. This will ensure productive, long-term, synergistic relationships; foster a culture of collaboration, respect, and trust among JP partners; ease the resolution of disagreements among stakeholders; allow each stakeholder's supplies of technology, innovation, knowledge, expertise, and resources to overlap maximally with the JP's demands; reveal distinct or complementary roles for all stakeholders and enable partners to understand their own and others' value to the JP; empower partners to communicate more effectively about the JP and be better advocates for data and statistics issues in TTO; and help improve the project's outcomes and maximise the JP's return on investment. Individual stakeholders, though, may not be involved in every JP stage and activity, so each partner will be matched with the roles that best suit and/or interest them. Additionally, individuals, communities and institutions impacted by the JP results (e.g., women, migrants, and others at risk of being left behind) will be engaged throughout the JP to refine the project objectives and scope, and to improve the translation of objectives into actionable outcomes.

The JP will entail a structured engagement among an inclusive group of national stakeholders that seeks to identify, prioritise, and recommend consensus as well as fact-based, jointly implemented solutions to the needs and challenges of TTO's data and statistics architecture. This structure is currently informal but will be formalised through Terms of Reference at the

⁶⁷ https://www.ilo.org/wcmsp5/groups/public/---dgreports/---integration/documents/genericdocument/wcms_726770.pdf

JP's launch. At the onset, partners were tasked with envisioning how the strengths and resources of their respective institutions and sectors could be leveraged to solve TTO's data and statistics challenges (especially those related to the SDGs and universal values like gender equality, LNOB and human rights); broaden the cohort stakeholders united under the banner of modernisation and reform of TTO's data and statistics architecture; and empower stakeholders to act collectively to improve the country's production of and access to quality data. This Project Document is the result of that envisioning process.

The JP will go beyond standard stakeholder consultation or simple exchange of opinion as it is established as a sustained engagement through the project lifecycle rather than a one-time conversation; is designed to be maximally inclusive; goes beyond information gathering to agree on a set of challenges and actionable solutions that are based on data and research; leverages a strong stakeholder communication strategy to sensitise TTO's stakeholders and beneficiaries (including political and business leaders), share knowledge and facts, advocate for change, increase national stakeholders' ownership of agenda, and improve accountability in programming and transparency in decision making. The JP's multi-stakeholder partnership will mobilise individuals; facilitate the sharing of knowledge, expertise, technology, and financial resources in support of the defined objectives and achieving the SDGs in TTO; and encourage public, public-private, and other multisectoral partnerships. As such, the PSC is formulated as an entity intended to survive the JP for at least three additional years.

The TTO Government will lead the JP's implementation, and will co-chair the PSC with the UN Resident Coordinator (RC). The Government, through the CSO and other state bodies, is the custodian of official data, statistics and related survey instruments, tools policies, legislation, and programmes, and will be the principal beneficiary. JP implementation will yield few or unsustainable results if there is no national ownership and leadership, or involvement of national and sub-national public institutions. The PUNOs have sought, and will continue to seek Government counsel, political buy in, and endorsement of all decisions—even when there is consensus among other stakeholders. The JP was devised with, and will build on, strong political commitment from the highest levels of Government, guaranteeing sustainability through the dedication of national attention, action, and resources. Senior leaders in the MPOD and Office of the Prime Minister (Gender and Child Affairs) will be invited to become JP and TTO data and statistics champions, to enhance the visibility of the project's objectives and successes, and to foster deeper political commitment. These ministries also constitute the National Women's Machinery, which fosters gender equality at the national level. Their participation will both strengthen Government involvement and engagement in gender-related SDGs localisation and/or implementation.

National ownership will also be ensured through the engagement of TTO's economically important and politically influential private sector. This engagement builds on the RC's convening of an SDG Business Roundtable of the CEOs of the TTO's leading businesses; and promotion of SDG integration their companies' core business and philanthropy (that collectively exceeds USD 18 million per year, and which includes gender equality and women's empowerment among the top five priorities).⁶⁸ Under the RC's guidance, the companies' philanthropic departments have been sensitised to the SDGs, and their SDG-indicators-related monitoring and evaluation capacities have been enhanced. The CEOs have underscored that the lack of data hampers decision making on, and investing in, the SDGs—with downstream business and national development implications.

NGOs are also repositories of information, and mirrors that reflect the priorities, dynamics, challenges, and levers of change in a country. Their roles in leading the design of

⁶⁸ <https://app.box.com/s/bdratsivxvdttdsd696fjnd0uo5slnsh>

interventions, and facilitating collaboration and negotiations with other stakeholders, are crucial. The JP will capitalise on the social-mobilisation competencies of some of TTO's most significant NGOs and the region's premier academic institution, all with strong histories of advocacy and activism, and presences in the local social network that can facilitate feedback from the populace—and especially those at risk of being left behind. These organisations may contribute to localising project outcomes and monitoring JP implementation; act as pressure groups to lobby the Government to accelerate the reform and modernisation of the national statistical system (NSS); and influence the private sector to adopt new and better approaches to addressing SDGs through data-driven business strategies and philanthropy. Women's NGOs (via The Network of NGOs of Trinidad and Tobago For the Advancement of Women) have participated in JP contextualisation and conceptualisation; will be JP leaders and strategists (via PSC membership), beneficiaries (e.g., by increasing their access to the data needed to enhance their programming and funding), potential implementers (increasing their contributions to TTO's official statistics), and monitors and evaluators.

Global donors are represented by the IDB and CDB, which are especially active in, and important to, TTO. The participation of these IFIs is valuable because they have been assisting TTO with synergistic actions to modernise and reform the country's CSO and wider NSS and will possess skills and knowledge (including of implementation best practices) that can be applied to the JP. These IFIs can also provide or leverage needed skills, expertise, technology, and incentives (regulatory, fiscal, and reputational) that can boost the JP's chances of successfully fulfilling its objectives. The IFIs will also be JP beneficiaries by the creation of an NSS that supplies them with the quality, timely and disaggregated data and statistics they need for more impactful programming in the country and engagement with the Government.

3. Programme Implementation

3.1 Governance and Implementation Arrangements

The Joint Programme (JP) is subject to the legal terms and conditions of the Memorandum of Understanding between the Participating UN Organisations (PUNOs) and the United Nations Development Programme (Multi-Partner Trust Fund Office) regarding the Operational Aspects of the “The JOINT FUND FOR THE 2030 AGENDA: Integrated Policy Support to Advance the SDGs” Multi-Partner Trust Fund.

The JP will be governed by a multi-stakeholder Project Steering Committee (PSC) that will provide leadership and strategic direction; be responsible for implementation, coordinating inputs, fiduciary and management oversight, and facilitating collaboration between PUNOs and the host Government; and ensure timely and quality delivery of the project results via effective and efficient management and coordination of the JP’s operations and technical aspects.

The PSC will be co-chaired by the UN Resident Coordinator (RC) in Trinidad and Tobago (TTO). The RC is the best-fit Co-Chair because her mandate includes leading and coordinating the UN Country Team (UNCT) in its support to the host Government’s implementation of the 2030 Agenda; and ensuring system-wide harmony and accountability on the ground. The latter entails RC reporting to the UN Secretary General and the TTO Government on the UNCT’s system-wide implementation of the UN Multi-country Sustainable Development Framework (MSDF; the UN Development Assistance Framework for TTO and 17 other Caribbean countries and territories). It requires the RC have available data for the SDG indicators and build data and statistics capacity in-country. The RC is also charged with addressing UNCT and MSDF funding gaps through strategic resource mobilisation that involves traditional financing sources (e.g., IFIs) and brings novel financiers (e.g., the private sector) to the fold. Furthermore, it is the RC who has the ultimate responsibility to report to the Joint SDG Fund Secretariat on the JP’s implementation.

To maximise national ownership, coordination and alignment with TTO’s National Development Strategy (Vision 2030), and the levels to which the JP’s results are absorbed and sustained by the Government and stakeholders, the PSC will be co-chaired by a strategic-level Government representative—nominated by the Ministry of Planning and Development (MOPD), the parent ministry of the Central Statistical Office (CSO), the nodal ministry for the UNCT, and half of the National Women’s Machinery that fosters gender equality at the national level. The Government allocated USD 1.2 million in 2021 toward the restructuring of the CSO to form a more-autonomous National Statistical Institute of Trinidad and Tobago; and has committed to a sustained intervention to transform, strengthen and empower the institution. The Government has also committed USD 590,000 to actions that will build on the JP’s results, including conducting national surveys using Computer-Assisted Personal Interviewing technology and preparations for the National Population and Housing Census.

As a broad-spectrum initiative that addresses 17 SDGs and four MSDF Priority Areas via a multi-stakeholder mechanism in which each of the diverse groups must perceive equal ownership, the JP’s governance and implementation arrangements are important. Thus, in addition to the RC, PUNOs (PAHO/WHO, ILO, UNEP and ECLAC), MOPD and CSO, the PSC’s voluntary membership will include other UNCT agencies (nominated by TTO’s RC), other Government ministries and institutions (selected by TTO’s MOPD or Cabinet), private sector leaders (from companies already working with the UNCT and/or Government to accelerate SDG achievement), civil society representatives (from non-governmental organisations already leading in statistical and digital transformation in TTO), multilateral development

partners and International Financial Institutions (initially the Inter-American Development Bank and Caribbean Development Bank), and academia (The University of the West Indies) may also be invited to join subject to the performance of due diligence reviews by the PUNOs. The PSC will have flexibility to define its membership and may invite other stakeholders and experts to participate in deliberations. The PSC's individual members should be at an executive, decision-making level within their given sector.

The PSC's internal rules and procedures will be stipulated in to-be-developed Terms of Reference (TOR) and an operations manual. The PSC will meet at least quarterly and convene when situations require its attention. It will also convene an annual stakeholder event as a larger partnership and dialogue forum on the JP's focus areas and results. The PSC may meet in person, virtually, or through submission of written inputs. A quorum will be when the Co-Chairs and 50% of members are present. PSC members will make decisions by consensus. In case of non-consensus, recommendations can be made by the Co-Chairs, taking into consideration the members' views.

The PSC will be responsible for:

- Providing strategic oversight during planning and preparation, and operational guidance during implementation, to ensure the JP stays aligned with its stipulated objectives, the SDGs, national development plans, cross-cutting UN values like gender equality and human rights, and the private-sector's business-related priorities;
- Monitoring overall JP implementation, procurements, progress and financial management to ensure accountability for achievement of objectives, and to include reviewing and approving TORs, contracts, reports and evaluation plans, and making recommendations that ensure lessons learned are fed into the JP's strategy and operations;
- Reporting on the JP's outcomes to the Joint SDG Fund Secretariat, TTO Government and other stakeholders;
- Approving substantive revisions to the JP's work plan and no-cost extension requests prior to seeking permission for the proposed changes from the Joint SDG Fund;
- Contributing to partnership development to maximise synergies with thematic networks and resource mobilisation opportunities;
- Participating in launching ceremonies, closing ceremonies, and public JP events;
- Providing a link between national-level JP outputs and regional MSDP outcomes; and
- Oversight of the PMT to ensure it performs optimally, efficiently and transparently, as well as in accordance with standard operating procedures and best practices.

The PSC will also facilitate JP-related risk mitigation strategies and actions, including:

- Reinforcing political and operational commitment by stakeholders, and their engagement in the implementation process, to mitigate against bottlenecks in implementation;
- Coordination and management at the strategic level to enable sustained ownership of the initiative by key local stakeholders, and mitigate against ineffective coordination among partners and the introduction of parallel or competing structures;
- Assuring access to UN-level quality data and expertise (from the PUNOs, UNCT and broader UN Development System) to support evidence-based planning and decision-making, foster unique partnerships, and mitigate stakeholder disinterest; and
- Regularly reviewing the risk-monitoring matrix to ensure identified risks are addressed.

The PSC will be a multisectoral mechanism for establishing an enabling environment and community for TTO's statistical advancement and is anticipated to persist in this role post-JP.

Administrative support to the PSC will be provided by a Project Management Team (PMT) that will manage the JP, disburse funds in accordance with the PSC's instructions, monitor progress of the outcomes, and report periodically to the PSC. PAHO/WHO, as the JP's convening

agency, will host the PMT and serve as the JP's Secretariat. PAHO/WHO's Representative in TTO will be responsible for the PMT's day-to-day direction and supervision. The RC's Office (RCO) will support PAHO/WHO in this endeavour via its personnel (e.g., Monitoring and Evaluation Officer). The PMT will comprise of a Project Coordinator, selected by the PAHO/WHO Representative and RC from existing PAHO/WHO or RCO personnel; and a competitively procured, qualified (e.g., Project Management Professional) and experienced (at least three years on similar projects) Project Manager. The Project Manager will ensure the JP, with its many stakeholders, is efficiently and effectively implemented without overburdening PAHO/WHO's existing personnel, or unduly distracting them from their existing duties. He/She will work under the assigned Project Coordinator and the PAHO/WHO Representative; and be paid the median fee for a Project Manager of equivalent qualification and experience in TTO.

The PMT's roles will include:

- Coordination, day-to-day management and quality assurance of the JP's implementation;
- Supporting the PSC in fulfilling its responsibilities, including arranging meetings, taking and circulating minutes of PSC decisions and follow-up actions, liaising amongst PSC members and between the Committee and other stakeholders, and developing quality documents for submission to the Joint SDG Fund and TTO Government;
- Providing operational, technical, administrative and logistical support to the JP, to ensure it is effectively, efficiently executed in a timely manner, and to include preparing the JP's work plan and budget;
- Transparently and efficiently procuring JP-related goods and services in accordance with the PSC's strategic direction, and in compliance with the rules of procedures of PAHO/WHO and the PUNO for which the procurements are made;
- Arranging technical assistance for the PSC and other stakeholders from within or outside the UN Development System;
- Monitoring JP progress, consolidating reports from PUNOs, contractors and partners, reporting on results to the PSC in accordance with the agreed results framework, indicators and timetables, and ensuring reports satisfy submission guidelines and criteria;
- Monitoring operational risks, and facilitating learning and knowledge management including but not limited to analytical reports, reviews and studies;
- Monitoring project closure, and supporting the end-of-term, external evaluation that will assess the JP's achievements against the set indicator targets, the relevance and likelihood of sustaining the achievements, and the best practices and challenges in implementation to glean lessons for future programming; and
- Supporting JP-related outreach, communication and resource mobilisation activities.

PMT undertaken or facilitated monitoring, reporting and evaluation of the JP is critical not only for the accountability and transparency, but also for maintaining ownership of and commitment to the JP by stakeholders (especially those from the Government and private sector), and facilitating ongoing 'buy-in' from development partners and key stakeholders.

PAHO/WHO, as the convening agency, will be responsible for:

- Management and administration of the JP to ensure its timely, efficient, and effective implementation in compliance with PAHO/WHO's protocols and procedures, and the Joint SDG Fund's guidelines and requirements;
- Hosting and directing the PMT, and serving as the Secretariat and focal point for the PSC;
- Establishing a sound monitoring and evaluation framework for the JP in collaboration with partners and implement it to track progress towards delivery of resources and results;
- Financial and narrative reporting for the JP, including emailed monthly progress updates to Joint SDG Fund Secretariat in the form of 2-3 bullet points, and brief quarterly reports;

- Upon JP completion, PAHO/WHO will prepare a report for submission to the Joint SDG Fund Secretariat;
- Advancing communications and outreach for the project, including the collection of high-resolution quality images, facilitating the production of narratives and communication pieces, and the sourcing of quotes and testimonials.

The PUNOs will be responsible for:

- Programmatic and financial accountability for JP resources, administration of funds entrusted to them in accordance with their own regulations, rules, directives and procedures, and including the establishment of separate ledger account for the JP funds they receive and administer;
- Providing price estimates and identification of suppliers/vendors (with support from the PMT, as necessary);
- Procurement of supplies and equipment, including their shipment to the country (with support from the PMT, as necessary);⁶⁹
- Implementing activities, either directly or via contractors, in a timely and efficient manner, and delivery of results of the highest possible standard;
- Sharing of technical guidance and advice to the PSC, implementing partners, and contractors;
- Providing inputs to the review of documents (e.g., TORs, concept notes, contracts) during all phases of the JP's project management cycle;
- Providing inputs to project reports in accordance with the reporting procedures applicable to the PUNO concerned, or as set forth in the JP project charter;
- Providing the PMT with semi-annual and annual financial reports with respect to the disbursed JP funds, and a final financial report after activities financed by the Joint SDG Fund are completed; and
- Serving as the JP's interlocutor with the broader UN system, including its regional and global structures.

The MOPD and CSO will:

- Serve as the Co-Chair of the PSC (along with the RC);
- Assist with the preparation and submission of project documents;
- Provide technical specifications for, and quantities of, supplies, equipment and services (e.g., training), and concur in writing before procurement;
- Be the consignee for the equipment and supplies that will be procured, and so facilitate timely customs clearances, and transportation to the Ministry's and CSO's facilities;
- Facilitate installation and commissioning of equipment and supplies in accordance with the JP's work plan;
- Facilitate Government personnel being available for training and sensitisation sessions, training sessions and events;
- Maintain and service JP-provided equipment;
- Assist PAHO/WHO with advancing communications and outreach for the project, including the collection of high-resolution quality images, facilitating the production of narratives and communication pieces, and the sourcing of quotes and testimonials.

⁶⁹ For activities that are jointly implemented by two or more PUNOs, related procurements may be undertaken separately by the organisations; or by one PUNO on behalf of the other(s), provided an inter-agency agreement for that purpose (and which articulates the related financial and logistical arrangements) is developed and signed.

3.2 Monitoring, Reporting, and Evaluation

Reporting on the Joint SDG Fund will be results-oriented, and evidence based. Each PUNO will provide the Convening/Lead Agent with the following narrative reports prepared in accordance with instructions and templates developed by the Joint SDG Fund Secretariat:

- *Annual narrative progress reports*, to be provided no later than one (1) month (31 January) after the end of the calendar year, and must include the result matrix, updated risk log, and anticipated expenditures and results for the next 12-month funding period;
- *Final consolidated narrative report*, after the completion of the joint programme, to be provided no later than two (2) months after the operational closure of the activities of the joint programme.

The Convening/Lead Agent will compile the narrative reports of PUNOs and submit a consolidated report to the Joint SDG Fund Secretariat, through the Resident Coordinator.

The Resident Coordinator will be required to monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information when requested. As a minimum, joint programmes will prepare, and submit to the Joint SDG Fund Secretariat, 6-month monitoring updates. Additional insights (such as policy papers, value for money analysis, case studies, infographics, blogs) might need to be provided, per request of the Joint SDG Fund Secretariat. The joint programme will adequately allocate resources for monitoring and evaluation in the budget.

Data for all indicators of the results framework will be shared with the Fund Secretariat on a regular basis, in order to allow the Fund Secretariat to aggregate results at the global level and integrate findings into reporting on progress of the Joint SDG Fund.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the reporting done throughout the year.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

In addition, regular updates on financial delivery might need to be provided, per request of the Fund Secretariat.

After competition of a joint programmes, a final, *independent and gender-responsive*⁷⁰ *evaluation* will be organised by the Resident Coordinator. The cost needs to be budgeted, and

⁷⁰ How to manage a gender responsive evaluation, Evaluation handbook, UN Women, 2015

in case there are no remaining funds at the end of the joint programme, it will be the responsibility of PUNOs to pay for the final, independent evaluation from their own resources.

The programme will be subject to a joint final independent evaluation with an established arrangement for managing the joint evaluation. The final evaluation will be managed jointly by the PUNOs as per established process for independent evaluations, including use of a joint evaluation steering group and dedicated evaluation managers not involved in the implementation of the joint programme. The evaluations will follow the United Nations Evaluation Group's (UNEG) Norms and Standards for Evaluation in the UN System, using the guidance on Joint Evaluation and relevant UNDG guidance on evaluations. The management and implementation of the joint evaluation will have due regard to the evaluation policies of the PUNOs to ensure the requirements of those policies are met; and with use of appropriate guidance from PUNOs on joint evaluation. The evaluation process will be participative and will involve all relevant programme's stakeholders and partners. Evaluation results will be disseminated amongst governments, donors, academic institutions, and stakeholders of civil society (including workers' and employers' organisations) and a joint management response will be produced upon completion of the evaluation process to be made publicly available on the evaluation platforms or similar of the PUNOs and through the UNEG database.

Additionally:

- The monitoring and evaluation of the Joint Programme (JP) will be based on achievements in relation to results and indicators expressed in the project charter and/or contract with the Joint SDG Fund.
- Monitoring and quality assessment will be undertaken by the Project Steering Committee (PSC), with support from the Project Management Team (PMT).
- The PAHO/WHO Representative and/or the UN Resident Coordinator (RC) in Trinidad and Tobago (TTO) will provide narrative and financial reports to the Joint SDG Fund Secretariat, in accordance with the Secretariat's guidelines and templates.
- The PUNOs will submit data, information, and quality/timely reports as required by the Joint SDG Fund Secretariat to the PSC/PMT the purpose of JP monitoring and evaluation.
- The JP's quarterly, annual and final narrative and financial reports will be shared with the Ministry of Planning and Development (MOPD), Office of the Prime Minister (Gender and Child Affairs) and the PSC, and PAHO/WHO will address their comments in advance of the reports' submission to the Joint SDG Fund Secretariat.
- Narrative reports will describe and provide evidence for the progress of project activities and disbursements, and the timely and satisfactory delivery and receipt of procured goods and services.
- Financial reports will be prepared in accordance with PAHO/WHO's financial regulations, rules, policies, procedures, and administrative instructions and will be submitted using PAHO/WHO's standard reporting format (i.e., the Harmonised Approaches to Cash Transfers, and the Financial Authorisation and Certificate of Expenditures Report).
- PAHO/WHO will also, voluntarily, keep the Joint SDG Fund Secretariat updated on the project's progress via monthly, emailed updates (in the form of bullet points).
- PAHO/WHO will maintain a separate identifiable fund code (ledger account) to which all PAHO/WHO's receipts and disbursements for the purposes of this Agreement will be recorded. The ledger account shall be subject to the PAHO/WHO's internal and external audit in accordance with the PAHO/WHO's financial regulations and rules.
- The PAHO/WHO Representative in TTO will be responsible for providing information and documentation needed for any ex-post evaluations of the project that are required by the Joint SDG Fund Secretariat.

3.3 Accountability, Financial Management, and Public Disclosure

The Joint Programme will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent (AA) under which the funds will be channeled for the Joint Programme through the AA. Each Participating UN Organisation receiving funds through the pass-through has signed a standard Memorandum of Understanding with the AA.

Each Participating UN Organisation (PUNO) shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Programme in accordance with its own regulations, rules, directives, and procedures. Each PUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

Indirect costs of the Participating Organisations recovered through programme support costs will be 7%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs.

Funding by the Joint SDG Fund will be provided on annual basis, upon successful performance of the joint programme.

Procedures on financial transfers, extensions, financial and operational closure, and related administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund.

PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

Each PUNO will take appropriate measures to publicise the Joint SDG Fund and give due credit to the other PUNOs. All related publicity material, official notices, reports and publications, provided to the press or Fund beneficiaries, will acknowledge the role of the host Government, donors, PUNOs, the Administrative Agent, and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating Organisation and partners in all external communications related to the Joint SDG Fund.

All intellectual property rights in materials developed jointly by the PUNOs shall be vested in the PUNOs. Each PUNO shall be permitted to use such materials for institutional noncommercial purposes, giving the corresponding acknowledgement to the other PUNO.

All intellectual property rights of derivative works developed by a PUNO including materials from the other PUNO will be held by the PUNO who developed it, so long as it includes proper acknowledgement to the other PUNO.

3.4 Legal Context

Agency Name:	Pan American Health Organisation, Regional Office for the Americas of the World Health Organisation (PAHO/WHO)
Agreement Title:	Basic Agreement between the World Health Organisation and the Government of Trinidad and Tobago ⁷¹
Agreement Date:	23 June 1964

⁷¹ <https://apps.who.int/gb/bd/PDF/bd48/basic-documents-48th-edition-en.pdf>

Agency Name: International Labour Organisation (ILO)
 Agreement Title: UNDP Standard Basic Assistance Agreement (SBAA; which covers ILO, when acting as an Executing Agency of the UNDP)⁷²
 Agreement Date: 20 May 1976

Agency Name: United Nations Environment Programme (UNEP)
 Agreement Title: United Nations Multi-country Sustainable Development Framework (UNMSDF) 2017-2021.⁷³ The legal agreement between the UN Country Team in Trinidad and Tobago, including UNEP, and the Government of the Republic of Trinidad and Tobago is the United Nations Multi-country Sustainable Development Framework (UNMSDF) 2017-2021, which defines how the agencies of the UN Country Team, including UNEP, pool their comparative advantages within a single strategic framework that aligns with and supports the overarching strategic goals of the Caribbean's Governments, including that of the Republic of Trinidad and Tobago, and key stakeholders.
 Agreement Date: 2016

Agency Name: UN Economic Commission for Latin America (ECLA) Subregional Headquarters for the Caribbean (the Agreement predates the Commission's renaming to the UN Economic Commission for Latin America and the Caribbean [ECLAC])
 Agreement Title: Agreement between the United Nations Economic Commission for Latin America and the Government of Trinidad and Tobago⁷⁴
 Agreement Date: 29 November 1968

⁷² <https://app.box.com/s/zc4ba2cv79069qrqjt65rl4o8cuqvy4w>

⁷³ <https://app.box.com/s/1m0q1h6xozwwe8j90ed7oela2pi6i6q8>

⁷⁴ <https://app.box.com/s/c34itctf7999or64ah2rkfbhlwxmffe2>

D. ANNEXES

Annex 1. List of Related Initiatives

Name of Initiative/Project	Key Expected Results	Links to the Joint Programme	Lead Organisation	Other Partners	Budget and Funding Source	Contract Person (name and email)
Institutional Strengthening of the Central Statistical Office ⁷⁵	<ul style="list-style-type: none"> • In-service training programme designed to build technical capacity of the Central Statistical Office (CSO); • CSO staff trained to improve the production of labour and population data; • Communications strategy implemented to educate the public about CSO's value and upcoming activities; • National Population and Housing Census planned 	<ul style="list-style-type: none"> • The Joint Programme (JP) builds the technological and skills capacities of the CSO in a complementary way; • The JP will update the survey instruments for the Continuous Sample Survey of Population and National Population and Housing Census, and improve the CSO's technological and skills capacities to collect, analyse and share labour and population statistics, in a complementary way; • The JP will implement sensitisation and awareness campaigns for targeted (legislators, policy makers) and general audiences that complement this initiative 	Inter-American Development Bank (IDB)	CSO and Ministry of Planning and Development (MOPD)	USD 200,000 (IDB)	Jose Antonio Mejia-Guerra (joseam@iadb.org)
Restructuring and Capacity Building of the Central Statistical Office of	<ul style="list-style-type: none"> • In-service training programme designed to build technical capacity of 	<ul style="list-style-type: none"> • The Joint Programme (JP) builds the technological and skills 	MOPD, CSO	IDB	USD 590,000	Joanne Deoraj (joanne.deoraj@planning.gov.tt)

⁷⁵ <https://app.box.com/s/bwknk8n4vofxgqi54ugefg06fdv0qghg>

Trinidad and Tobago	<ul style="list-style-type: none"> the Central Statistical Office (CSO); CSO staff trained to improve the production of labour and population data; Material and technological capacity of the CSO enhanced to make it more fit for purpose 	<ul style="list-style-type: none"> capacities of the CSO in a complementary way; The JP will formulate an investment plan for ongoing technological and skills development at the CSO and the eventual National Statistical Institute of Trinidad and Tobago 				
2022 National Population and Housing Census (NPHC)	<ul style="list-style-type: none"> National Population and Housing Census planned 	<ul style="list-style-type: none"> The JP will update the survey instruments for the NPHC, and improve the CSO's technological and skills capacities to collect, analyse and share labour and population statistics, in a complementary way 	MOPD, CSO	ILO	USD 1.2 million	Joanne Deoraj (joanne.deoraj@planning.gov.tt)
Name of Past Initiative/Project	Key Results	Links to the Joint Programme	Lead Organisation	Other Partners	Budget and Funding Source	Contract Person
UNCT Big Data Forum (2020 and 2021)	<ul style="list-style-type: none"> Networks, knowledge bases and multisectoral initiatives developed to advance the employment of Big Data in official TTO statistics 	<ul style="list-style-type: none"> The JP will facilitate the staging of UNCT Big Data Forum events in 2022 and 2023 	UN Resident Coordinator's Office	CSO, MOPD, multiple UNCT agencies	USD 16,000	Marina Walter (marina.walter@un.org)
Provision of Retrieval of Data for Small Areas by Microcomputer (REDATAM) Software ⁷⁶	<ul style="list-style-type: none"> Provision of REDATAM) software to the CSO for the National Population and Housing Census 	<ul style="list-style-type: none"> The JP will accelerate the application of digital technology to the NPHC and other key national surveys 	ECLAC	CSO, MOPD	USD 20,000	Diane Quarless (diane.quarless@eclac.org)

⁷⁶ <https://www.cepal.org/en/topics/redatam>

Multiple Indicator Cluster Survey (MICS)	<ul style="list-style-type: none"> • Provided internationally comparable, statistically rigorous data on the situation of children, adolescents, women and households in TTO in 2000, 2006, 2011 and 2020 	<ul style="list-style-type: none"> • The JP will accelerate the application of digital technology to the NPHC and other key national surveys, potentially future iterations of the MICS 	United Nations Children's Fund (UNICEF)	CSO, MOPD	USD 389,060	Dr. Aloys Kamuragiye (akamuragiye@unicef.org)
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Annex 2. Overall Results Framework

2.1. Targets for Joint SDG Fund Results Framework

Joint SDG Fund Outcome 1: Integrated multisectoral policies to accelerate SDG achievement implemented with greater scope and scale

Indicators	Targets	
	2022	2023
1.1: integrated multisectoral policies have accelerated SDG progress in terms of scope ⁷⁷	2 <i>(facilitated by better access to quality, timely disaggregated data from multisectoral sources, and on a wider range of issues; and political and business leadership more sensitised to the value of data-driven decision making)</i>	5 <i>(facilitated by better access to quality, timely disaggregated data from multisectoral sources, and on a wider range of issues; and political and business leadership more sensitised to the value of data-driven decision making)</i>
1.2: integrated multisectoral policies have accelerated SDG progress in terms of scale ⁷⁸	2 <i>(facilitated by better access to quality, timely disaggregated data from multisectoral sources, and covering a wider geographic range; and political and</i>	5 <i>(facilitated by better access to quality, timely disaggregated data from multisectoral sources, and covering a wider geographic range; and political and</i>

⁷⁷ Scope=substantive expansion: additional thematic areas/components added or mechanisms/systems replicated.

⁷⁸ Scale=geographical expansion: local solutions adopted at the regional and national level or a national solution adopted in one or more countries.

	<i>business leadership more sensitised to the value of data-driven decision making)</i>	<i>business leadership more sensitised to the value of data-driven decision making)</i>
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Joint SDG Fund Output 3: Integrated policy solutions for accelerating SDG progress implemented

Indicators	Targets	
	2022	2023
3.1: # of innovative solutions that were tested ⁷⁹ (disaggregated by % successful-unsuccessful)	1 (100% successful) (mechanism for corporate philanthropy financing of SDGs)	2 (100% successful) (mechanism for corporate philanthropy financing of SDGs; and strategic multisectoral project led by public and private sectors)
3.2: # of integrated policy solutions that have been implemented with the national partners in lead	0 (while the project's impact is better and additional policies for SDG accomplishment, it will not directly produce and implement new policy)	0 (while the project's impact is better and additional policies for SDG accomplishment, it will not directly produce and implement new policy)
3.3: # and share of countries where national capacities to implement integrated, cross-sectoral SDG accelerators has been strengthened	1 (while a partner IFI intends to use the project as a	1 (while a partner IFI intends to use the project as a

⁷⁹ Each Joint programme in the Implementation phase will test at least 2 approaches.

	<i>pilot to be replicated in other Caribbean countries, implementation will be solely in Trinidad and Tobago)</i>	<i>pilot to be replicated in other Caribbean countries, implementation will be solely in Trinidad and Tobago)</i>
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Joint SDG Fund Outcome 2: Additional financing leveraged to accelerate SDG achievement

Indicators	Targets	
	2022	2023
2.1: Ratio of financing for integrated multisectoral solutions leveraged in terms of scope ⁸⁰ (disaggregated by source)	1:10 (UN:corporate philanthropic organisations) (with USD 19,800 investment by PUNOs in formalised agreements with corporate philanthropic organisations yielding at least USD 200,000 more for SDGs)	1:5 (UN:combination of Government, private sector, and IFIs) (with a USD 69,301 investment by the PUNOs in a multisectoral joint project resulting in at least USD 150,000 being invested by other project partners; and with corporate philanthropic organisations giving another USD 200,000 to the SDGs)
2.2: Ratio of financing for integrated multisectoral solutions leveraged in terms of scale ⁸¹ (disaggregated by source)	1:5	1:5

⁸⁰ Additional resources mobilised for other / additional sector/s

⁸¹ Additional resources mobilised for the same multisectoral solution.

	(UN:corporate philanthropic organisations) (with USD 19,800 investment by PUNOs in formalised agreements with corporate philanthropic organisations yielding at least USD 200,000 more for SDGs)	(UN:combination of Government, private sector, and IFIs) (with a USD 69,301 investment by the PUNOs in a multisectoral joint project resulting in at least USD 150,000 being invested by other project partners; and with corporate philanthropic organisations giving another USD 200,000 to the SDGs)
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Joint SDG Fund Output 4: Integrated financing strategies for accelerating SDG progress implemented

Indicators	Targets	
	2022	2023
4.1: # of integrated financing instruments/strategies that were tested (disaggregated by % successful / unsuccessful)	1 (100% successful) (mechanism for corporate philanthropy financing of SDGs)	1 (100% successful) (mechanism for corporate philanthropy financing of SDGs)
4.2: # of integrated financing strategies that have been implemented with partners in lead ⁸²	0 (0% successful) (strategic multisectoral project led by	1 (100% successful) (strategic multisectoral project led by

⁸² This will be disaggregated by (1) government/public partners (2) civil society partners and (3) private sector partners

	<i>public and private sectors)</i>	<i>public and private sectors)</i>
4.3: # of functioning partnership/governance frameworks for integrated financing strategies to accelerate progress on SDGs made operational	1 (100% successful) (mechanism for corporate philanthropy financing of SDGs)	2 (100% successful) (mechanism for corporate philanthropy financing of SDGs; and strategic multisectoral project led by public and private sectors)

Joint SDG Fund Operational Performance Indicators

- Level of coherence of UN in implementing programme country⁸³
- Reduced transaction costs for the participating UN agencies in interaction with national/regional and local authorities and/or public entities compared to other joint programmes in the country in question
- Annual % of financial delivery
- Joint programme operationally closed within original end date
- Joint programme financially closed 18 months after their operational closure
- Joint programme facilitated engagement with diverse stakeholders (e.g., parliamentarians, civil society, IFIs, bilateral/multilateral actor, private sector).
- Joint programme included addressing inequalities and the principle of "Leaving No One Behind".
- Joint programme featured gender results at the outcome level.
- Joint programme undertook or draw upon relevant human rights analysis, and have developed or implemented a strategy to address human rights issues.
- Joint programme planned for and can demonstrate positive results/effects for youth.
- Joint programme considered the needs of persons with disabilities.
- Joint programme made use of risk analysis in programme planning.
- Joint programme conducted do-no-harm / due diligence and were designed to take into consideration opportunities in the areas of the environment and climate change.

⁸³ Annual survey will provide qualitative information towards this indicator.

2.2. Joint Programme Results framework

Result / Indicators	Baseline	2022 Target	2023 Target	Means of Verification	Responsible Partner
Outcome 1.	National statistical architecture makes greater use of the latest digital technologies and international standards (including those related to gender and human rights) for data and statistics				
Proportion of SDGs with accessible and disaggregated data for at least 75% of their indicators	0 of 17	0 of 17	6 of 17	Collated available data on digital UNCT SDG Statistics Repository	PAHO/WHO
Output 1.1.	UN Country team (UNCT) managed cooperation and investment framework to support TTO's SDG-related reporting and the Government's development of the National Strategy for the Development of Statistics (NSDS)				
Number of priorities identified for the UNCT to support the CSO's increased application of, and skills in, digital technologies for producing, analysing, sharing, and disaggregating data and statistics	0	5	N/A (Output to be delivered in 2022)	Report on the review of the national statistical landscape to identify deficiencies, untapped data sources, and new investors and financiers	ECLAC
Number of digital UNCT SDG Statistics Repositories deployed with the capacity to collate and allow general access to data for 17 SDGs	0	1	N/A (Output to be delivered in 2022)	<ul style="list-style-type: none"> • URL/web address to online UNCT SDG Statistics Repository; • Digital code for the UNCT SDG Statistics Repository, at its deployment 	PAHO/WHO & UNEP

Output 1.2. Updated, digitalised and field-tested instruments, which are more gender and human rights responsive, for application in at least two national surveys					
Number of national survey instruments updated to integrate: (i) recommendations from the 18 th , 19 th and 20 th International Conferences of Labour Statisticians relevant to the survey instruments consistently with the ILO Labour Statistics Convention, 1985 (No. 160) and its accompanying Recommendation No. 170; (ii) the Washington Group Short Set on Functioning (WG-SS) for persons with disabilities; and practices outlined in the 'Integrating a Gender Perspective into Statistics' manual of the Department of Economic and	0	2 (provisionally the Continuous Sample Survey of Population and the National Population and Housing Census)	N/A (Output to be delivered in 2022)	<ul style="list-style-type: none"> Digital copies of the updated national survey instruments; Report indicating how updated survey instruments integrated international data and statistics standards for labour, persons with disabilities, and women and girls 	ILO

Social Affairs (Statistics Division)					
Outcome 2.	Development actors across sectors have the knowledge and networks required to formalise partnerships and collaborate on data, disaggregated and statistics				
Increased collaboration on data and statistics between the public, private and international development sectors	0 multisectoral initiatives aimed at enhancing the national statistical architecture	0 multisectoral initiatives aimed at enhancing the national statistical architecture	1 multisectoral initiative aimed at enhancing the national statistical architecture	Project document on multisectoral data and statistics (developed to international standards (ISO 21500:2012 or the Project Management Institute's Body of Knowledge [PMBok]))	PAHO/WHO
Output 2.1.	Cohort of managers and senior technicians in Government institutions and corporate philanthropic organisations with increased capacity for the production, sharing and use of quality, disaggregated data and statistics				
Number of managers and senior technicians from the central and local Governments, and national and sub-national authorities, trained on the standardised production, use and sharing of quality, disaggregated data and statistics (50% of trainees to be female)	0	0	100 (from TTO's 22 central Government ministries, 15 local Government corporations and assemblies, 5 Regional Health Authorities, and 47 State enterprises)	<ul style="list-style-type: none"> Attendance record of training sessions, with participants disaggregated by gender, and with their institutions and contact details recorded; Scoresheet from post-training quiz of participants' knowledge 	ILO & UNEP

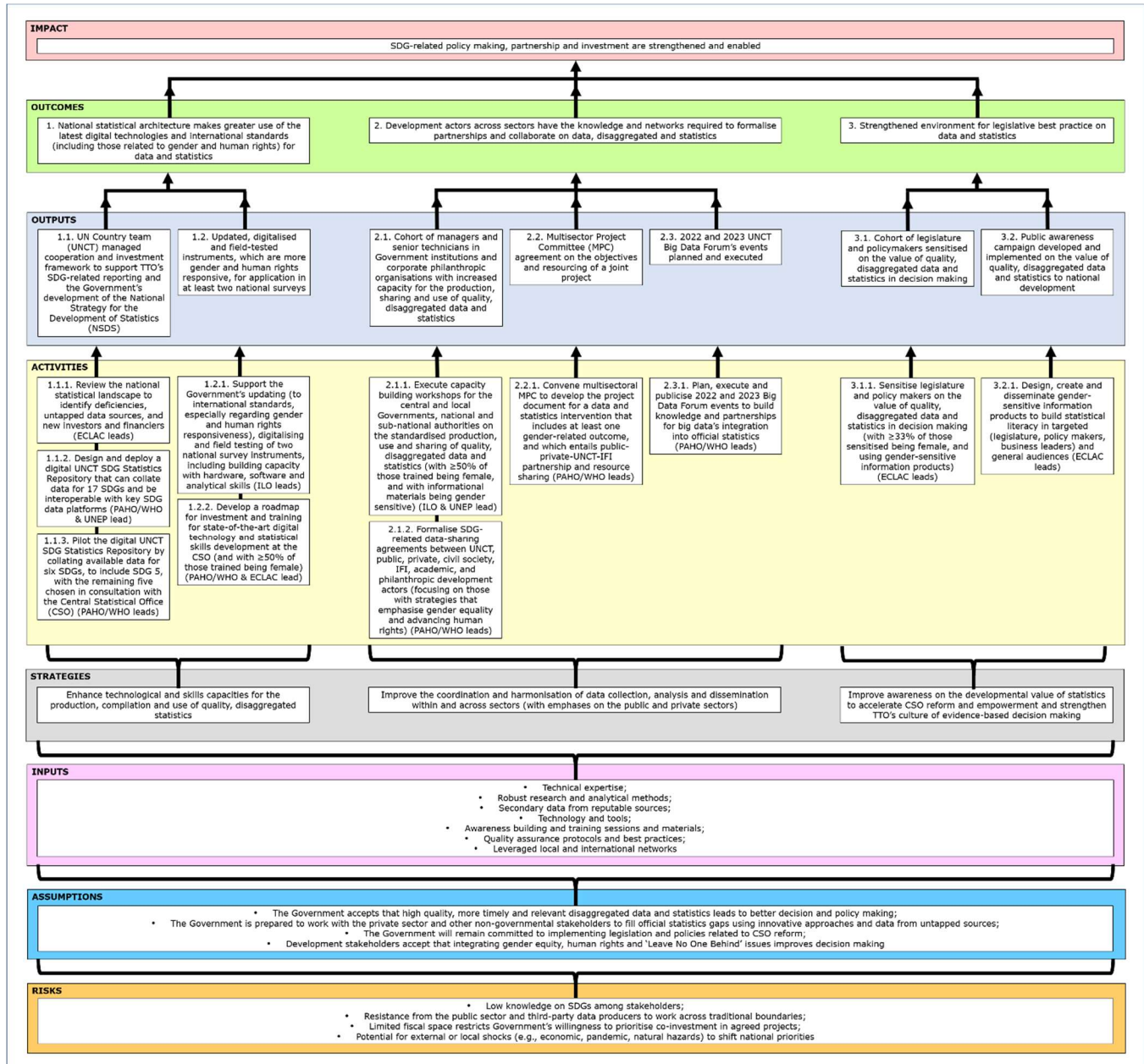
Number of corporate philanthropic organisations with formalised agreements to share disaggregated data with the UNCT and Government	0	10	N/A (Output to be delivered in 2022)	Signed and dated Memoranda of Understanding between corporate philanthropic organisations and the UNCT or Government	PAHO/WHO
Output 2.2.	Multisector Project Committee (MPC) agreement on the objectives and resourcing of a joint project				
Number of project documents on multisectoral data and statistics developed to international standards (ISO 21500:2012 or the Project Management Institute's Body of Knowledge [PMBok])	0	0	1 project document on multisectoral data and statistics developed (by MPC, with support from a consultant with internationally accepted project management certification) to international standards	Project document on multisectoral data and statistics and related appendices (if any)	PAHO/WHO
Development of an international-standard project document with Very Satisfactory or Excellent ratings for gender inclusivity	0	0	1 international-standard project document with Very Satisfactory or Excellent ratings for gender inclusivity	Survey of members focus group convened by the Project Steering Committee	PAHO/WHO
Output 2.3.	2022 and 2023 UNCT Big Data Forum's events planned and executed				
Number of iterations of the	1	2	3	<ul style="list-style-type: none"> Register of forum attendees, 	PAHO/WHO

UNCT Big Data Forum staged				disaggregated by gender, and with their institutions and contact details recorded; • Audio-visual recordings of Forum sessions and/or each Forum's Proceedings document	
Outcome 3.	Strengthened environment for legislative best practice on data and statistics				
Consensus among parliamentarians across party lines on the importance and urgency of CSO reform	No consensus	Consensus among 51% of parliamentarians from Government, Opposition and Independent benches	Consensus among 51% of parliamentarians from Government, Opposition and Independent benches	Anonymised survey of parliamentarians on their commitment to, or concerns with, CSO reform	ECLAC
Output 3.1.	Cohort of legislators and policymakers sensitised on the value of quality, disaggregated data and statistics in decision making				
The number of parliamentarians, and Permanent Secretaries, and Deputy Permanent Secretaries, disaggregated by gender, who complete sensitisation sessions on the value of quality, disaggregated data and statistics in decision making	0	<ul style="list-style-type: none"> 36 of TTO's 71 parliamentarians complete sensitisation sessions, with at least 12 being female (from the 25 women parliamentarians); 1 Permanent Secretary and 1 Deputy Permanent Secretary from each of TTO's 22 	N/A (Output to be delivered in 2022)	Gender-disaggregated Attendance Register of sensitisation sessions	ECLAC

		Government ministries complete sensitisation sessions, with at least 8 Permanent Secretaries and 8 Deputy Permanent Secretaries being female			
Output 3.2.	Public awareness campaign developed and implemented on the value of quality, disaggregated data and statistics to national development				
Number of awareness products developed and disseminated (directly to business leaders and via social media platforms to wider public)	0	0	<ul style="list-style-type: none"> • 2 awareness products developed and disseminated directly to 30 business leaders (at least 12 female); • 4 awareness products developed and disseminated via at least 3 social media platforms (with targeted or 'boosted' dissemination to females) 	<ul style="list-style-type: none"> • Digital copies of awareness materials in the final forms disseminated; • Receipts from business leaders to which products are disseminated, with gender of recipients recorded; • Receipts from social media platforms for payments to target or 'boost' posted products to females) 	ECLAC
Number of awareness products with Very	0	0	<ul style="list-style-type: none"> • 2 awareness products developed for 	Survey of members focus group approved by	ECLAC

Satisfactory or Excellent ratings for gender inclusivity (from a focus group approved by the Network of NGOs of Trinidad and Tobago for the Advancement of Women)			<p>business leaders rated Very Satisfactory or Excellent for gender inclusivity by focus group approved by the Network of NGOs of Trinidad and Tobago for the Advancement of Women;</p> <ul style="list-style-type: none"> 4 awareness products developed for general public rated Very Satisfactory or Excellent for gender inclusivity by focus group approved by the Network of NGOs of Trinidad and Tobago for the Advancement of Women 	the Network of NGOs of Trinidad and Tobago for the Advancement of Women	
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Annex 3. Theory of Change Graphic⁸⁴



⁸⁴ A higher-resolution, and magnifiable, image of the Theory of Change schematic is available and downloadable at <https://app.box.com/s/w2uzh9d6kxhthotxwdeojhvpvr54z0i5n>

Annex 4. Gender Marker Matrix

Indicator		Score	Findings and Explanation	Evidence or Means of Verification
<i>N°</i>	<i>Formulation</i>			
1.1	Context analysis integrate gender analysis.	2	<p>The Joint Programme (JP) meets the minimum requirement for this indicator:</p> <p>The contextual analysis integrates gender analysis across all sectors, including an analysis of the underlying causes of gender inequality and discrimination in line with SDG 5. The proposal includes sex-disaggregated data; however, the JP is designed to address this lack of available disaggregated data for the SDG indicators and highlights this absence as an obstacle to gender equality in Trinidad and Tobago (TTO). The JP aligns with the SDGs and the 2030 Agenda, which require data disaggregated by gender, income, race, age, ethnicity, disability, and other characteristics.</p>	Gender analysis is evidenced across the sectors of the context analysis, including the baseline and situation analysis/Problem Statement, programme strategy, the Theory of Change and the Leaving No One Behind analysis.
1.2	Gender Equality mainstreamed in proposed outputs.	2	<p>The JP meets the minimum requirement for this indicator:</p> <p>Output 1.2 specifically targets gender equality in line with SDG 5.</p> <p>Further, gender equality is visibly mainstreamed across several of proposed outputs in line with the SDG priorities including SDG 5. Several of the proposed outputs either link the provision of disaggregated data to gender equality, or more directly provide for gender equality by ensuring that women are specifically recipients of training and sensitisation throughout the programme.</p>	Output 1.2 seeks to implement updated, digitalised, and field-tested instruments, which are more gender and human rights responsive, for application in at least two national surveys. Gender-responsive data collection will capture detailed data with respect to the rights, interests and needs of women and men and avoid gender biases and discrimination. The data collected can then lead to findings and recommendations that reflect the targets in SDG5.

1.3	Programme output indicators measure changes on gender equality.	3	<p>The JP exceeds minimum requirements for this indicator:</p> <p>Out of 11 output indicators, 10 indicators either measure changes on gender equality by targeting the provision of disaggregated data, or empower women in line with SDG 5, ensuring that participation and attendance meet the ratings for gender inclusivity.</p>	<p>In the Results Framework, 90% of the output indicators measure changes on gender equality. The only indicator that does not measure gender equality is Output indicator 2.2., which ensures that the number of project documents are developed to international standards.</p>
2.1	PUNO collaborate and engage with Government on gender equality and the empowerment of women.	3	<p>The JP exceeds the minimum requirements for this indicator:</p> <ul style="list-style-type: none"> a) There has been consultation with at least two Government agencies that foster gender equality within the current proposed project, namely the Office of the Prime Minister (Gender and Child Affairs) and the Ministry of Planning and Development. b) The aforementioned Government agencies also constitute the National Women's Machinery. The Office of the Prime Minister (Gender and Child Affairs) has the mandate to implement gender mainstreaming in all Government policies, programmes and the Ministry of Planning and Development also works with respect to gender equality, as the Central Statistical Office falls under its purview. The National Women's Machinery has been engaged to the fullest extent of the project in key processes. Thus far, they have collaborated from the beginning in the conceptualisation of the JP and will continue to play a vital role with active participation and engagement in all phases of the JP. 	<p>In addition to collaborating with the Ministry of Planning and Development on the contextualisation and conceptualisation of the project document, the PUNOs consulted the Office of the Prime Minister (Gender Affairs Unit), working specifically with the Unit's Director, Antoinette Jack Martin (antoinette.martin@gov.tt; 1 (868) 622-1625 Ext. 4260 [office] and 1 (868) 498-9534 [cell/WhatsApp]). Endorsement of the project by the Permanent Secretary in the Office of the Prime Minister was received.⁸⁵</p>

⁸⁵ <https://app.box.com/s/t2shq1pvioeiokq4wo5o4tmfy5le48vo> & <https://app.box.com/s/ozt9uetstv06ohhoh24wsc8s2tve0wmb>

			<p>c) The programme contributes to the substantive strengthening of Government participation and engagement in gender related SDGs localisation and implementation due to National Women's Machinery's role as Co-Chair of the JP governance structure with the Resident Coordinator's Office. The purpose behind the JP is to ensure that TTO increases its capacity with respect to data and statistics that can be also be used for measuring the extent to which SDG implementation has taken place. This increased capacity will then lead to gender-responsive data collection and analysis, which translates into policies, legislation and programmes designed to foster gender equality.</p>	
2.2	PUNO collaborate and engages with women's/gender equality CSOs.	3	<p>The JP exceeds the minimum requirements for this indicator:</p> <p>a) The PUNOs have collaborated on this project with the Network of NGOs of Trinidad and Tobago for the Advancement of Women, which is an umbrella organisation comprised of approximately 100 individual gender equality and women's empowerment (GEWE) civil society organisations.</p> <p>b) The Network of these NGOs has actively participated in the project contextualisation and conceptualisation. Going forward, the Network will occupy a vital role in the JP's governance and strategy as members of the Project Steering Committee (PSC), and will thus actively participate in the strategic prioritisation, implementation, and monitoring and evaluation. The Network will</p>	<p>Correspondence from Jacquie Burgess, Coordinator of the Network of NGOs for the Advancement of Women (networkngott@gmail.com; 1 (868) 678-7549), confirming the Network's involvement in the formulation of the Joint Programme, and participation going forward.⁸⁶</p>

⁸⁶ <https://app.box.com/s/0k9gtts3jtjj0oard2fmfek4l1l0ka7e>

			<p>also benefit from the increased access to data, which can then build their capacity to improve their programming and funding.</p> <p>c) This increased access to data then contributes to substantive strengthening of the GEWE CSO participation and engagement in gender-related SDG localisation and implementation. The Network will be able to provide disaggregated data to treaty body committees, including CEDAW, which can increase the effective monitoring of the implementation of international human rights obligations and also measure SDG implementation. The GEWE CSOs will engage fully in all phases of the JP and will play a key advocacy role in lobbying and holding the Government accountable with respect to the implementation of the JP.</p>	
3.1	Programme proposes a gender-responsive budget.	2	<p>The JP meets the minimum requirement for this indicator:</p> <p>Several of the proposed activities for the budget are designed for the integration of gender equality, either through increased production and accessibility of disaggregated data, increasing the capacity for gender mainstreaming in all programmes, or ensuring that women are explicitly included as the targets for training, sensitisations and applications of new technologies like Big Data.</p> <p>The total amount dedicated to GEWE is USD 416,801, which represents 57.8% of the total budget.</p>	<p>The outputs in the budget which are gender-responsive include:</p> <p>Output 1.1. –</p> <p>a) UNCT SDG Statistics Repository for disaggregated data for several SDG indicators, including SDG 5 – USD 194,873.</p> <p>Output 1.2. –</p> <p>a) Digitalisation of two national surveys (the Continuous Sample Survey of Population and the National Population and Housing Census) and their updating to current</p>

				<p>international standards, including those for gender – USD 79,202.</p> <p>b) At least 50% of the those trained being female for the statistical skills development at the CSO – USD 15,840.</p> <p>Output 2.1. –</p> <p>a) Training of central and local Government and national and sub-national authorities on the production, sharing and use of quality, disaggregated data and formalising of data-sharing agreements between development actors and corporate philanthropists, with a special focus on those dedicated to GEWE – USD 79,199.</p> <p>Outputs 3.1. and 3.2. –</p> <p>a) Sensitisation of legislators, policymakers, influencers, and the electorate on the value of quality, disaggregated statistics in decision making and TTO's sustainable development – USD 47,687.</p>
Total Scoring		2.5		

Annex 5. Budget and Work Plan

5.1 Budget per UNSDG Categories

UNDG BUDGET CATEGORIES	PAHO/WHO		ILO		ECLAC		UNEP		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and Other Personnel	71,281	0	0	0	0	0	0	0	71,281	0
2. Supplies, Commodities, Materials	34,573		0		0		3,387		37,959	
3. Equipment, Vehicles, and Furniture (Including Depreciation)	13,704		0		0		6,774		20,477	
4. Contractual services	150,065		46,160		64,038		62,911		323,174	
5. Travel	10,395		6,813		0		0		17,208	
6. Transfers and Grants to Counterparts	16,257		16,948		0		3,387		36,591	
7. General Operating and Other Direct Costs	76,388		38,981		31,169		20,977		167,515	
Total Direct Costs	372,662		108,901		95,207		97,435		674,206	
8. Indirect Support Costs (Max. 7%)	26,086		7,623		6,665		6,820		47,194	
TOTAL Costs	398,748		116,524		101,872		104,256		721,400	0
1st year	119,672	0	68,857	0	67,915	0	104,256	0	360,699	0
2nd year	279,076	0	47,667	0	33,957	0	0	0	360,701	0

The total cost of the Joint Programme (JP), including indirect support costs, is **USD 721,400**. This total will be divided among the Participating UN Organisations (PUNOs), with **PAHO/WHO, ILO, ECLAC and UNEP receiving, respectively, 55%, 16%, 14%, and 15% of the total amount requested**. The breakdown of each activity's costs is provided in the Work Plan, below.

The costs by year are USD 360,699 (50%) for 2022, and USD 360,701 (50%) for 2023.

PAHO/WHO's allotment is above the USD 100,000 annual transfer minimum for both 2022 and 2023. UNEP requires funds only for 2022, and its transfer for that year will exceed the USD 100,000 minimum. For ILO and ECLAC, though, the annual allocations for 2022 and 2023 are below USD 100,000; and, for each of these agencies, the overall allocation for the two years is below USD 200,000. Since the total allocations for these agencies are not 20% greater than USD 100,000, and as their funding requirements in 2022 exceed 60% of their total allocations, **it is requested that ILO and ECLAC receive their full allocations in 2022**. If this preferred option is not possible, then ILO and ECLAC will each formalise an inter-agency agreement with PAHO/WHO as the receiving agency for their allotments.

5.2 Budget per SDG Targets

SDG TARGETS		%	USD
1	17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts	43	258233
2	17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	36	217802
3	17.19. By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries	21	126889
TOTAL		100	602925

Target 17.18.'s indicators entail countries having a standardised means of evaluating their statistical capacity for SDG monitoring (17.18.1.); statistical legislation that complies with the UN Fundamental Principles of Official Statistics (17.18.2.); and a national statistical plan that is fully funded and under implementation (17.18.3.). The Joint Programme (JP) will address Target 17.18. via the following activities (totalling USD 258,232.93, not including the 7% indirect support costs):

- 1.1.1. Review the national statistical landscape to identify deficiencies, untapped data sources, and new investors and financiers (USD 31,680.02);
- 1.1.2. Design and deploy a digital UN Country team (UNCT) SDG Statistics Repository that can collate data for 17 SDGs and be interoperable with key SDG data platforms (USD 135,471.48);
- 1.1.3. Pilot the digital UNCT SDG Statistics Repository by collating available data for six SDGs, to include SDG 5, with the remaining five chosen in consultation with the Central Statistical Office (CSO) (USD 59,401.41); and
- 1.2.2. Develop a roadmap for investment and training for state-of-the-art digital technology and statistical skills development at the CSO (and with ≥50% of those trained being female) (USD 31,680.02).

Target 17.17.'s indicator (17.17.1.), the amount of funds committed to public-private partnerships for infrastructure, acknowledges that the finance required to achieve the SDGs exceeds that available from Governments and international financial institutions (IFIs); and that the 2030 Agenda can be accomplished only if resources are mobilised from the private sector. The JP will address Target 17.17 via the following activities (totalling USD 217,802.44, not including indirect support costs):

- 2.1.1. Execute capacity building workshops for the central and local Governments, national and sub-national authorities on the standardised production, use and sharing of quality, disaggregated data and statistics (with ≥50% of those trained being female, and with informational materials being gender sensitive) (USD 59,398.68);
- 2.1.2. Formalise SDG-related data-sharing agreements between UNCT, public, private, civil society, IFI, academic, and philanthropic development actors (focusing on those with strategies that emphasise gender equality and advancing human rights) (USD 18,800.47);
- 2.2.1. Convene Multisector Project Committee to develop the project document for a data and statistics intervention that includes at least one gender-related outcome, and which entails public-private-UNCT-IFI partnership and resource sharing (USD 69,301.64); and
- 2.3.1. Plan, execute and publicise 2022 and 2023 Big Data Forum events to build knowledge and partnerships for big data's integration into official statistics (USD 69,301.64).

Target 17.19.'s indicators are the USD value of all resources made available to strengthen statistical capacity in developing countries (17.19.1.); and the proportion of countries that have conducted a population and housing census in the last 10 years, and achieved 100% birth registration and 80% death registration (17.19.2.). The JP will capitalise on the planned execution of the National Population and Housing Census and Continuous Sample Survey of Population in 2022, and will address Target 17.19. via the following activities (totalling USD 126,889.28, not including indirect support costs):

- 1.2.1. Support the Government's updating (to international standards, especially regarding gender and human rights responsiveness), digitalising and field testing of two national survey instruments, including building capacity with hardware, software and analytical skills (USD 79,201.88);
- 3.1.1. Sensitise legislature and policy makers on the value of quality, disaggregated data and statistics in decision making (with ≥33% of those sensitised being female, and using gender-sensitive information products) (USD 23,843.70) and
- 3.2.1. Design, create and disseminate gender-sensitive information products to build statistical literacy in targeted (legislature, policy makers, business leaders) and general audiences (USD 23,843.70).

5.3 Work Plan

Outcome 1.			National statistical architecture makes greater use of the latest digital technologies and international standards (including those related to gender and human rights) for data and statistics														
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
	2022	2023		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 1.1. UN Country team (UNCT) managed cooperation and investment framework to support TTO's SDG-related reporting and the Government's development of the National Strategy for the Development of Statistics (NSDS)	National statistical landscape (Activity 100% complete)	No work on the activity needed in 2023	1.1.1. Review the national statistical landscape to identify deficiencies, untapped data sources, and new investors and financiers									Contractual services (Consultant), Lump Sum: USD 24,629 (including USD 869 as Contribution to Final, Independent Evaluation; and USD 724 as Contribution to Monitoring, Reporting, and Strategic Communications); General Operating and Other Direct Costs: USD 7,051 (including USD 724 as Contribution to Monitoring, Reporting, and Strategic Communications)	31,680	0	31,680	ECLAC	CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs)
	Digital UNCT SDG Statistics Repository that can collate data for 17 SDGs designed and deployed (Activity 100% complete)	No work on the activity needed in 2023	1.1.2. Design and deploy a digital UNCT SDG Statistics Repository that can collate data for 17 SDGs and be interoperable with key SDG data platforms									Supplies and Materials: USD 6,774; Equipment and Furniture (including depreciation): USD 13,547; Contractual services (Consultant), Lump Sum: USD 86,025 (including USD 2,586 as Contribution to Final, Independent Evaluation; and USD 2,155 as Contribution to Monitoring, Reporting, and Strategic Communications); Transfers to Counterparts: USD 6,774; General Operating and Other Direct Costs: USD 22,353 (including USD 2,155 as Contribution to Monitoring, Reporting, and Strategic Communications)	135,471	0	135,471	PAHO/WHO & UNEP	CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs)

	Collating available data for six SDGs that include SDG 5, and inputting into digital UNCT SDG Statistics Repository commenced (Activity 25% complete)	Collating available data for six SDGs that include SDG 5, and inputting into digital UNCT SDG Statistics Repository completed (Activity 100% complete)	1.1.3. Pilot the digital UNCT SDG Statistics Repository by collating available data for six SDGs, to include SDG 5, with the remaining five chosen in consultation with the Central Statistical Office (CSO)							Contractual services (Consultant), Lump Sum: USD 41,319 (including USD 1,477 as Contribution to Final, Independent Evaluation; and USD 1,231 as Contribution to Monitoring, Reporting, and Strategic Communications); Transfers to Counterparts: USD 5,940; General Operating and Other Direct Costs: USD 12,142 (including USD 1,231 as Contribution to Monitoring, Reporting, and Strategic Communications)	59,401	0	59,401	PAHO/WHO	CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs)
Output 1.2. Updated, digitalised and field-tested instruments, which are more gender and human rights responsive, for application in at least two national surveys	Support to the Government's updating, digitalising and field testing of two national survey instruments completed (Activity 100% complete)	No work on the activity needed in 2023	1.2.1. Support the Government's updating (to international standards, especially regarding gender and human rights responsiveness), digitalising and field testing of two national survey instruments, including building capacity with hardware, software and analytical skills							Contractual services (Consultant), Lump Sum: USD 26,261 (including USD 3,487 as Contribution to Final, Independent Evaluation; and USD 2,906 as Contribution to Monitoring, Reporting, and Strategic Communications); Transfers to Counterparts: USD 16,948; Travel: USD 6,813; General Operating and Other Direct Costs: USD 29,180 (including USD 2,906 as Contribution to Monitoring, Reporting, and Strategic Communications)	79,202	0	79,202	ILO	CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs)
	No work on the activity needed in 2022	Roadmap for investment and training for digital technology	1.2.2. Develop a roadmap for investment and training for state-of-the-art digital							Contractual services (Consultant), Lump Sum: USD 22,340 (including USD 1,151 as Contribution to	31,680	0	31,680	PAHO/WHO & ECLAC	CSO, Ministry of Planning and Development, Office of the Prime Minister

		and statistical skills at the CSO developed (Activity 100% complete)	technology and statistical skills development at the CSO (and with ≥50% of those trained being female)									Final, Independent Evaluation; and USD 959 as Contribution to Monitoring, Reporting, and Strategic Communications); General Operating and Other Direct Costs: USD 9,340 (including 960 as Contribution to Monitoring, Reporting, and Strategic Communications)					(Gender and Child Affairs)
Outcome 2.			Development actors across sectors have the knowledge and networks required to formalise partnerships and collaborate on data, disaggregated and statistics														
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
	2022	2023		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 2.1. Cohort of managers and senior technicians in Government institutions and corporate philanthropic organisations with increased capacity for the production, sharing and use of quality, disaggregated data and statistics	Capacity building workshops for the central and local Governments, national and sub-national authorities commenced (Activity 25% complete)	Capacity building workshops for the central and local Governments, national and sub-national authorities completed (Activity 100% complete)	2.1.1. Execute capacity building workshops for the central and local Governments, national and sub-national authorities on the standardised production, use and sharing of quality, disaggregated data and statistics (with ≥50% of those trained being female, and with informational materials being gender sensitive)									Contractual services (Consultant), Lump Sum: USD 39,797 (including USD 2,268 as Contribution to Final, Independent Evaluation; and USD 1,890 as Contribution to Monitoring, Reporting, and Strategic Communications); General Operating and Other Direct Costs: USD 19,601 (including USD 1,890 as Contribution to Monitoring, Reporting, and Strategic Communications)	59,399	0	59,399	ILO & UNEP	CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs)

	SDG-related data-sharing agreements between UNCT, public, private, civil society, IFI, academic, and philanthropic development actors formalised (Activity 100% complete)	No work on the activity needed in 2023	2.1.2. Formalise SDG-related data-sharing agreements between UNCT, public, private, civil society, IFI, academic, and philanthropic development actors (focusing on those with strategies that emphasise gender equality and advancing human rights)								Contractual services (Consultant), Lump Sum: USD 16,563 (including USD 394 as Contribution to Final, Independent Evaluation; and USD 328 as Contribution to Monitoring, Reporting, and Strategic Communications); General Operating and Other Direct Costs: USD 3,238 (including USD 328 as Contribution to Monitoring, Reporting, and Strategic Communications)	19,800	0	19,800	PAHO/WHO	UN Resident Coordinator, CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs), IDB, CDB, private sector representatives, The Network of NGOs of Trinidad and Tobago for the Advancement of Women and other civil society representatives
Output 2.2. Multisector Project Committee agreement on the objectives and resourcing of a joint project	Multisector Project Committee convened to develop the project document (Activity 10% complete)	Multisector Project Committee develop the project document and initiate the project (Activity 100% complete)	2.2.1. Convene Multisector Project Committee to develop the project document for a data and statistics intervention that includes at least one gender-related outcome, and which entails public-private-UNCT-IFI partnership and resource sharing								Supplies, Commodities, Materials: USD 27,721; Equipment (including depreciation): USD 6,930; Contractual services (Consultant), Lump Sum: USD 23,318 (including USD 1,379 as Contribution to Final, Independent Evaluation; and USD 1,149 as Contribution to Monitoring, Reporting, and Strategic Communications); General Operating and Other Direct Costs: USD 11,332 (including USD 1,149 as Contribution to Monitoring, Reporting, and Strategic Communications)	69,302	0	69,302	PAHO/WHO	UN Resident Coordinator, CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs), IDB, CDB, private sector representatives, The Network of NGOs of Trinidad and Tobago for the Advancement of Women and other civil society representatives, The University of the West Indies
Output 2.3. 2022 and 2023 UNCT Big Data Forum's events planned and executed	2022 Big Data Forum events planned, executed and publicised (Activity 50% complete)	2023 Big Data Forum events planned, executed and publicised (Activity 100% complete)	2.3.1. Plan, execute and publicise 2022 and 2023 Big Data Forum events to build knowledge and partnerships for big data's integration into official statistics								Supplies and Materials: USD 3,452; Contractual services: USD 14,720 (including USD 4,383 as Contribution to Final, Independent Evaluation; and USD 3,434 as	69,302	0	69,302	PAHO/WHO	UN Resident Coordinator, CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs), IDB, CDB,

												Contribution to Monitoring, Reporting, and Strategic Communications); Travel: USD 10,356; Transfers and Grants to Counterparts (The University of the West Indies): USD 6,904; General Operating and Other Direct Costs: USD 33,869 (including USD 3,434 as Contribution to Monitoring, Reporting, and Strategic Communications)					private sector representatives, The Network of NGOs of Trinidad and Tobago for the Advancement of Women and other civil society representatives, The University of the West Indies
Outcome 3.			Development actors across sectors have the knowledge and networks required to formalise partnerships and collaborate on data, disaggregated and statistics														
Output	Annual target/s		List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
	2022	2023		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output 3.1. Cohort of legislature and policymakers sensitised on the value of quality, disaggregated data and statistics in decision making	Legislators and policy makers sensitised on the value of quality, disaggregated data and statistics in decision making (Activity 100% complete)	No work on the activity needed in 2023	3.1.1. Sensitise legislature and policy makers on the value of quality, disaggregated data and statistics in decision making (with ≥33% of those sensitised being female, and using gender-sensitive information products)									Contractual services (Consultant), Lump Sum: USD 10,230 (including USD 1,678 as Contribution to Final, Independent Evaluation; and USD 1,399 as Contribution to Monitoring, Reporting, and Strategic Communications); General Operating and Other Direct Costs: USD 13,614 (including USD 1,399 as Contribution to Monitoring, Reporting, and Strategic Communications)	23,844	0	23,844	ECLAC	CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs)

Output 3.2. Public awareness campaign developed and implemented on the value of quality, disaggregated data and statistics to national development	Design, create and disseminate gender-sensitive information products commenced (Activity 33% complete)	Design, create and disseminate gender-sensitive information products completed (Activity 100% complete)	3.2.1. Design, create and disseminate gender-sensitive information products to build statistical literacy in targeted (legislature, policy makers, business leaders) and general audiences									Contractual services (Consultant), Lump Sum: USD 18,009 (including USD 719 as Contribution to Final, Independent Evaluation; and USD 599 as Contribution to Monitoring, Reporting, and Strategic Communications); General Operating and Other Direct Costs: USD 5,834 (including USD 599 as Contribution to Monitoring, Reporting, and Strategic Communications)	23,844	0	23,844	ECLAC	CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs)
Joint Programme Management (JPM)			List of activities	Time frame								PLANNED BUDGET				PUNO/s involved	Implementing partner/s involved
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Overall budget description	Joint SDG Fund (USD)	PUNO Contributions (USD)	Total Cost (USD)		
Output JPM 1. JP interim and final narrative and financial reports approved by the Project Steering Committee within approved deadlines	Project Manager procured; Project Manager completes 50% of duties	Project Manager completes 100% of duties	JPM 1.1. Procure Project Manager									Staff: Project Manager at USD 2,970 per month for 24 months	71,281	0	71,281	PAHO/WHO	N/A
			JPM 1.2. Manage project in accordance with international project management standards, the requirements of the project charter document, and the direction of the PAHO/WHO Representative and Project Steering Committee														
			JPM 1.3. Collate narrative and financial reporting inputs from PUNOs into coherent reports to the Project Steering Committee														
Output JPM 2. JP interim and final narrative and financial reports approved by the Joint SDG Fund Secretariat and project evaluator within approved deadlines	Project Steering Committee convened; 50% of Project Steering Committee duties undertaken	100% of Project Steering Committee duties undertaken	JPM 2.1. Formalise Project Steering Committee membership									Voluntary Project Steering Committee membership, to meet virtually	0	0	0	PAHO/WHO	UN Resident Coordinator, CSO, Ministry of Planning and Development, Office of the Prime Minister (Gender and Child Affairs), IDB, CDB, private sector representatives
			JPM 2.2. Convene Project Steering Committee for quarterly and annual meetings														

			JPM 2.3. Submission of JP narrative and financial reports to the Joint SDG Fund Secretariat in accordance with agreed timelines and the requirements of the project charter														The Network of NGOs of Trinidad and Tobago for the Advancement of Women and other civil society representatives, The University of the West Indies
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The Joint Programme's (JP's) Project Manager will cost USD 2,970 per month—the modal cost for an internationally-qualified practitioner with more than three years of experience.⁸⁷ The Project Manager will be the JP's sole, dedicated staff member.

Contractual services will be provided by consultants who will be competitively sourced via Quality and Cost-Based Selection, using the PAHO/WHO's procurement procedures. The budgeted values represent subject-matter experts' estimates of realistic, value-for-money costs for the assignments; and estimates drawn from similar actions undertaken by the Trinidad and Tobago (TTO) UN Country Team (UNCT) in the past three years. Payments for contractual services and consultancies will be in lump sums, with payments made following approval of submitted deliverables.

General operating and other direct costs cover aspects of the JP's activities that the Participating UN Organisations (PUNOs) will undertake in-house. The costs represent the amounts the PUNOs would need to offset the reallocation of personnel and resources to the JP and cover additional expenses the organisations would not have otherwise incurred. The estimates of these costs were provided by the PUNOs.

Supplies and materials costs cover consumables and materials that will be expended during the JP, or which would not be of value once the JP concludes. The estimates of these costs were provided by the PUNOs.

Equipment and furniture (including depreciation) will be required as the digital UNCT SDG Statistics Repository will have to be built and accommodated. These costs were estimated by subject-matter experts who had designed and deployed similar systems.

⁸⁷ <http://www.salaryexplorer.com/salary-survey.php?loc=219&loctype=1&job=95&jobtype=3>

Transfers to counterparts are needed as JP partners (e.g., Central Statistical Office and The University of the West Indies) will require funds to facilitate changes to their systems to make their data and statistics systems interoperable with the intended UNCT SDG Statistics Repository, and to prepare for and participate in JP activities and events (e.g., Big Data Forum). The estimates were provided by the given counterparts and were reviewed and approved by subject-matter experts and the PUNOs.

In some instances, subject matter experts will not be available in country, but required for certain action and events (e.g., to present and undertake demonstrations at the Big Data Forum). Travel costs were estimated using the cheapest, economy class airfare on the fare aggregator and comparison website, Trivago; and a Daily Subsistence Allowance (DSA) of USD 350 per day. It is anticipated that international experts would be required from New York, Washington DC, San Francisco (for the Big Data Forum), and Geneva (to support application of ILO's and other international standards to national survey instruments).

A portion of each activity's budgeted amount is allocated to the Final, Independent Evaluation, with the contribution proportional to the activity's scale and scope. **The total amount of the Direct Costs allocated to the Final, Independent Evaluation is USD 20,393.30, which represents 3% of the USD 674,205.62 in Direct Costs.** Similarly, a portion of each activity's budgeted amount is allocated to Monitoring, Reporting, and Strategic Communications. **The total amount of the Direct Costs allocated to Monitoring, Reporting, and Strategic Communications is USD 33,552.19, which represents 5% of the Direct Costs.**

Annex 6. Risk Management Plan

Sessions were organised to identify, analyse and prioritise the strategic and high-level risks within the Joint Programme (JP). UN personnel, including Representatives and senior officers from each Participating UN Organisation (PUNO), the wider UN Country Team (UNCT), and the UN Development System (e.g., Global Pulse), were consulted. Thematic experts (especially from the fields of data, statistics, digital technology, and SDG reporting), procurement and human resource professionals, monitoring and evaluation specialists, gender-equality and human rights advocates, and leaders, managers and researchers from the Trinidad and Tobago (TTO) Government, private sector, civil society, international financial institutions (IFIs), academia, and other national counterparts and stakeholders, were also interviewed. A Risk Register was developed to ensure all relevant stakeholders have confidence in the JP, and shared understanding and ownership of the identified risks and formulated mitigations; to allow risks to be effectively managed and not escalate in nature and impact; and to reinforce governance of, and maintenance of a strong control environment for, the JP. A Risk Owner was designated for each risk, with the ultimate accountability for ensuring the risk is managed appropriately and that the determined treatment is properly executed by a defined completion date. At the outset, this was either the PAHO/WHO Representative, in her capacity as leader of the coalition of PUNOs; or the UN Resident Coordinator, who leads the wider UNCT, co-chairs the JP Project Steering Committee, and is the UN's principal interlocutor with the TTO Government, private sector, IFIs, and civil society. Day-to-day risk management will, however, be undertaken by the JP's Project Manager, who is expected to have internationally recognised project management certification (e.g., from the Project Management Institute), and associated risk management training and experience; and who will report to each Risk Owner (and indirectly to the Project Steering Committee [PSC]).

The PUNOs' leadership approached the JP with a low appetite and tolerance for risk; and proceeded with conceptualising, developing, and engaging stakeholders for the JP only after being assured that the likelihood and impact of each identified risk were, respectively, beneath the 'possible' and 'moderate' thresholds. If any identified risk was considered 'likely' or 'certain' in terms of probability, or 'major' or 'critical/essential' with regard to their bearing on project outcomes, the JP would not have been further developed. A Risk Management Strategy was built upon the Risk Register, and with measures to mitigate the JP's actual risks. The mitigations, which are elaborated in the Risk Register table (below), are to:

- Treat, and continue with the activity giving rise to the risk, whilst taking controlling action to constrain or reduce the risk to an acceptable level, where it is less dangerous; and
- Take the Opportunity, and consider treating the risk as presenting an opportunity arises to exploit positive impact.

The JP will consider risk management an ongoing process, involving ongoing stakeholder engagement and dialogue, data collection and analysis, and horizon scanning to inform adaptive decision making and strategic adjustments. Risk management will be inculcated into the JP's culture, with all personnel, managers, PSC members, and partner organisations having a duty to manage risk as an integral part of their role; and with sufficient resources devoted to risk management to ensure that it is organisationally effective and coordinated. In addition to Risk Analysis and Prioritisation (above), the JP will also include:

- Monitoring, which involves continuous scanning of the changing internal and external context, real time focus on emerging risks and changes in the levels of existing risks, and reflections on the progress and relevance of risk treatment measures, to provide an early-warning mechanism, ensure continued risk identification and analysis, allow proactive and agile response

and provisioning in the JP's plans, and facilitate adaptive management, course corrections and strengthened JP implementation.

- Reporting, which entails providing the necessary information about risks and risk management efforts at all levels within the organisation, through daily JP updates from the Project Manager to the Project Coordinator, quarterly Project Manager, PAHO/WHO Representative, and Risk Owner reports to the PSC; semi-annual, annual, final and other compliance-related reports to the Joint SDG Fund Secretariat; and any ad hoc reporting requested by senior JP management, donors or stakeholders, or that may be needed to inform decision-making in emergency situations or other points in time.
- Risk Consultation and Communication, that ensures frequent (at least quarterly, to precede PSC meetings) dialogue with relevant stakeholders when risks are being identified and risk management measures are formulated; and which will highlight to stakeholders identified risks and how they will be managed, manage expectations, and facilitate division of responsibilities and accountabilities around various risks and their treatment.
- Performance Management, where the effectiveness of the risk management function is reviewed and appraised on a regular basis (at least quarterly, to precede PSC meetings) by the PSC, JP beneficiaries (including women's rights groups and human rights advocates), and Joint SDG Fund Secretariat (if necessary); the risk management process is continuously improved in line with reviewer feedback; and there is evaluation at the JP's conclusion that audits risk management against best practice.
- Programme Transition, during which there will be complete overview of the risks that will be transiting with the project and the transference of risk ownership, so there is sustainability of the development results and impact.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual Risks					
Low knowledge on SDGs among stakeholders	Medium (6)	Unlikely (2)	Moderate (3)	Treat: <ul style="list-style-type: none"> • Senior JP management's attention is required; • Mitigation activities and treatment options will include interactive and user-friendly information products and 	UN Resident Coordinator

				<p>activities targeted to specific audiences that lack knowledge of the SDGs;</p> <ul style="list-style-type: none"> • Ensure all information products and communications relate the SDGs (which may be perceived as esoteric) to the local context, and are connected to TTO's own, more nationally relevant development goals, as articulated in its 'National Development Strategy (Vision 2030)' document; • SDG knowledge in previously uninformed audiences will need to be monitored and further remedial action may be required. <p>Take the Opportunity:</p> <ul style="list-style-type: none"> • The potential to educate key development actors 	
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				about SDGs will be embraced.	
Programmatic Risks					
Potential for external or local shocks (e.g., economic, pandemic, natural hazards) to shift national priorities	High (9)	Possible (3)	Moderate (3)	Treat: <ul style="list-style-type: none"> • Senior JP management's immediate action is required; • Mandatory treatment options to reduce the likelihood may not be possible, as the JP will be executed during a global pandemic and, while vaccination of TTO's population is advanced and accelerating,⁸⁸ the Risk Owner will have little control over external events; • Mandatory treatment options will focus on reducing the risk's consequences, and will include: i) A Continuity Plan in which every role has an understudy in case the principal is absent 	PAHO/WHO Representative

⁸⁸ <https://ourworldindata.org/covid-vaccinations?country=TTO>

				<p>for prolonged periods; ii) Each activity that is intended to occur in person having a planned equivalent that can occur virtually; iii) Having the JP support actions that can still occur after the risk subsides (e.g., the National Population and Housing Census) rather than directly implementing those actions.</p> <p>Take the Opportunity:</p> <ul style="list-style-type: none"> • Digitalisation of key SDG-related systems is a JP aim and, with the pandemic highlighting the need for and accelerating efforts toward digitalisation and the integration of high technology, the intervention can engage TTO's political and business leadership 	
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				at levels that were hitherto difficult.	
Institutional Risks					
Resistance from the public sector and third-party data producers to work across traditional boundaries	Medium (6)	Unlikely (2)	Moderate (3)	<p>Treat:</p> <ul style="list-style-type: none"> • Senior JP management's attention is required; • Mitigation activities and treatment options will include interactive and user-friendly information products and activities targeted to specific audiences that demonstrate resistance to work across traditional boundaries; • Mitigation activities will also involve building camaraderie and team spirit among data producers that previously did have not had opportunity to interact; • SDG knowledge in previously uninformed audiences will need to be monitored 	UN Resident Coordinator

				<p>and further remedial action may be required.</p> <p>Take the Opportunity:</p> <ul style="list-style-type: none"> The potential to educate key development actors about the benefits (to their individual sectors and the wider society) of working across traditional boundaries, especially with sharing data, will be embraced. 	
Fiduciary Risks					
Limited fiscal space restricts Government's willingness to prioritise co-investment in agreed projects	Medium (6)	Unlikely (2)	Moderate (3)	<p>Treat:</p> <ul style="list-style-type: none"> Senior JP management's attention is required; Mitigation activities and treatment options will include: i) Focusing on developing investment plans and identifying new partners and investors for development-related actions rather than having 	UN Resident Coordinator

				<p>the JP directly implement those interventions virtually; iii) Having the JP support actions that can still occur after the risk subsides (e.g., the National Population and Housing Census) rather than directly implementing those actions.</p> <p>Take the Opportunity:</p> <ul style="list-style-type: none"> • Build on the growing recognition among TTO's private sector that the Government alone cannot fully finance national development, and that unless businesses do not invest in the country's development, either solely or in public-private partnerships, profitability and sustainability of businesses are jeopardised; 	
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				<ul style="list-style-type: none"> • Create information products and business plans to lure private sector leaders into partnerships with their Government and development community counterparts. 	

Annex 7. Communication and Learning & Sharing Plan

Effective communication contributes to project success. The Project Management Team (PMT) will thus ensure timely and appropriate generation, collection, distribution, storage and retrieval to meet the needs of, and receive feedback from, project stakeholders; and to guarantee that best practices, stories from the field, action-reflection, and other such project-related learning is documented and shared.

While project communication will be the responsibility of the whole PMT and Project Steering Committee (PSC), the Project Manager will be responsible for developing the Project Communication Management Plan (CMP) with input from the Project Coordinator, UN Resident Coordinator, the Participating UN Organisations (PUNOs), and other project partners. Periodically, the Project Manager will survey project stakeholders to ascertain if the project communication is sufficient to suit the stakeholder's needs. As such, in sourcing a Project Manager, a candidate with communication expertise and experience will be favoured.

The CMP will provide the communications framework for the Joint Programme (JP); and will define the JP's communication requirements. The CMP will indicate the following: What information will be communicated; How the information will be communicated (in fact-to-face or virtual meetings, email, telephone, newsletter, web portal, social media pages, etc.); When information will be distributed; Who will be responsible for communicating project information, with definitions of their roles; How any sensitive or confidential information will be communicated and who must authorise this; Any constraints, internal or external, which will affect project communications; How the Plan will be updated as the project's communication needs change; and Any standard templates, formats, or documents the project must use for communicating.

As with other project plans, the CMP will need to be approved by the PSC; and updates or changes to the CMP, which may be required as the JP progresses, will need to be approved by the PSC. The PMT will be responsible for managing all proposed and approved CMP changes, and for distributing the updated Plan to all partners and stakeholders.

The required infrastructure to enable open channels of communication between all the project partners will be provided; and, as such, each activity's budgeted allocation includes an amount for communication, stakeholder engagement, and public outreach.

While face-to-face meetings are usually the most effective way to distribute information to project stakeholders, the JP will, as much as possible, use electronic media to provide synchronous conversations, insulate the JP against the risk of pandemic-related restrictions to in-person meetings, allow more continuous relations between partners, and reduce costs.

The Project Manager will develop and maintain dedicated social media pages for the JP that will be used to provide updates, archive various reports, and conduct or complement project communications. The JP social media pages will also provide the ability for stakeholders (including the public) and project partners to collaborate on project work and communication.

Acknowledging, too, that good project communication includes notifying the next task manager in the JP delivery chain about when to expect a deliverable, the CMP will utilise the JP's Work Breakdown Structure (WBS) as a framework; and be product focused with the end in mind. The JP will also use a communication matrix tool to track project performance by project component and WBS element; and which indicates the product required, who produces it, who receives it, the method of transmittal, and the date it is anticipated or submitted.

A good CMP also includes a Conflict Management Strategy, which is designed to make issues between stakeholders more manageable. The Project Manager, PMT, PSC and other project partners, if necessary, will minimise conflicts and resolve issues through constant communication. The Strategy will also be used in negotiating and resolving conflicts, and to seek win-win solutions when possible.

The Project Manager will be responsible for the organisation of project documents, and in developing and deploying an organised, logical, international-standard filing system for project documents and communiques.

That the JP is financed by the Joint SDG Fund will be acknowledged in all information products, and the Fund's logo will be prominently featured.