

# United Way Trinidad and Tobago

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Strategy Framework 2025: **Change is here**

August 2021



United Way  
Trinidad and Tobago

# Our Direction for 2025

We are convinced that the next **5 years** are critical to our country’s development. Now more than ever, we need to both protect what we have achieved in the times of growth and to give a promise of hope to those most affected by the COVID-19 pandemic and the recent economic and social downturn.

United Way TT is working harder to improve our effectiveness in the landscape of giving and community impact. We started in 1999 promising that we would help develop capacity for Civil Society action. Today, nearly 20 years later, many of our original NGO Partners quality of services are much improved and they are as good as we are at fundraising and– and we would like to think we contributed to that. Our Corporate Partners are maturing with their own CSR Strategies, many aligned to contributing to national development agendas while strengthening their Corporate identity, some setting up their own foundations, engaging their employees in the process – and we like to think we contributed to that.

Simply put, UWTT needs to change to become more relevant to the evolving landscape. Key disruptors to our current model have been changing world of corporate social responsibility, globalisation, demographics, digital technology and now the greatest one affecting us all, COVID 19 – all pointing us in the direction that change starts here and now. We need to adapt and help shape the giving landscape in the next 10 years – just as we have done over the last 20 years. UWTT is in it for the long haul as we know that impact takes time and consistent effort.



Figure 1: Expanding our value to Trinidad and Tobago



# Our Purpose

United Way Trinidad and Tobago transforms lives by bringing together people and financial resources in the common cause of caring. Our work is aligned to the Sustainable Development Goals (SDG) 1, 3, 4, 8 and 10. Our vision is **no child is left behind** aligned to our national development agenda, Vision 2030.



Figure 2. UWTT purpose map illustrating our values and priority action areas of Education, Family Wellbeing, Equity and Disaster Resilience.

# What we do

Much of the development gains achieved over the last years are at risk of being severely eroded or lost. A renewed focus on inequity is critical. UWTT is committed to align our work on COVID-19 response to longer term recovery for the communities we serve.

We are a social impact organisation working to bring people together to amplify our collective ability to:



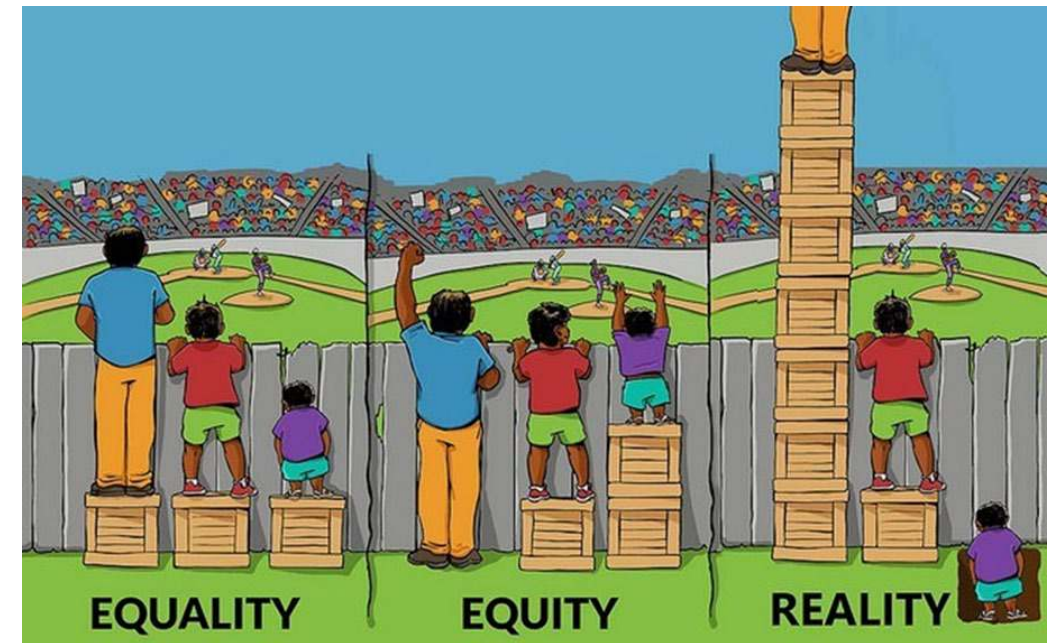
Support people and organisations to accomplish more together



Drive collaborative results



Focus on long term solutions vis one offs



**Figure. 3:** The COVID-19 crisis is hitting our vulnerable populations the hardest and peeling the veneer off the inequities that exist in our education and health sectors, and by community and for women. This figure illustrates the reality of the equity situation with COVID-19.

# How we add value

UWTT works in partnership with other Civil Society Organisations to serve our priority communities in Primary Schools, Children Community Residences and geographic communities of need. In order to improve effectiveness for the next 5 years, we have refined our four social impact areas and the goal for each area based what we have learnt in the first 20 years of operation.

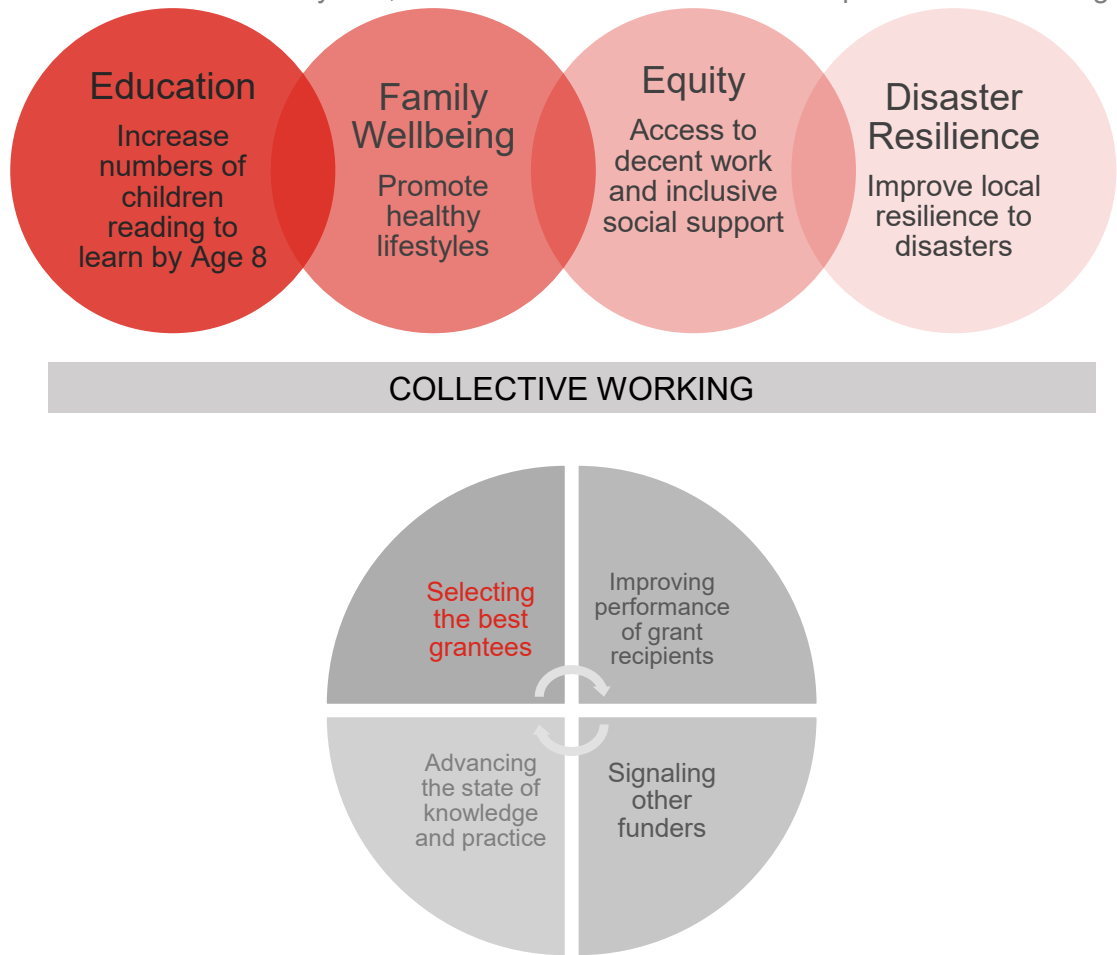


Figure 4. This illustrates our four action areas and the goal of each area. In our commitment to collective working, UWTT works as the backbone organisation in our core role of bringing together resources, financial and people. We add value by selecting the best grantees, improving performance of grantees, signalling other funders and advancing the state of knowledge and practice.

# Our 2025 targets

We aim to become more evidence driven in our priority investment areas of education, family well being, equity and disaster resilience. We will communicate better with our partners and those who want to give about the relevance of UWTT as a means by which every donation counts as social impact need requires longer term and sustained investment. No single entity can achieve sustained improvements on their own. This means understanding where the gaps are - in terms of both coverage of services and funding – and commit to addressing them.

In keeping with our core functions, UWTT key operational performance targets for 2025 include:



Increased revenue by 50% of 2020 levels



Modernisation of giving platforms to improve capacity for connecting Millennials and GenZ audiences



Providing greater opportunity to workplace campaign employees for volunteer engagement



At least 80% of funds raised allocated to priority action areas

We will improve **research** and **monitoring capacity** to track the critical **social impact goals** under each of the action area. This is being done primarily under our cornerstone **Building Bridges** from **Learning to Success** Programme started in 2019, as our follow-on Impact Programme from our Fifth Company Impact Project 2015-2021. The Programme suffered a hiatus in 2020 because of closure of schools due to COVID-19 restrictions. Figure 6 illustrates the multi component aspect of the Building Bridges Programme now adapted for **blending schooling**. In 2020, as part of the UWTT COVID-19 Response, we initiated two projects aligned to the Programme: Family Support Grants and Support to Primary Schools for the **New Norm**.

# Systems thinking: Driving bigger impact

Systems thinking is an approach to solving problems by focusing on the problems as a part of a broader system. By understanding that elements of the system influence other parts of the system, it promotes a deeper, more dynamic and holistic perspective in detangling complexity, which can result in driving more sustained social change.

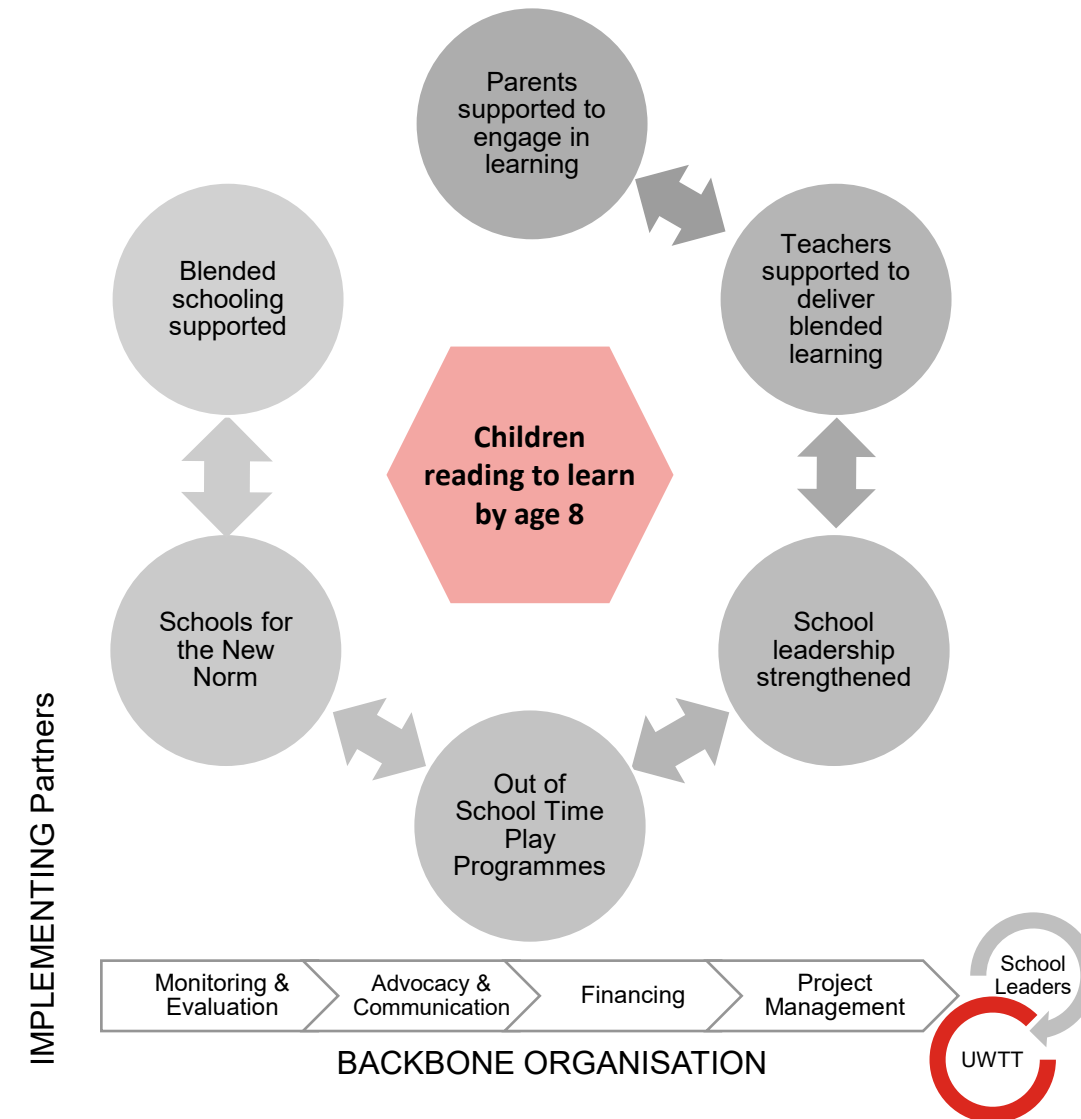
In keeping with the Theory of Change in our Building Bridges Programme, we will report on activities on an annual basis, and by 2025, we aim to report on outcomes such as:

- Capacity of primary schools for blended schooling
- Levels of absenteeism
- Active parents support groups
- Infants 1 and 2 levels in foundational skills and learning loss levels

Consistent with the multi-stakeholder approach in the Education Action Area, activities under Family Wellbeing and Equity will be reinforcing and synergistic to achieving these impact goals. It will be challenging for families to focus on their children's education without attention to family wellbeing and access to decent work. Our support to Children's Community Residences will continue at current levels of allocation under the Equity Action Area.



## Building Learning for Success Primary Schools CI Programme: *Adapted to support Blended Learning*

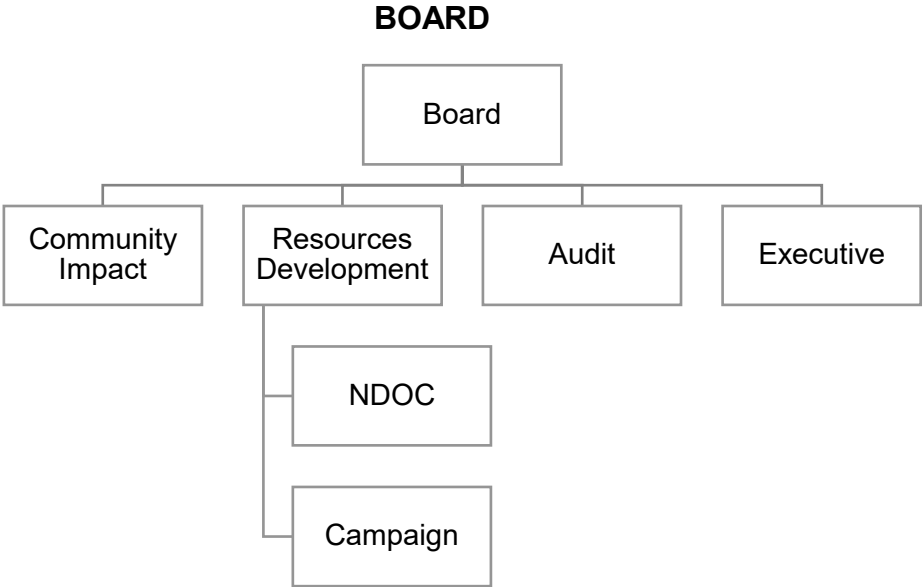


# Our People

We are adapting our skills, systems and governance structure to better suit our new business model and purpose and ultimately to improve organisational effectiveness. Many of the systems improvements that we had recognised that were needed to move us forward remain necessary, if not more urgent.

There is also the pressure on improving accountability in an increasingly digitised space, demonstrating relevance within a more resource constrained environment and modernising our capacity to communicate and connect with all our current and potential stakeholders.

Aligning team and our volunteer board committee structures are the first step in beginning to optimise the range of competencies both among Staff and Board to move the Organisation forward. The chart show our new organisational structures. (For cost effectiveness, some of the functions will continue to be partially outsourced)







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