

Guide of Strategies and Mechanisms for Effective Public Management (GEMGPE)

Trinidad and Tobago

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This Guide is under review process by Ministry of Public Administration (MPA)
Government of Trinidad and Tobago



General Information

By Country: Indicators of Public Management

1. Government of Trinidad and Tobago

[The Central Bank of Trinidad and Tobago](#): Presents indicators and economic statistics about the country.

[Central Statistical Office](#): Presents economic, social, demographic, environmental and census statistics and indicators, in order that the public and private stakeholders, researchers and citizens can make informed decisions.

2. Inter-American Development Bank (IDB)

[Governance Indicators Database](#): Presents indicators and statistics about Trinidad and Tobago.

3. The World Bank (WB)

[World Development Indicators](#): Presents indicators and statistics about Trinidad and Tobago.

4. International Monetary Fund (IMF)

[Government Finance Statistics](#): Provides annual data about public finances and government sub-sectors as reported by member countries.

5. United Nations (UN)

[World Statistics Pocketbook](#): Contains a series of economic, social, trade profile and environmental statistics and indicators.

By Country: Publications and Research Studies

1. Organization of American States (OAS)

["Política, Dinero y Poder: Un Dilema para las Democracias de las Américas"](#) (2011). Organización de los Estados Americanos.

["La Descentralización y los Desafíos de la Gobernabilidad Democrática"](#) (2008). Organización de los Estados Americanos.

2. Inter-American Development Bank (IDB)

"Country Strategy with The Republic of Trinidad and Tobago, 2011-2015" (2011). Inter-American Development Bank.

"Study of Municipal Finance: The case of local government in Trinidad and Tobago" (2010). Richards, Allan.

"Policy Perspectives for Trinidad and Tobago: From Growth to Prosperity" (2006). Rojas-Suárez, Liliana; Elías, Carlos (Editors).

3. The World Bank (WB)

"Decentralized Systems: Case Studies of International Initiatives – Volume 1" (2004). Rivera, Williams; Alex, Gary (Editors).

"Case Study of the Decentralization of the Extension Services in Trinidad" (2002). Seepersad, Joseph; Douglas, Vernon.

"Trinidad and Tobago: Youth and Social Development – An Integrated Approach for Social Inclusion" (2000). The World Bank.

4. United Nations (UN)

A. Economic Commission for Latin America and the Caribbean (ECLAC)

"Economic Survey of Latin America and the Caribbean: Policies for an adverse international economy" (2012). Economic Commission for Latin America and the Caribbean.

"Macroeconomic Report on Latin America and the Caribbean" (2012). Economic Commission for Latin America and the Caribbean.

"Report of the Expert Group Meeting to develop an action Plan for Sustainable Statistical Capacity Development in the Caribbean" (2012). Economic Commission for Latin America and the Caribbean.

B. United Nations Development Programme (UNDP)

"Human Development Report 2011 – Sustainability and Equity: A Better Future for All" (2011). United Nations Development Programme.

"Building bridges between the State & the People: An overview of UNDP's Recent and Current Interventions in Public Administration and Local Governance in Latin America & the Caribbean" (2010). United Nations Development Programme.

"The Millennium Development Goals and the Equality Agenda for Latin America and the Caribbean" (2010). United Nations Development Programme.

Long-Term Vision

Introduction

Since 2002, Trinidad and Tobago began a process of long-term planning that embraced the views of Government, non-governmental organizations, public and private enterprises, community, interest groups and wider citizenry. These views were articulated in "[Vision 2020: National Strategic Plan](#)".

[Vision 2020: National Strategic Plan](#) was launched in 2006 and its statement was the following:

"By the year 2020, Trinidad and Tobago will be a united, resilient, productive, innovative and prosperous nation, with a disciplined, caring, fun-loving society; comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity and integrity in which... every citizen has equal opportunities to achieve his/her fullest potential. All citizens enjoy a high quality of life, where quality healthcare is available to all and where safe, peaceful, environmentally-friendly communities are maintained".

In 2011, [Vision 2020: National Strategic Plan](#) has been replaced for [Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity](#), being the current policy framework for the whole country. Its Vision Statement is: "*Our Vision is that through creativity, innovation and collaboration we shall prosper together*".

This [MTPF](#), embracing the theme "*Innovation for Lasting Prosperity*" outlines Government's perspective and intent on the socio-economic transformation that needs to take place in order to achieve the commitment to the people of Trinidad and Tobago of "*Prosperity for All*" ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 1](#)).

Institutional Framework

[Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity's](#) planning process was proposed by the Government of Trinidad and Tobago (GovTT) in order to achieve an innovation-driven, growth economy for spurring a rising tide of prosperity for all, with a commitment to economic inclusiveness, greater equity and more meaningful citizen participation.

The [Ministry of Planning and Sustainable Development \(MP+SD\)](#) was mandated by the GovTT to guide the process of preparing a medium-term national development. In this planning process, [MP+SD](#) was supported by ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page XIV](#)):

1. The [Office of the Prime Minister](#);
2. [Cabinet Ministers](#);
3. [Government Parliamentarians](#); and
4. Members of staff of the [Ministry of Planning and Sustainable Development \(MP+SD\)](#).

Strategies and Mechanisms

[Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity \(Page XV\)](#)'s strategies and mechanisms are related to the following seven (7) development pillars articulated by the Government:

1. People-Centred Development: We need everyone and all can contribute. This development pillar focuses on the people of Trinidad and Tobago and their development aspirations and the strategies that allow each and every individual the opportunity for development through meaningful engagement in education, employment, arts and culture, sport, and family and community initiatives ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 23](#)).

2. Poverty Eradication and Social Justice. This pillar emphasis economic inclusion and identifies specific targets for reduction of poverty annually (2 per cent). It focuses on protection and care fir the most vulnerable of our society, the poor, children, victims of crime, and the differently-abled ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 23](#)).

3. National and Personal Security: Human Security for Peace and Prosperity. It addresses the issue of crime and personal safety with the objectives being to eliminate fear for self and property and to create and environment in which all can enjoy freedom with responsibility ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 23](#)).

4. Information and Communication Technologies: Connecting T&T and Building the New Economy. This pillar underscores the importance of Information and Communication Technology (ICTs) as an essential element for the infrastructure underpinning and the creation of a modern, competitive economy in an information rich, knowledge and technology-driven world ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 23](#)).

5. More Diversified, Knowledge Intensive Economy: Building on the Native Genius of Our People. Its thrust is towards building an innovative, highly skilled work force supported by strong institutions and increased research and development activity as the cornerstones of the economic restructuring effort ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 24](#)).

6. Good Governance: People Participation. This Pillar is intended to build strong institutions responsive to the needs of the citizenry, adherence to a culture of democracy and the principles of accountability, transparency and fairness as well as expanded civic engagement ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 24](#)).

7. Foreign Policy: Securing Our Place in the World. It underscores the importance of meaningful and decisive engagement with the community of nations and strategic positioning at the regional, hemispheric and wider global levels to the success of Trinidad and Tobago's development strategy ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 24](#)).

National Strategies / Planning

Introduction

Government of Trinidad and Tobago (GoRTT), through [Ministry of Planning and Sustainable Development \(MP+SD\)](#) has prepared [Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity](#). This MTPF has benefited from extensive collaboration of clustering Ministries to facilitate meaningful interactive discussion, integrated planning and execution for impact with a focus on results to be achieved.

The MTPF sets out a prioritized package of policies, strategies and programmes proposed by the Government for implementation over the period 2011-2014. These are reflected in five (5) National Priorities: 1. Crime and Law and Order; 2. Agriculture and Food Security; 3. Health Care Services and Hospitals; 4. Economic Growth, Job Create, Competitiveness and Innovation; and 5. Poverty Reduction and Capital Human Development.

These five (5) National Priorities are aligned to seven (7) strategic pillars which drives government policy: 1. People-Centred Development: We need everyone and all can contribute; 2. Poverty Eradication and Social Justice; 3. National and Personal Security: Human Security for Peace and Prosperity; 4. Information and Communication Technologies: Connecting T&T and Building the New Economy; 5. More Diversified, Knowledge Intensive Economy: Building on the Native Genius of Our People; 6. Good Governance: People Participation; and 7. Foreign Policy: Securing Our Place in the World.

The MTPF's goal is to create the conditions which will engender greater equity and inclusiveness in the society through expanded opportunities for wealth generation and accumulation and participation in the national development process for each individual, community and region in the country.

Institutional Framework

The [Ministry of Planning and Sustainable Development \(MP+SD\)](#), through [National Transformation Unit](#), is the governmental institution responsible to drive the transformation of Trinidad and Tobago by defining, coordinating and facilitating the implementation of the National Policy Agenda for sustainable development and prosperity for all citizens.

Its [organizational structure](#) is the following: 1. Town and Country Planning Division (TCPD), 2. Council for Competitiveness and Innovation, 3. Economic Development Board (EDB), 4. Legal Services, 5. Advisory Town Planning Court (ATPP), 6. Communications Unit, 7. Library Services Unit, 8. National Transformation Unit, 9. Technical Cooperation Unit, 10. Socio-Economic Policy Planning (SEPP), 11. Accounting Unit, 12. Central Statistical Office (CSO), 13. Project Planning and Reconstruction Division (PPRD), 14. The Human Resource Management Division and 15. European Development Fund (EDF) Unit.

The mandates of the [National Transformation Unit](#) include the following:

- a) To implement the Medium-Term Action Plan for building assessment and evaluation capability for Trinidad and Tobago, to include, building capacity in Monitoring and Evaluation – tools, methods, approaches and concept, developing indicators, setting targets, measuring outcomes and conducting evaluations;
- b) Co-ordinate the implementation of the National Policy and Strategic Plans;

- c) Establish a reporting framework against the National Policy of the Government and Ministries' Strategic Plans;
- d) Produce an Annual Report on the progress of government policies / programmes and projects in accordance with agreed targets and performance measures;
- e) Develop an Information Technology system to track performance; and
- f) Serve as the management centre for national and sectoral evaluations of projects and programmes

Strategies and Mechanisms

Government of Trinidad and Tobago (GovTT) has developed strategies and mechanisms reflected in the "[Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity](#)". The MTPF's mission is to achieve economic inclusiveness in an innovation-driven growth economy with greater economy with gender equity, more meaningful participation and a rising tide of prosperity for all in country.

The MTPF has identified five (5) national priorities for action over the period 2011-2014:

National Priority 1: Crime and Law and Order. This approach involves: more effective law enforcement and policing, social interventions aimed at discouraging a lifestyle of crime and violence, reform of the justice system and the legal framework and rehabilitation of offenders.

Its national strategies, including ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, pages 30-37](#)):

1. Strengthen Law Enforcement and Law Enforcement Agencies
2. Strengthen the Legal Framework
3. Improve Solvency Rates through Technology
4. Improve the Criminal Justice System

Likewise, Crime and Law and Order Medium-Term Objectives are the following ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 29](#)):

- Reduce and prevent crime and ensure that people feel safe in their homes and communities (Target: 25% reduction in Serious Crimes annually)
- Increase confidence in the justice system through the appropriate punishment, sentencing and rehabilitation of offenders
- Reduce recidivism rate (Target: 10% annually)
- Reduce the number of gang in operation

National Priority 2: Agriculture and Food Security. The objective is to develop a highly productive agricultural sector that is modernized and internationally competitive and that generates sustainable income levels for producers comparable to those obtained in other sectors of the economy. Its national strategies including ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, pages 40-44](#)):

1. Increase Agricultural Production, Distribution and Access
2. Develop a Water Resources Management Strategy

3. Improve Land Management and the Tenure of Farmers
4. Expand Source Markets for Imports

Likewise, Agriculture and Food Security Medium-Term Objectives are the following ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, pages 39](#)):

- Reduce the food import bill (Target: 10% annually)
- Reduce the rate of food inflation and sustain it within single digits
- Create sustainable, long-term productive employment in the sector to support a national unemployment level that is under 7%
- Increase the sector's contribution to Gross Domestic Product – GDP (Target: 3% by 2014)

National Priority 3: Health Care Services and Hospitals. The objective is to adopt a comprehensive approach to reducing the incidence of non-communicable and other infectious diseases, promoting healthy lifestyles through a effective managerial approach that is guided by a strong legislative and policy framework that guarantees efficient use of resources. Its national strategies including ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, pages 49-54](#)):

1. Improve Management of Health Sector and Strengthen the Policy and Legislative Framework
2. Inculcate a Lifelong Commitment to Health
3. Develop an Effective Response to Current and Emerging Health Issues
4. Develop Professional and Quality Human Resources

Likewise, Health Care Services and Hospitals Medium-Term Objectives are the following ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 47](#)):

- Increase client satisfaction with the system (Target: 85% by 2015)
- Reduce the maternal mortality rate (Target: 14 per 100,000 live births by 2015)
- Reduce the under-five mortality rate (Target: 5 per 1,000 by 2015)
- Increase the physician professionals per 10,000 population ratio (Target: 18 by 2015)

National Priority 4: Economic Growth, Job Creation, Competitiveness and Innovation. This approach is focused on Government's efforts to drive innovation and entrepreneurship, support new strategic sectors with the potential for becoming internationally competitive and generate high paying jobs in accordance with the Decent Work Agenda, promote cluster development locally and regionally, re-structure the energy sector, and improve the business environment. Its national strategies including ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, pages 59-77](#)):

1. Maintain Macroeconomic Stability
2. Promote New Strategic Sectors with the Potential for Contributing to Growth, Job Creation and Innovation
3. Develop New Growth Centers across the Country—Geographical and Industry Diversification
4. Promote Innovation and Entrepreneurship

Likewise, Economic Growth, Job Creation, Competitiveness and Innovation Medium-Term Objectives are the following ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 57](#)):

- Develop a National Innovation System Plan for implementation by September 2012
- Identify additional strategic sectors for increased investment through fore-sighting by September 2012
- Increase expenditure in research and development (Target: 1% of GDP by 2014)
- Improve Ranking on the Global Competitiveness Index by 20 points by 2014

National Priority 5: Poverty Reduction and Human Capital Development. About the Poverty Reduction, this strategy aims to break the cycle of poverty, enable self sufficiency and create opportunities for wealth generation. Its national strategies including ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, pages 83-86](#)):

1. Restructure the Economy to Provide Meaningful Income-Generating Opportunities for Sections of the Population that have Traditionally Operated on the Margins of the Economy
2. Increase Access to Adequate and Affordable Housing
3. Empower the Poor and Target the Most Vulnerable Groups
4. Strengthen Social Capital at the Community Level

Likewise, Poverty Reduction and Human Capital Development Medium-Term Objectives are the following ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 81](#)):

- Reduce Poverty (Target: 2% per year to 2015)
- Reduce the Poverty Gap (Target: 4,6% to 3,5% by 2013)
- Reduce the Gini coefficient (Target: 0,39 to 0,21 by 2015)
- Fulfillment of the Millennium Development Goals (Target: 90% by 2014 and 100% by 2015)
- Improve HDI Ranking (Target: By 15 points by 2015)

On the other hand, about the Human Capital Development, this strategy aims to adopt a multi-pronged approach to building human capital. The first aspect entails ensuring that the basic needs of citizens are met. Its strategies are the following ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, pages 91-94](#)):

1. Implement key Reforms within the Education System
2. Promote and Instill Positive Values and Attitudes through the Education System
3. Address Skills Shortages and Build Workforce Competencies
4. Support Lifelong Learning and Self Advancement Among Workers
5. Adopt a more Structured Approach towards Human Capital Development

Likewise, Human Capital Development Medium-Term Objectives are the following ([Medium-Term Policy Framework \(MTPF\) 2011-2014: Innovation for Lasting Prosperity, page 88](#)):

- Increase tertiary education and participation rate (Target: 60% by 2015)



- Expand and diversify secondary school curriculum
- Achieve universal early childhood education (Target: 100% by 2015)
- Strengthen primary school system to prevent leakages and deepen curriculum

Public Budget

Introduction

In Trinidad and Tobago, the National Budget is the government's plan of income and expenditure for the year ahead and the most important single instrument of the State's policy development and annual plan of action.

[Section 113\(1\) of the Political Constitution](#) sets out the need to prepare, before or not later than thirty (30) days after commencement of each financial year, estimates of the revenues and expenditure of Trinidad and Tobago for that year, which is laid before the [House of Representatives](#) for its approval.

The [Ministry of Finance and the Economy](#) through its [Budget Division](#) is responsible to prepare the national budget and provide financial advice to other Ministries, Departments and Agencies of Government to enable them to successfully achieve their prime objective - "Quality Service to the Nation".

Preparation of the national budget involves a careful process of analysis and consultation, both inside and outside government. The [Minister of Finance and the Economy](#) through its [Budget Division](#) hold a series of consultations with Ministers, civil servants, staff of the various government, ministries and agencies, business and trade associations, non-governmental organizations, community groups, youth groups and professional bodies. The results of these consultations, combined with analysis and estimates of government revenue, allow the government to determine spending priorities for the following year.

After the budget is presented in Parliament, it is debated in both the upper and lower houses and then voted on. Once the budget is passed, it is implemented by the various government ministries and agencies

Additionally, the [Minister of Finance and the Economy](#) has other responsibilities including the management of the Consolidated Fund and the supervision, control and direction of all matters relating to the financial affairs of the State, which are not by law assigned to any other Minister (The [Exchequer and Audit Act, Chapter 69:01](#)).

Institutional Framework

In Trinidad and Tobago, the governmental institution responsible for the preparation of the public budget is the [Ministry of Finance and the Economy](#) through its [Budget Division](#).

The [Ministry of Finance and the Economy](#) is organized into [twelve \(12\) Divisions](#) in order to achieve the range of responsibilities entrusted to it: 1. Budget Division, 2. Central Tenders Board, 3. Communications Unit, 4. Customs & Excise Division, 5. Economic Management Division, 6. General Administration Division, 7. Inland Revenue Division, 8. Investment Division, 9. National Insurance Appeals Tribunal (NIAT), 10. The Treasury Solicitor, 11. Treasury Division, and 11. Valuation Division.

The [Budget Division](#) is administered through [seven \(7\) Sections](#): 1. Revenue Section, 2. Statutory Boards Section, 3. Capital Section, 4. Finance Committee Secretariat, 5. Recurrent Expenditure Section, 6. Unit J Statistics, and 7. Computer Unit

The [Budget Division](#) has overall responsibility to provide technical and administrative support of the highest to the Minister of Finance and the Economy in the discharge of his responsibilities for fiscal policy formulation and administration.

The [Budget Division](#) objectives are as follows:

- a) Formulation of Estimates of Revenue, monitoring the collection of Government Revenue and matters thereof which relate to: all duties, fees, licenses, taxes, imports, royalties, rents, penalties, forfeitures and all other receipts of the state over which Parliament has power of appropriation;
- b) Preparation and monitoring of the Income and Recurrent Expenditure Budgets of Statutory Boards and Similar Bodies and of Tobago House of Assembly;
- c) Closing of accounts of the past fiscal period, variation and supplementation of the Appropriation Act and ad hoc financial matters requiring Parliamentary approval;
- d) Preparation and monitoring the Budgets of Government Ministries and Departments;
- e) Recurrent Expenditure relates to all expenses incurred in the day-to-day running of Government Agencies and includes (Personnel Expenditure – Salaries, Wages and related costs; Goods and Services – Operational Expenses; Minor Equipment – Light Vehicles and Office Equipment; Current Transfers & Subsidies – Pensions, Gratuities, contributions to International Agencies, grants and subsidies to Non-profit Organizations and Statutory Boards; Debt servicing – Principal and Interest on Local and Foreign Loans);
- f) Preparing and analyzing statistical reports pertinent to the annual budget and the Central Government fiscal operations; and
- g) Maintaining the National Budget Information System and providing technical and administrative support to all departments within the Division and external clients, by providing timely information in the form of analytical reports, worksheets, edit lists and estimates books.

Strategies and Mechanisms

The elaboration process of the public budget in Trinidad and Tobago, regarding with the document titled "[Accounting Manual](#)" prepared by the [Ministry of Finance and the Economy](#) through its Treasury Division, is as follows:

1. Call Circular. The [Minister of Finance and the Economy](#), in pursuance of his statutory obligation under [Section 113 of the Political Constitution](#), issues the Call Circular whereby Ministries, Departments and Other Agencies are required to submit their Draft Estimates of Revenue and Expenditure.

The Call Circular prescribes the format in which the Estimates must be presented for consistency as well as provides guidance on how they must be prepared. The [Minister of Finance and the Economy](#) usually issues the Call Circular between February and March.

2. Ministries/Departments – Submission of proposals by April 30. The Draft Estimates of Revenue and Expenditure are based on the projection of revenue and expenditure for the ensuing year. The preparation must be circumscribed by: a. The Strategic Plan of each Ministry/Department, and b. Customer Service Delivery Plan.

Ministries, Departments and Agencies are required to submit these Draft Estimates of Revenue and Expenditure by 30 April of each financial year to the [Budget Division](#), [Ministry of Finance and the Economy](#).

3. Budget Division – Examination Process. On receipt of the Draft Estimates of Revenue and Expenditure, the [Budget Division](#) of the [Ministry of Finance and the Economy](#) examines, analyzes and holds discussions with Ministries, Departments and other Agencies for justification of expenditure. This examination and consultation process is done from May to the middle of September. The [Minister of Finance and the Economy](#) seeks Cabinet’s approval for specific measures after which the Budget is presented in Parliament.

4. Parliament. The [Minister of Finance and the Economy](#) in pursuance of his statutory obligations lays and presents in the [House of Representatives](#), the Appropriation Bill along with other Budget Documents.

The Budget Speech is presented and the Appropriation Bill is debated and passed in the House of Representatives. The Bill is then brought before the Senate where it is also debated and passed after which it is forwarded to the [President of the Republic of Trinidad and Tobago](#) for his assent. It then becomes the Appropriation Act for the particular year.

5. Approval and Funding. After the Appropriation Act has been passed by Parliament, a General Warrant is issued by the [Minister of Finance and the Economy](#) to the Comptroller of Account authorizing him to make withdrawals from the Consolidated Fund within the limits approved under the Act and in accordance with Treasury directives.

After the General Warrant has been issued, the Ministries and Departments must apply to the Budget Division of the [Ministry of Finance and the Economy](#) for the Release of Funds.

After the Release of Funds has been approved, the Ministry/Departments apply for a Grant of Credit on the Exchequer Account which is needed to incur expenditure. This is the authority necessary to issue specific sums from the Exchequer Account.

6. Execution of Budget – Payments and Collections. In order to ensure there is proper transparency and accountability, all transactions must be properly processed, recorded and reported in accordance with the Financial Regulations and Financial Instructions 1965 as well as Circular/Instructions issued by the Comptroller of Accounts and [Minister of Finance and the Economy](#) form time to time.

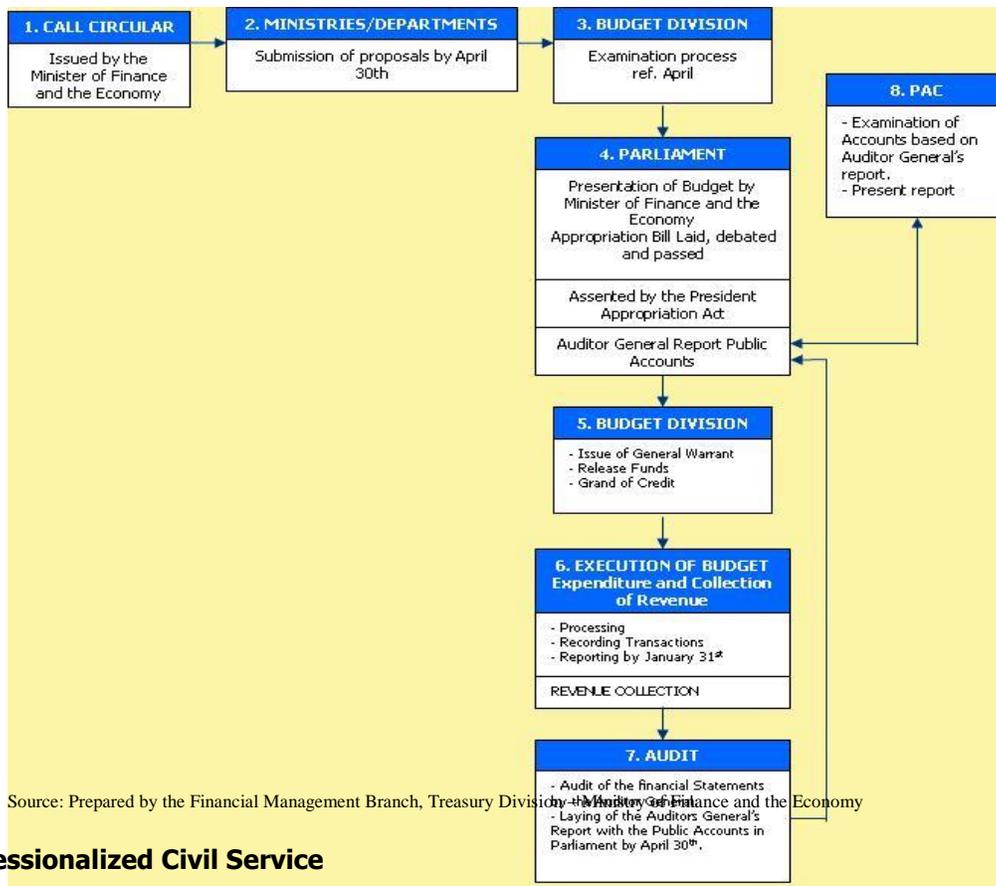
- **Processing.** All payments must be supported by source documents to ensure the validity of the payment to be made. These documents are scrutinized by different levels of officers who ensure that all requirements necessary to proper accountability and transparency are met it is approved. The payment is then authorized and a check is prepared.
- **Recording.** Essential records must be maintained at all stages to ensure that proper control and accountability is kept over expenditure.
- **Reporting.** Accounting Officers must prepare Appropriation Accounts showing actual expenditure compared with estimates on the votes for which they are responsible. These accounts showing fully the financial position of the country as at 30th September of each year.
- **Revenue.** The Revenue is raised by fiscal measures introduced in the Budget and is given legal effect by the issuance of a Provisional Collection of Tax Order, the Value Added Tax Act or Special Legislation, Receivers and Collectors of Revenue are authorized to collect and account for revenue. All collection must be paid into the Exchequer Account which is a bank maintained at the Central Bank.

7. Audit. In accordance with [Section 25\(1\) of the Exchequer and Audit Act](#), the Auditor General is required to audit the accounts of Ministries, Departments and other Government Agencies to ensure that expenditure was carried out in accordance with the Appropriation Act.

The Appropriation Accounts together with the Auditor General’s Report must be submitted to the Speaker of the [House of Representatives](#), the President of the Senate and the [Minister of Finance and the Economy](#) by April 30th

8. Public Accounts Committee (PAC). The Public Accounts Committee (PAC) is the institution by which Parliament exercises its role in the oversight of public finance. The PAC carries out this responsibility by examining the Auditor General’s Report in great detail. The Accounting Officers of each Ministry/Department are summoned and examined by the Committee on the management of the funds under their control and on the comments of the Auditor General’s Report.

THE BUDGETARY PROCESS/
ACCOUNTABILITY CYCLE



Professionalized Civil Service

Introduction

Since 1966, Trinidad and Tobago has issued pivotal regulations related to Civil Service. These regulations comprise: 1. [Political Constitution](#), 2. [Civil Service Act](#), and 3. [Civil Service Regulations](#).

[Sections 120 and 121 of the Political Constitution](#) provide for a [Public Service Commission](#) vested with the power to appoint persons to hold or to act in public offices in the relevant services, including the power to make appointments on promotion and transfer and to confirm appointments and to remove and exercise disciplinary control over persons holding or acting in offices governed by the respective Service Commissions.

The [Civil Service Act](#) and [Civil Service Regulations](#) (Subsidiary Legislation) aim to make provision for the establishment and the classification of the Civil Service, of the Personnel Department, of the procedures for negotiation and consultation between the Government and members of the Civil Service for the settlement of disputes, and other matters concerning the relationship between the Government and the Civil Service.

The [Ministry of Public Administration \(MPA\)](#), through its different divisions, is a facilitating partner to Government Ministries, Departments and Agencies dedicated to supporting and developing a stronger and more versatile Civil Service. Also, it manages several valuable scholarship programmes which enable to further promote national human resource development in the country.

The [MAP has developed strategies and mechanism](#) for enhancing and improving the Civil Service. These are reflected in the document entitled "[Green Paper: Transforming the Civil Service: Renewal and Modernisation](#)".

This document was prepared on May 25th, 2011 and outlines the critical measures to be undertaken by the Government of Trinidad and Tobago (GoRTT) in order that the Civil Service becomes a responsive organization, and one with a clear focus on service delivery, for the purpose of ensuring that Government's performance is optimized.

Institutional Framework

In Trinidad and Tobago, the responsibility for policy making in the public service is shared by the [Ministry of Public Administration \(MPA\) through Public Service Academy \(PSA\)](#), as a governmental institution responsible to provide guidance and support for transformation initiatives in the public service; and the [Public Service Commission](#).

The [MPA](#) has been restructured around [six \(6\) Divisions](#): 1. Public Service Transformation Division (PSTD), 2. Public Management Consulting Division (PMCD), 3. Public Service Academy (PSA), 4. Scholarships and Advanced Training Division (SATD), 5. Strategic Human Resource Management Division (SHRMD), and 6. Internal Support Divisions (Corporate Communications Division, Corporate Services Division, Finance and Accounts Division, Human Resource Management Division, Legal Services Division, Programme Management Division, Strategic Services and Information Technology Division, Executive Secretariat, and Internal Audit).

The [Public Service Academy \(PSA\)](#) aims to become the preferred provider of Human Resource Development training to line ministries, departments, statutory and other agencies. It is an Agency in which is vested the institutional knowledge of Human Resource Development in the Public Service and is therefore geared to deliver appropriate and relevant services in a cost effective and timely manner.

The [PSA](#) is committed to:

- a) Providing its clients with quality human resource development interventions;
- b) Establishing and maintaining relationships with Human Resource Units and ministries / departments with a view to building Human Resources (HR) capacity and exchanging ideas and cooperating in agreed initiatives;
- c) Providing short term local and overseas training to public servants;
- d) Ensuring that the highest training standards are maintained by monitoring the quality of training to public servants;
- e) Encouraging stakeholders to actively participate in the evaluation process with a view to ensuring that benchmarks are attained;
- f) Encouraging its staff to embrace the philosophy of life-long learning;
- g) Providing relevant and modern library resources to public officers.

On the other hand, the [Public Service Commission](#) comprises: 1. Chairman, 2. Deputy Chairman, and 3. No less than two or more than four other members. All these appointments are made by the [President](#), after consultation with the [Prime Minister](#) and the [Leader of the Opposition](#) (According to [Section 120 of the Political Constitution](#)).

Likewise, [Public Service Commission's](#) responsibilities are the following:

- a) To fill the man power needs of Ministries and Departments in order to ensure the discharge of various services;
- b) To assure the public of public service neutrality by exercising their constitutional authority in respect of the control of careers in the service;
- c) To protect public officers against acts of discrimination by politicians;
- d) To protect public officers from other public officers;
- e) To prevent nepotism by ensuring fairness and transparency in the appointment and promotion of public officers; and
- f) To ensure the good conduct and efficiency of public officers by exercising their constitutional authority in respect of discipline in the Public Service.

Strategies and Mechanisms

This Guide has organized to the Professionalized Civil Service in the following critical sections:

1. Entrance

[Chapter III of Civil Service Regulations](#) offers extensive specifications for the qualifications required to enter the Civil Service of Trinidad and Tobago, taking into account the different classes that exist within it: 1. Administrative Class; 2. Professional and Scientific; 3. Technical; 4. Clerical; 5. Secretarial; and 6. Manipulative.

As mentioned above, the overall requirements for entrance into the Civil Service are, amongst others:

- a) Qualifying examinations (education)
- b) Age of recruitment — between seventeen, and, except where otherwise specified, fifty years.
- c) Vacancies in the Civil Service — subject to subregulations and, all vacancies for appointment to the Civil Service shall be filled by recruitment of citizens of Trinidad and Tobago.
- d) In general, an officer on first appointment to the public service will be to serve on probation for a period of two years.

The [Public Service Commission](#) has a pivotal role in this section, because it has the responsibility to make appointments in the Services under its jurisdiction (Civil, Fire and Prison Services); and ensure that the persons being appointed satisfy the pre-requires of integrity, skill, ability, training and experience and any other criteria laid down in their Regulations.

As an essential rule, the appointments are made without discrimination, prejudice or political influence of any kind. For this Commission, fairness and equality of opportunity is the right of every citizen.

On the other hand, the [MPA](#) has set out proposals for enhancing the recruitment and selection of the public officers or employees in the Civil Service ("[Green Paper: Transforming the Civil Service: Renewal and Modernisation](#)", page 18):

- Ministries to review their organizational structures in light of their strategic plans and strengthen their recruitment and selection capabilities to fast-track the filling of vacancies.
- Develop measures to address the critical staffing gaps that exist in the central agencies.
- Review the existing policies and procedures governing the recruitment and selection of Civil Service personnel.
- Introduce objective and scientific approaches to the selection process. Greater use of the assessment centres is proposed.
- Institutionalize competencies for all positions across the Civil Service

2. Training

The [Public Service Academy \(PSA\)](#) of the [Ministry of Public Administration \(MPA\)](#) is the responsible for offering training services to Public Officers

Training process begins through a schedule for training made by the [PSA](#), which is sent to the Permanent Secretaries of all Ministries. This information is then circulated with the divisions of the ministries and individuals are nominated for training. Once this information is forwarded to [PSA](#), applicants are registered for their courses according to the availability of space.

The [Public Service Academy \(PSA\)](#) through [Technical Cooperation Unit \(TCU\)](#), administers also all the Technical Cooperation training awards that have been offered to the Government of Trinidad and Tobago from both international governments and training agencies. The training offered by these donor agencies seeks to build the human resource capacity in various sectors of Trinidad and Tobago.

Training opportunities are extended to all public officers whose job functions are directly related to the particular training being offered as well as those who require training to advance in their area of work. Upon receipt of the course particulars, courses are advertised to Ministries and Departments via Circular Memorandum, e-mail and fax.

Consequently, nominations should be submitted to the [PSA](#) with the following requirements:

- Completed [application form](#);
- Justification for the nomination;
- Completed Curriculum Vitae;
- The relevant vote from which expenditure will be charged, together with a Statement of Expenditure; and
- The Minister's approval

Likewise, the [MPA](#) has set out proposals for enhancing the training of the public officers or employees in the Civil Service ("[Green Paper: Transforming the Civil Service: Renewal and Modernisation](#)", page 19):

- To establish the Institute of Public Management and Administration (IMPA). This institution will serve as the centre of excellence for equipping Civil Service employees with the knowledge, skills and competencies that will allow them to function with the professionalism and efficiency that must characterise a modern Civil Service.
- To design and implement a multi-Level Human Resources Development (HRD) to Human Resources Management (HRM) officers and line managers, which will equip HRM practitioners, and line managers with the requisite skill set to deal effectively with HR-related matters.
- To utilise a broader spectrum of learning methodologies and technologies. Some of the options include computer-based learning; internet-based learning; action-learning, mentorship and coaching, among others.
- Developing HRM journals and social networks. These will facilitate an environment that enables enhanced learning, functionality and knowledge sharing across the Civil Service.
- Developing a succession and talent management policy, which aims at facilitating effective planning and creating opportunities for joint development and mapping of employee career paths? It will also enable planned promotions and lateral movements to take place within the Civil Service.

3. Promotion and assessment

Government of Trinidad and Tobago (GoRTT), by means of the document "[Green Paper: Transforming the Civil Service: Renewal and Modernisation](#)", has set out strategies and mechanisms for enhancing and improving promotion and assessment of the public officers or employees in the Civil Service.

These strategies and mechanisms, related to Performance Management, are reflected in proposals for transformation of the Human Resource Management System ("[Green Paper: Transforming the Civil Service: Renewal and Modernisation](#)", page 19):

- Holding Permanent Secretaries, senior managers, managers and supervisors accountable by measuring their implementation of the performance management process, which includes setting targets, holding quarterly meetings and the final appraisal. Such measurement should include evidence of a participatory approach.
- Conducting an HRM audit of ministries and departments. Such an audit will involve an assessment of performance gaps of HRM units and central agencies across the Public Service.

4. Remuneration

Both [Civil Service Act](#) and [Civil Service Regulations](#) set out provisions related to the remuneration in the Civil Service.

[Section 14\(2\) of the Civil Service Act](#) empowers the [Minister of Finance](#) to make recommendations from time to time with regards to remuneration to be paid to Civil Servants.

Likewise, [Section 36 of Civil Service Regulations](#) set out that upon first appointment, payment of the starting salary is equal to the minimum of the salary range applicable to the office (whether temporary, acting or permanent). The appropriate Commission authorizes the payment of any starting salary within the range in accordance with the principles applicable to such office.

When an officer holds an office carrying a salary range, increments shall be paid to such officer, on completion of each year of satisfactory service until he has reached the maximum of the range. An officer shall be paid his increment whether he holds a permanent or a temporary appointment. A year of service shall be taken to be satisfactory service only if the duties have been performed with efficiency, diligence and fidelity as deemed by the Permanent Secretary or the Head of Department.

5. Disengagement

As mentioned in the [Civil Service Act, Part II](#), the modes by which a civil servant may leave the Civil Service are as follows:

- a) On dismissal or removal in consequence of disciplinary proceedings;
- b) On compulsory retirement;
- c) On voluntary retirement;
- d) On retirement for medical reasons;
- e) On resignation;
- f) On the expiry or other termination of an appointment for a specified period;
- g) On the abolition of office;
- h) In the case of a civil servant on probation, on the termination of appointment; and
- i) In the case of a civil servant holding a non-pensionable office with no service in a pensionable office, on the termination of appointment.

Evaluation of Policies/Programs

Introduction

The Government of Trinidad and Tobago has recognized the importance of developing a Monitoring and Evaluation System for an effective public sector management.

In that regard, the [Ministry of Public Administration \(MPA\)](#) through its [Public Service Transformation Division \(PSTD\)](#) has developed strategies for enhancing the public management, taking into account the seven (7) pillars for a sustainable development established in : 1. People-Centred Development: We need everyone and all can contribute; 2. Poverty Eradication and Social Justice; 3. National and Personal Security: Human Security for Peace and Prosperity; 4. Information and Communication Technologies: Connecting T&T and Building the New Economy; 5. More Diversified, Knowledge Intensive Economy: Building on the Native Genius of Our People; 6. Good Governance: People Participation; and 7. Foreign Policy: Securing Our Place in the World ([Innovation for Lasting Prosperity: Medium-Term Policy Framework 2011-2014, Page XV](#)).

As mentioned above, since 2003/2004 strategies have been designed under major programs, including the [New Systems Facilitator \(NSFs\)](#). [NSFs](#) comprise a group of change agents responsible for assisting in the design, delivery and implementation of the change management activities and initiatives of their respective Ministry or Department. Their purpose is to monitor and evaluate the objectives of Ministries and support their transformational efforts by identifying solutions for challenges and possible strategies for achieves their goals.

Institutional Framework

In Trinidad and Tobago, the [Ministry of Public Administration \(MPA\)](#) through its [Public Service Transformation Division \(PSTD\)](#) is the governmental institution responsible to provide guidance and support for transformation initiatives in the public service.

The [MPA](#) has been restructured around [six \(6\) Divisions](#): 1. Public Service Transformation Division (PSTD), 2. Public Management Consulting Division (PMCD), 3. Public Service Academy (PSA), 4. Scholarships and Advanced Training Division (SATD), 5. Strategic Human Resource Management Division (SHRMD), and 6. Internal Support Divisions (Corporate Communications Division, Corporate Services Division, Finance and Accounts Division, Human Resource Management Division, Legal Services Division, Programme Management Division, Strategic Services and Information Technology Division, Executive Secretariat, and Internal Audit).

[PSTD](#) is responsible to monitor and evaluate transformation strategies in all Ministries. It also engages in research on policy and change management and service alignment. The focus of [PSTD](#) is creating new solutions for the effective delivery of public goods and services in the country.

[PSTD](#)'s responsibilities include:

1. Provision of [New Systems Facilitator \(NSFs\)](#) to Ministries and Agencies;
2. Management of the [Prime Minister's](#) Innovating for Excellence Award Scheme;
3. Developing solutions to effectively provide quality and goods and services to the citizens of Trinidad and Tobago; and
4. Managing the [Opinion Leader's](#) Panel and Public Service Employee Surveys.

Strategies and Mechanisms

The Government of Trinidad and Tobago has developed strategies and mechanisms for an effective evaluating and monitoring of the Ministries and Departments' national priorities. Therefore, it has established a national program, [New Systems Facilitator \(NSF\)](#), being one of the main drivers of change in the public service management.

[NSF](#) provides support and advice to Ministries and Departments in order to embed an effective internal capacity. In that regard, the services provided by the [NSF](#) to Ministries and Agencies in 2010 were the following:

1. Related to the [Ministry of Education](#) – Restructuring and Decentralization Action Unit (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Facilitated the Establishment of Change and Transition Teams in the [Ministry of Education](#) at the Level of the School, District and Central Administration.

2. Related to the [Ministry of Community Development](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Improved access to Ministry information and service, via the e-Government Portal.

3. Related to the [Ministry of Planning and Sustainable Development](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Helped to strengthen Government Financial Management Systems and provide a regulatory framework to adequately guide practices in the Private sector.

4. Related to the [Ministry of Health](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Facilitated the transition of the school health assessment team from the [Ministry of Health](#) to the Regional Health Authorities.

5. Related to the [Statutory Authorities Service Commission Department](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Created and fostered an environment that facilitates teamwork, learning, continuous improvement and trust, using mutually agreed upon expectations to develop team charters.

6. Related to the [Ministry of the People and Social Development \(MPSD\)](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Helped to develop and implement a system for providing information on the work of [MPSD](#) and social sector to the public.

7. Related to the [Industrial Court](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Facilitated the development and implementation of their Strategic Plan.

8. Related to the [Ministry of Tourism](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")

- Developed a proposal for a workshop to create and foster a healthy relationship between [MOT](#), the Emperor Valley Zoo and [Tourism Development Company \(TDC\)](#) that facilitates teamwork, learning and continuous improvement.
9. Related to the [Ministry of Finance and the Economy](#) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")
- Facilitated the implementation of Phase I of the Ministerial Performance Management Framework (MPMF).
 - Developed a change management framework for the establishment of the Economic Management Division.
10. Related to the Ministry of Public Administration (MPA) (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")
- Helped to create and foster an environment that facilitates teamwork, learning, continuous improvement and trust using mutually agreed upon expectations to develop team charters (Statutory Authorities Service Commission Department).
11. Related to the THA – Division of Health (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")
- Aided in developing an implementation strategy to ensure improved service delivery when the transition is made to the new Scarborough Hospital.
12. Related to the Office of the Prime Minister (According to the document "[Ministry of Public Administration \(MAP\) 2009-2010 Annual Report, page 30](#)")
- Facilitated the implementation of the Ministerial Performance Management Framework (MPMF).

Coordination

Introduction

In accordance with the [Section 75\(1\) of the Political Constitution](#), in Trinidad and Tobago there is a Cabinet which has the general direction and control of the Government, being collectively responsible to Parliament. The Cabinet has effective control of the nation's affairs.

The [Cabinet](#) is headed by the [Prime Minister](#), who is appointed by the President, and such number of other Ministers ([Section 75\(2\) of the Political Constitution](#)).

The [Cabinet](#) is supported by Inter-Ministerial Committees which largely serves two main purposes: to relieve the burden on the [Cabinet](#); and to provide a mechanism for more in-depth collective consideration of major policy issues and matters of significant public interest. The recommendations of all Inter-Ministerial Committees are then referred to the [Cabinet](#) for final decision.

Some of these Inter-Ministerial Committees include: 1. Committee on Cyber Security, 2. Committee for Tourism Development, 3. [Renewable Energy Committee \(REC\)](#), and 4. [National Oil Spill Contingency Planning Committee](#).

Institutional Framework

In Trinidad and Tobago, the [Cabinet](#) is the national institution which directs the governmental coordination in the country.

The [Cabinet](#) is part of the [Organizational Structure of the Government](#), which also includes: 1. The President, 2. The Primer Minister, 3. The Senate, 4. The House of Representatives, 5. The Speaker of the House of Representatives, 6. Parliament, 7. The Attorney General, 8. The Judiciary, 9. The High Court, 10. Court of Appeal, 11. Director of Public Prosecutions, 12. The Leader of the Opposition, 13. The Ombudsman, and 14. The Tobago House of Assembly.

The functions of the [Cabinet](#) include initiating and deciding on policy, the supreme control of the Government and the coordination of Government departments. In addition, the [Cabinet](#) is supported by Inter-Ministerial Committees which include:

1. Committee on Cyber Security,
2. Committee for Tourism Development,
3. [Renewable Energy Committee \(REC\)](#), and
4. [National Oil Spill Contingency Planning Committee](#).

Strategies and Mechanisms

The organization of the [Cabinet](#) is supported by six Inter-Ministerial Committees:

1. Committee on Cyber Security. This committee was established by Cabinet in March, 2010. Its terms of reference are the following:

- a) To develop a coordinated National Cyber Security Strategy and Action Plan;
- b) To facilitate, guide and ensure the enactment of a National Cybercrime Act;

- c) To facilitate, guide and ensure the implementation of a National Computer Security Incident Response Team (CSIRT);
- d) To establish an implementation mechanism that would have legislative authority to develop and enforce cyber security regulations; and
- e) To create a mechanism/framework that ensures that risk/vulnerability assessments of each Ministry's cyber infrastructure and cyber security plan are conducted regularly.

Its members are the following:

- Ministry of National Security (Chair)
- Ministry of Tertiary Education and Skills Training
- Ministry of Public Administration
- Ministry of the Attorney General
- Ministry of Public Utilities
- Ministry of Energy and Energy Affairs
- Ministry of Finance and the Economy
- National ICT Company Ltd. (iGovTT)
- University of the West Indies

Its Sub-Committees are the following:

- Ministry of Health
- Ministry of Education
- Ministry of Legal Affairs
- Ministry of Work and Infrastructure
- Telecommunications Authority of Trinidad and Tobago

2. Committee for Tourism Development (“National Tourism Policy of Trinidad and Tobago”). This committee was established by Cabinet in July, 2010. Its terms of reference are the following:

- a) To provide strategic direction and coordination for the development of the tourism industry.
- b) To facilitate and co-ordinate the sustainable development in each island.
- c) To provide a formalized mechanism of collaboration among stakeholders and focus on important issues pertaining to the tourism industry.

Its members are the following:

- Ministry of Tourism (Chair)
- Ministry of Local Government
- Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT)
- Evolving TecKnologies and Enterprise Development Company Limited (eTeck)
- Chaguaramas Development Authority (CDA)
- Private Sector (“National Tourism Policy of Trinidad and Tobago”, Pages 41-42)
- Non-Governmental and Community-Based Organizations (“National Tourism Policy of Trinidad and Tobago”, Page 42)

3. Renewable Energy Committee (REC) (A Report of the Renewable Energy Committee, Pages iii-iv). This committee was established by Cabinet in November 6, 2008. Its terms of reference are the following:

- a) To review the energy balance of Trinidad and Tobago and conduct a current state assessment of Renewable Energy applications and research activities into OV solar power, solar thermal energy, wind energy, wave energy, and bio-fuels (biomass, biogas, biodiesel and bio-ethanol);
- b) To identify feasible and practical Renewable Energy technologies in various sectors, including transportation, industry, manufacturing/commercial and residential, using appropriate criteria relevant to Trinidad and Tobago;
- c) To set realizable targets and timeframes for Renewable Energy in the energy mix;
- d) To make recommendations with respect to the level of incentives (tax relief, infrastructure support, grants, price subsidies, etc.) required to promote the use of Renewable Energy technologies in each sector; and
- e) To identify:
 - Appropriate research and development which can advance the implementation of renewable technologies in Trinidad and Tobago.
 - Opportunities for linkages between energy-based industrial plants to be established and the production of renewable energy components.
 - Mechanisms and strategies for financing Renewable Energy projects by local and international agencies, including carbon trading schemes.
 - Legislation and regulation that would be necessary for the exploitation, development and use of Renewable Energy.

The REC members are the following:

- Energy Research and Planning Division, Ministry of Energy and Energy Affairs (Chair)
- Research and Development, University of Trinidad and Tobago (UTT)
- Department of Physics, University of the West Indies (UWI)
- Permanent Secretary, Ministry of Industry, Trade and Investment
- Generation Interface, Trinidad and Tobago Electricity Commission (T&TEC)
- Ministry of Public Utilities
- Research Planning and Technical Services Division, Ministry of Science Technology and Tertiary Education
- National Energy Corporation of Trinidad and Tobago Limited
- Environmental Policy and Planning Unit, Ministry of Planning, Housing and the Environment (MPHE)

4. National Oil Spill Contingency Planning Committee. This committee was established by Cabinet for enhancing and individual territory's ability to respond to a spill that is beyond its own capability. Its terms of reference are the following:

- a) To co-ordinate a timely, effective and measured response to oil spills which occur on land and sea; and



b) Also, co-ordinate the prevention and emergency response planning in Trinidad and Tobago related to oil spills.

Its members are the following:

- BP Energy Company of Trinidad and Tobago LLC
- Caribbean Industrial Research Institute (CARIRI)
- Civil Aviation Division
- Environmental Management Authority (EMA)
- Government Information Division (MSD)
- Institute of Marine Affairs (IMA)
- Meteorological Services Division
- Ministry of Energy and Energy Industries
- Ministry of Planning, Housing and the Environment
- Ministry of Foreign Affairs
- Ministry of Health
- Ministry of Agriculture, Land and Marine Resources
- National Emergency Management Agency (NEMA)
- National Helicopter Services Ltd. (NHSL)
- National Petroleum Marketing Company Ltd. (NP)
- North Post Radio
- Petroleum Company of Trinidad and Tobago Ltd.
- Port Authority of Trinidad and Tobago (PATT)
- Solid Waste Management Company Ltd. (SWMCOL)
- Telecommunications Services of Trinidad and Tobago (TSTT)
- Tobago House of Assembly (THA)
- Trinidad and Tobago Coast Guard
- Trinidad and Tobago Defence Force
- Trinidad and Tobago Fire Services
- Trinidad and Tobago Police Service
- Trinmar Ltd.

Competition Regulatory Frameworks

Introduction

The Government of Trinidad and Tobago has recognized the importance to establish trade policies, such as lowering tariffs and non –tariff barriers, for facilitating the investment and providing protection in industries against unfair trade practices (under-pricing of goods, subsidization, or sudden increases in volume of goods exported to the particular country).

To avoid such incidences, a number of safeguard measures have been introduced by [Ministry of Trade, Industry and Investment \(MTI\)](#) through its [Fair Trading Unit](#) and [Anti-Dumping Authority](#), which includes the strengthening of critical legal frameworks such as: 1. [Act 13, "Fair Trading Act", published on 2006](#); 2. [Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#); other frameworks are related to the unfair trade practices ([Anti-Dumping and Countervailing Duties Regulations, 1996](#); and [Anti-Dumping and Countervailing Duties \(Subsidies\) Regulations, 1996](#)).

The [Act 13, "Fair Trading Act", published on 2006](#) or "Anti-Trust Law" is intended to eliminate or curtail business practices which hinder or prevent firms from competing freely with each other, providing consumers with greater choice of products at lower prices. Also, this Act indicates the need to provide for the establishment of a Fair Trading Commission, to promote and maintain fair competition in the economy, and for related matters.

Also, the [Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#) aims to prevent and avoid the imports of dumped or subsidized goods where the local manufacturer suffers material injury caused by such imports.

Institutional Framework

In Trinidad and Tobago, the [Ministry of Trade, Industry and Investment \(MTI\)](#) through its [Fair Trading Unit](#) is the governmental institution responsible for implementing the regulatory framework for the defense of free and fair competition in the market.

Organizational structure of the [MTI](#) comprises the following [five \(5\) Sections](#): 1. [Business Development Directorate](#), 2. [Policy and Strategy Directorate](#), 3. [Investment Directorate](#), 4. [Legal and Fair Trading Unit](#).

[MTI's](#) mission is to create the environment for business to compete globally through innovative policies and strategies developed in partnership with stakeholders and delivered by professional staff.

The [functions of MTI](#) are the following:

- a) To promote the trade, business and investment, particularly through driving the non-energy sectors of the economy;
- b) To manage and co-ordinate the trade process to ensure access to international markets for companies located in the country;
- c) To formulate more appropriate industrial and services policies, designed to enhance the capability of the local industrial sector to compete in the global marketplace;

- d) To create a facilitator and supportive environment for business, especially through developing the most appropriate legislative framework to support business and investment activities; and
- e) To stimulate domestic and foreign investment, and update the entire regulatory framework for attracting investment.

On the other hand, the [Anti-Dumping Authority](#) aims to impose anti-dumping or countervailing duties in order to eliminate the dumping or subsidizing of imported products.

Duties of the [Anti-Dumping Authority](#) are the following ([Section 17\(1\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)):

- a) To investigate into existence, degree and effect of the alleged dumping, or great of subsidy of any goods;
- b) To ascertain in accordance with the regulations whether any goods imported into Trinidad and Tobago cause or threaten to cause material injury to any industry established in Trinidad and Tobago or materially retard the establishment of any new industry in Trinidad and Tobago;
- c) To identify goods liable for any duty or additional duty chargeable under this [Act](#);
- d) To submit his findings to the [MTI](#) as to the margin of dumping or the nature and amount of subsidy in relation to such goods; and
- e) To make recommendations to the [MTI](#) regarding directions and determination.

Strategies and Mechanisms

The Government of Trinidad and Tobago has an Anti-Dumping Procedure for sanctioning unfair trade practices in the country. This procedure included the following ([Sections 18 to 27, Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)):

1. Investigation. The [Anti-Dumping Authority](#) may initiate an investigation to determine the existence and effect of any alleged dumping or subsidizing of any goods at the direction of the [Minister of Trade, Industry and Investment \(MTI\)](#), on his own initiative or on receipt of a complaint in writing by or on behalf of an industry producing like goods ([Sections 18\(1\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

The investigation of dumping or subsidization will normally cover a period of not less than six calendar months immediately prior to the initiation of the investigation ([Sections 18\(3A\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

When the [Anti-Dumping Authority](#) decides, with respect to some or all of the goods specified in the complaint, not to cause an investigation to be initiated, he will cause a written notice of his decision, setting out reasons for it, to be sent to the complainant and, in case of subsidized goods, to the Government of the country of export ([Sections 18\(4\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

Before initiating and investigation into a complaint, the [Anti-Dumping Authority](#) will satisfy itself that it has sufficient prima facie evidence of ([Sections 18\(5\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)):

- dumping or the giving of a subsidy and of the quantum,
- actionable injury, and
- a causal link between such imports and the alleged actionable injury

2. Determination. Within three (3) months after an investigation has been initiated pursuant to [section 18](#), the [Minister of Trade, Industry and Investment \(MTI\)](#) will make a preliminary determination, on the basis of the information made available during the investigation, if he has reasonable cause to believe, that the goods which were the subject of the investigation are goods in respect of which he may an Order imposing duty ([Sections 24\(1\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

The [Minister of Trade, Industry and Investment \(MTI\)](#)'s preliminary determination will be given by notice ([Sections 24\(2\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

3. Final Determination. The [Minister of Trade, Industry and Investment \(MTI\)](#) will make a final determination as to whether or not the goods which were the subject of the investigation are goods in respect of which he may make an Order imposing duty ([Sections 26\(1\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

The final determination of the [Minister of Trade, Industry and Investment \(MTI\)](#) will be given by notice ([Sections 26\(2\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

Notwithstanding any other provision of this [Act](#), the final determination will be made no more than eighteen months after the date of initiation of the investigation ([Sections 26\(3\), Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

4. Appeal. A person aggrieved by an Order imposing duty may appeal to the Tax Appeal Board in accordance with the Tax Appeal Board Act ([Sections 27, Act 11, "Anti-Dumping and Countervailing Duties Act", published on 1992 and amended by Act 23 of 1995](#)).

Introduction

Trinidad and Tobago trajectory in the promotion of the rule of law and integrity of public officials goes back three decades ago. Several oversight bodies compose Trinidad and Tobago integrity structure. The most prominent oversight bodies are the Integrity Commission, the Auditor-General, the Ministry of Attorney General, the Ombudsman, and some specialized public agencies.

The [Constitution of Trinidad and Tobago](#) (1976) establishes [The Integrity Commission](#) as an autonomous body that seeks to promote integrity as a foundational element of Trinidad and Tobago society. In addition, the [Office of the Auditor General of the Republic of Trinidad and Tobago](#) was created by [Exchequer and Audit Ordinance](#) (1959), whose mission is to ensure the constitutional goal of transparency and accountability and economy, efficiency and effectiveness in the use of funds and other State resources. In case of [Ministry of the Attorney General](#), conferred by The Constitution [Section 76, (2) (a-b)], has the executive responsibility for law enforcement, public prosecution, legal affairs administration, and for taking legal proceedings for and against the State in civil proceedings. Another most important oversight body, the [Ombudsman's Office](#), receives and assists complaints about abuses of public officers employed by Government agencies and departments; covering roles of both investigatory and advisory.

Furthermore, the [Medium-term Policy Framework 2011-2014](#) developed by the Ministry of Planning contemplates promoting transparency and accountability as one of the methods to achieve its development goals so that the nation could sustain on good and effective governance. In addition, "Good Governance" has been established as one of the seven strategic and interconnected development pillars that guide the design and execution of policy towards the transformation of the society and the economy. The policy is characterized by institutions strongly responsive to citizens' need and oriented to principles of accountability, transparency and fairness; enhancing the citizen engagement.

Also, the Government of Trinidad and Tobago has launched [Vision 2020 National Strategic Plan](#) with an objective to enhance transparency, reduce opportunities for corruption and abuse of power. This plan was produced and started in 2002 with the appointment of the Multi-Sectoral Group (MSG), formed by 25 members, also known as Vision 2020 Planning Committee, commissioned to prepare the National Strategic Plan. This Plan underlines strategies related to establishing governance through transparency and enforcement of the "Rule of Law", ethical conduct, value-focused, decision-making and timely and efficient resource allocation. Such governance standards will provide the context for all public and private sector undertakings".¹

Institutional Framework

1. The Integrity Commission

The [Constitution of Trinidad and Tobago](#) (1976) establishes [The Integrity Commission](#), as an autonomous body, seeks to promote integrity as a foundational element of Trinidad and Tobago society. The Charter 10 of the Constitution and the [Integrity in Public Life Act](#) contain the mandate of the Commission and govern the activities of its five members. The President appoints the members of the Commission after consultation with the Prime Minister and the leader of the opposition. Part II, Section 5 of the Integrity in Public Life Act states that the performance of the Commission "shall not be subject to the direction or control of any other person or authority." Section 4 of the Integrity in Public Life Act establishes that the members

¹ [Vision 2020 Draft National Strategic Plan](#), Page 12

of the Commission should be persons “of integrity and high standing” and that one member of its member should be an attorney-at-law of at least ten years experience and other member should be a chartered or certified accountant.

The Commission’s main goal is to guarantee public servants to comply with the laws governing integrity. Therefore, the Commission is in charge of verifying declarations of assets, liabilities and income from different branches of government; supervising, monitoring and investigating standards of ethical conduct as prescribed by parliament and corrupt practices of the persons exercising public functions. The Commission can authorize investigations, summon witnesses, and receive allegations and reports of corruptive acts from the general. The Commission is engage in initiatives aimed at empowering citizens in the fights against corruption as well.

Another function of the Integrity Commission according to the Section 5 (1) (e) of the Integrity in Public Life Act is to receive and investigate complaints regarding any alleged breaches of the Act or the commission of any suspected offence under the [Prevention of Corruption Act](#) enacted in 1987. The Prevention of Corruption Act criminalizes and defines acts of corruption and contains preventive measures that are applicable to public servants and local authorities as well as members of the Cabinet, members of the Parliament, the Tobago House of Assembly, state enterprises and any person acting on behalf of the state.

2. Office of the Auditor General of the Republic of Trinidad and Tobago

The [Exchequer and Audit Ordinance](#) (1959) creates the [Office of the Auditor General of the Republic of Trinidad and Tobago](#). The Auditor General mission is to ensure the constitutional goal of transparency and accountability and economy, efficiency and effectiveness in the use of funds and other resources of the State. Chapter 69:01 of the Exchequer and Audit Ordinance establishes the Auditor General to “examine, inquire into and audit the accounts of all accounting officers” and receivers of revenues and all persons entrusted with the management of public funds. Section 116 of the Constitution entrusts the Auditor General of carrying out audits of the financial information of all enterprises owned or controlled by the State and certifying the nation’s public accounts. The Auditor General has the obligation to report annually to Parliament and the Minister of Finance.

Section 117 of the Constitution, states the President appoints the Auditor General after having consultation with the Prime Minister and the leader of the opposition. Section 116 (6) affirms that the Auditor General “shall not be subject to the direction or control of any other person or authority.” In this sense, the Exchequer and Audit Ordinance contain the grounds and procedure that allow the removal of the Auditor General.

Among the powers of the Audit General, Part III, Section 10, (1)(a-f) of the Exchequer and Audit Ordinance entitles the Auditor General to call upon any officer for information, to have custody of any documents under the control of any officer; to require any department to furnish the Office of the Auditor General with accounts of all transactions; and to request interpretation of written laws from the Attorney General.

3. Ombudsman’s Office

The [Ombudsman's Office](#) receives and assists persons who complain about abuses of public officers employed by Government agencies and departments. The role of the Ombudsman is both investigatory and advisory. Section 93 (2) (a-c) of the Constitution authorizes the Ombudsman to initiate investigations regarding citizen’s complaints, when requested by a member of the House of Representatives or on his/her own initiative on the ground that some person or body of persons has or may have sustained such injustice. Then, the Ombudsman can make recommendations to public authorities regarding its investigations. The Ombudsman

can report to Parliament when public officials failure to comply with the recommendations. The Ombudsman has to make annual reports on the performance of her functions including the results of her investigations and also can submit special reports on matters of public importance.

The mandate to investigate is, however, restricted by the Constitution [Section 94 (2-3)]. The Ombudsman cannot inquire when a policy decision from a Minister is behind; while the Ombudsman may continue to investigate complaints of administrative injustice even in cases that raise questions as to the integrity or corruption of the public service, the Ombudsman shall not undertake any investigation into specific charges of corruption against individuals. In cases of corrupt acts, the Ombudsman shall report the matter to the appropriate authority. Finally, Section 98 (2) establishes that the Ombudsman has no power to compel Ministers or Parliamentary Secretaries to answer any questions relating to any matter under investigation.

4. Freedom of Information Unit (FOIU)

The [Freedom of Information Unit \(FOIU\)](#) operates beneath the Office of the Prime Minister and was created to support and ensure the accountability of public authorities under the Freedom of Information Act. The FOIU tries to achieve this objective through sensitization and training of all public authorities and citizens, so they could become aware of the Act. The institution also provides assistance for government agencies and members of the public regarding to the Act in order to reach the goal. Most importantly, the FOIU monitors and evaluates the operations of the Act and gives recommendations to guarantee the transparency and accountability.

Strategies

1. Vision 2020 Draft National Strategic Plan

Becoming a developed nation is the overarching ambition of the [Vision 2020 Draft National Strategic Plan](#). The Draft Plan offers a diagnosis and recommendations on what needs to be done, when, and by whom. The Draft Plan is structured on two parts and three levels: Part I is a high-level expression of Governmental aspirations to build a developed nation together; Part II translates these aspirations into a definitive framework for action, supported by the 28 Sub-Committee Reports (also called Sector Strategic Plans), which constitute a set of Appendices to the Draft Plan.

The Chapter 4 of the Draft Plan, titled "Effective Government", emphasizes the necessity to build an effective government from quality public institutions. Also mentions that their public institutions need to be coordinated, efficient and effective in their service delivery. Most of all, underlines the transparency as the goal of their institutional improvement.

Trinidad and Tobago had set goals to be highly ranked on the international effective governance ratings, especially with regard to corruption level. In addition, states that state contracts should be awarded in an open and fair manner; incidences of insider trading, nepotism, over-invoicing and fraud must be dealt with swiftly. It is also important to ensure that there is timely and full financial disclosure by State companies and adherence to international standard accounting principles.

2. Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI)

The [Extractive Industries Transparency Initiatives](#) aims at: increasing the transparency of extractive industries revenues and payments; and opening the extractive sectors and their processes to greater public scrutiny and accountability through enhanced transparency and civil

society participation. The implementation of this initiative by Trinidad and Tobago was first prepared in January 2011 as part of the Sign—up requirements to support the country's membership application to the EITI International Secretariat.

The Cabinet of the Government of the Republic of Trinidad and Tobago, on September 9, 2010, committed unequivocally to work with the extractive industries companies and civil society to achieve full implementation of the EITI Principles and Criteria. The Cabinet assigned to the Ministry of Energy and Energy Affairs the responsibility for providing general administrative support to the EITI Steering Committee and the annual funding for the estimated cost of implementing the EITI.

Primary Funding for this project comes from a mix of budget-support grants and technical assistance from the World Bank, Inter-American Development Bank and direct funding by the GORTT.

The timeframe for its projected completion is by August 28th of 2013.

The Freedom of Information Act (1999)

The [Freedom of Information Act](#) was adopted on September 3rd 1999 and published on 4th day of November 1999. The object of this Act is to expand the right to access to public information for members of the public through making available information about the operations of public authorities to people while ensures immediately available information on authorizations, policies, rules and practices that affect members of public; creating a general right of access to information in documentary form under the possession of public authorities limited only by exceptions required to protect public interest, as much as private and business affairs of persons, whose information is collected and held by authorities. The methods mentioned must be exercised as much as possible to promote the disclosure of information, also make it promptly and at the lowest reasonable cost (Section 3).

Section 11 clearly states that despite of any law to the contrary and subject to this Act, "it shall be the right of every person to obtain access to an official document". In addition, it declares that nothing shall prevent a public authority from "giving access to documents or information; amending documents", unless it is asked by this Act to be excused. Section 4 describes official document as information held by a public authority related to its function, no matter who was the producer nor if it was created before the commencement of this Act. A public authority means the Parliament, the Court, the Cabinet, the Ministry, the Assembly, municipal corporations, regional health authority, statutory body, a company incorporated under the laws of Trinidad Tobago and bodies supported directly or indirectly by funds of the Government.

This Act does not apply to the President; an inquiry commission issued by the President; such public authority or function similar to the President by Order subject to negative resolution of Parliament. Also, a court or a judicial office or other affiliated bodies to a court shall not be regarded as a public authority, therefore not obligated to disclosure of information. Meanwhile a registry or other office and the staff of Court Administration shall be regarded as part of public authority (Section 5).

In addition, a person is limited to obtain access to a document which contains information that is open to public access but subjected to a fee or other charge; to information of a document that can be purchased by the public authority under arrangements reached by a public authority; to a document that is usable for public inspection in registry kept by the Registrar General or other public authority; a document stored for conservation or safe custody, being a duplicate of a public authority's file (Section 12). Furthermore, through Part IV (Section 24-35), this Act

explains what kind of information is considered as exempt documents, which are documents related to Cabinet, defense and security, international relation, internal working, law enforcement; documents affecting economy, personal privacy, and legal proceedings or subject to legal professional, etc.

Personal data is protected by Section 30 of this Act, which states that personal information is only provided when the application is made by the person who is involved in that information. However, if a public authority grants access to certain personal information this public authority must notify the person subjected to requested information about the decision taken and of the right to apply a judicial review to the High Court.

A person declined to access to an official document may complain by writing to the Ombudsman within twenty-one days after being notified of the refusal, then the Ombudsman shall review the document if it exists and recommend grant of the access to the information as he thinks fit. A public authority is expected to evaluate the Ombudsman recommendations and use its discretion in making decision (Section 38). The refused applicant also can request judicial review of the decision to the High Court so it could be heard and determined by a Judge in Chambers, unless the Court directs otherwise (Section 39).

Transparency and Accountability

Transparency is an issue that has gained special prominence in recent years, especially in national policies and plans of the countries in the region. This leading role responds to processes associated with the strengthening of democracy. Such is the case, in particular, of the growing demand from citizens to achieve a more active participation in decision-making and control of government actions.

Transparency, on the other hand, is closely related with issues of integrity, public ethics, access to information and control of corruption. These issues concern the OAS and more specifically analyzed in the [Guide of Mechanisms for Promoting Transparency and Integrity in the Americas – Trinidad and Tobago](#).

This Guide is a tool of practical use to authorities, policy makers, researchers, academics, and the general public, serving as a reference for future actions and policies, and as a training tool and information provider about the progress, resources, policies, and initiatives employed by member countries of the OAS in these issues.

Information and Communications Technology

Introduction

The Government of the Republic of Trinidad and Tobago has been promoting the transformation of the country into a knowledge society by means of the development and integration of Information and Communications Technology (ICT).

Therefore, in 2005 an on-line service government portal, entitled “[ttconnect](#)” was developed to offer a range of information and services to citizens, businesses and other visitors and to enhance their service experience by providing convenient over-the-counter assistance to the public.

As well, the [National ICT Company Limited \(iGovTT\)](#) along with the [Ministry of Science, Technology & Tertiary Education \(MSTTE\)](#) and the [e-Business Roundtable](#), have sought to develop a [National ICT Plan 2012-2016](#) entitled SmartTT.

The [National ICT Plan 2012-2016](#) succeeds Trinidad and Tobago’s first National ICT Plan 2003-2008, entitled fastforward and its vision is to create a dynamic knowledge-based society, driven by innovative use of ICTs to enhance the social, economic and cultural development of the people of the Trinidad and Tobago.

The central parts of the development of this [National ICT Plan 2012-2016](#) are the [consultations](#) which seek to reflect the needs and concerns Trinidad and Tobago’s Society. Eight (8), out of ten (10) public consultations, targeted stakeholder consultations have been held, and one (1) Specialized Working Group Consultation is underway.

Finally, the [National ICT Plan 2012-2016](#) has been formulated under five (5) themes to guide the implementation of ICT development agenda for Trinidad and Tobago: 1. Innovation and Human Capital Development; 2. Access and Digital Inclusion; 3. e-Business and ICT Sector Development; 4. Infrastructure Development; and 5. e-Government ([National ICT Plan 2012-2016, page 22](#)).

STRATEGIC FRAMEWORK – ICT, A PILLAR FOR SUSTAINABLE DEVELOPMENT

PILLAR 1	PILLAR 2	PILLAR 3	PILLAR 4	PILLAR 5	PILLAR 6	PILLAR 7
People –Centred Development	Poverty Eradication and Social Justice	National and Personal Security	Information and Communication Technologies	A More Diversified, Knowledge Intensive Economy	Good Governance	Foreign Policy
Connecting Trinidad and Tobago and Building the New Economy						
THEME 1	Innovation and Human Capital Development	Strategic Thrust 1	Building an e-Ready Society through ICT enriched learning	1.1 Building an e-Ready Society through ICT enriched learning 1.2 Creating and Promoting Local Digital Content 1.3 Develop a culture of Research and Development		
THEME 2	Access and Digital Inclusion	Strategic Thrust 2	Bridging the Digital Divide	2.1 Providing ICT Services for Digital Inclusion 2.2 Increasing the Accessibility and Affordability of Technologies 2.3 Increasing ICT Learning and Awareness 2.4 Develop and R&D Culture Focused on Bridging the Digital Divide		
THEME 3	e-Business and ICT Sector Development	Strategic Thrust 3	Building a Pro E-Enterprise Environment	3.1 Stimulating ICT Demand to Encourage e-Commerce Adoption 3.2 Developing e-Business Capacity 3.3 Enabling the Production, Distribution and Promotion of Local ICT products and services 3.4 Enabling Other Sectors through ICT 3.5 Facilitating Leadership and Coordination of Efforts among Key Stakeholders		
THEME 4	Infrastructure Development	Strategic Thrust 4	Enhancing Internet Governance, Accessibility and Usage	4.1 Enhancing infrastructure, access, ICT policies and regulatory oversight to facilitate sustainability. 4.2 Instituting appropriate Governance Structures to drive Infrastructure Planning and Development 4.3 Building Information Society Governance and Capacity to Ensure the Availability of Internet Resources and Viability of the Internet Economy 4.4 Building government infrastructure to develop and support a vibrant e-government ecosystem		
THEME 5	e-Government	Strategic Thrust 5	Working as an Integrated Government	5.1 Collaborating to implement shared ICT systems and processes 5.2 Delighting customers through multi-channel delivery of quality services		

Institutional Framework

In Trinidad and Tobago, the [National ICT Company Limited \(iGovTT\)](#) with the support of [Ministry of Science, Technology & Tertiary Education \(MSTTE\)](#), is the national entity responsible for implementing and developing ICT policies and programs in the country.

[iGovTT](#) is organized into the following Board of Directors: 1. Chairwoman, 2. Six (6) Deputy Chairwomen and 3. Four (4) Deputy Chairmen.

[iGovTT](#) is a state enterprise with a mandate to provide ICT consulting and support services to Government ministries, divisions and agencies. It is also tasked with ensuring effective alignment, co-ordination and cost effectiveness across Government for ICT related projects and initiatives. Its vision is being the preferred choice for the delivery of innovative and integrative public sector ICT solutions and services. [iGovTT](#)'s mission is to champion and advance the development of ICT and its use by key stakeholders for the socio-economic transition and development of Trinidad and Tobago and the Caribbean region.

Strategies and Mechanisms

The Government of Trinidad and Tobago is developing strategies and mechanisms for an effective e-Government policy. Therefore, the following strategic thrust is being set forth according to the [National ICT Plan 2012-2016](#):

Strategic Thrust: Working as an Integrated Government. This strategy is intended to improve the internal workings of the public sector and seeks to establish “better processes and systems” aimed at greater efficiency, effectiveness, inclusion, transparency and sustainability. Government e-Services provide citizens access to the tools and content needed to seamlessly incorporate ICTs into their daily lives ([National ICT Plan 2012-2016, page 41](#)).

As mentioned above, it has developed the following key initiatives:

1. Key Initiative: Collaborating to implement shared ICT systems and processes
([National ICT Plan 2012-2016, page 42](#))

This Key Initiative focuses on leveraging ICT to improve the efficiency of government processes, the effectiveness of government policies, and ensuring sound ICT investment.

In that regard, its purpose is that governmental entities understand the need to streamline existing processes, relinquish control over common ICT infrastructure, focus on their core business, and promote a successful deployment of common ICT infrastructure with systems and policies timely and clear communications to the various levels of government. By consolidating the ICT infrastructure requirements of the Government as a whole also stands to reap cost savings, to build in redundancy and exercise better control by enforcing ICT infrastructure standards and government-wide ICT policies.

2. Key Initiative: Delighting customers through multi-channel service delivery
([National ICT Plan 2012-2016, pages 42-43](#))

This key initiative seek to put key G2C (Government to Citizens) and G2B (Government to Businesses) services online and ensure that all e-Services are of high quality. Customers of government services must be provided with convenience and choice. Providing the option of services via electronic means allow customers the convenience of access at a time and location of their choosing.

It also allows the Government to be more responsive, flexible and efficient in service delivery and more transparent with its processes. Customers need not understand the complex structure of the Government to obtain government services. Integrated e-Services offer the opportunity to provide a single entry point to a range of different services.

These programs aim to deliver integrate, personalized and value-adding Government e-Services.

Government service delivery has to go beyond “Transactional” to personalized. Areas where personalized e-Services will add value include:

- **Content Subscription:** Customers can subscribe to receive electronic versions of policies opened for public consultations, budget debates, parliamentary proceedings etc;
- **Personalized Notifications:** Customers can subscribe to receive weather and traffic alerts by location; government fees and fines payment schedules; reminders for events such as court hearings; and



- **Personalized Page:** Customers can maintain and manage personal data and interactions with the Government.

Change management will be important to the implementation and adoption of e-Services. The process will be aided with public awareness and education programs. There will also be a review to ensure that the [ttconnect](#) business model is viable for sustained service delivery.

Decentralization

Introduction

The Republic of Trinidad and Tobago is an island country in the Caribbean which has a parliamentary democracy based on the Westminster System. Island of Trinidad is divided into [14 regional corporations and municipalities](#): 1. Arima Borough Corporations, 2. Chaguanas Borough Corporation, 3. Couva/Tabaquite/Talparo Regional Corporation, 4. Diego Martin Regional Corporation, 5. Mayaro/Rio Claro Regional Corporation, 6. Penal/Debe Regional Corporation, 7. Point Fortin Borough Corporation, 8. Port of Spain City Corporation, 9. Princes Town Regional Corporation, 10. San Fernando City Corporation, 11. Sangre Grande Regional Corporation, 12. San Juan/Laventille Regional Corporation, 13. Siparia Regional Corporation, and 14. Tunapuna/Piarco Regional Corporation.

On the other hand, Tobago is an autonomous island governed by the [Tobago House of Assembly \(THA\)](#). It divided into seven (7) parishes organized in two (2) regions: Western Region: 1. Saint Andrew, 2. Saint Patrick, 3. Saint David; and Eastern Region: 4. Saint George, 5. Saint Mary, Saint Paul, and Saint John.

Decentralization process in the country has been undertaken through a Reform of Local Government. These reforms have taken place from 1990 to 2009, including: [Act 21, 1990](#), which granted corporate municipal status to eighteen (18) Municipal Corporations in Trinidad; [Act 8, 1992](#), which reduced the number of Municipal Corporations to fourteen (14); and also other legal instruments related to introduce reforms to [Municipal Corporations Act](#) such as [Act 36, 1995](#); [Act 18, 1998](#); [Act 13, 2003](#); [Act 14, 2006](#); [Act 18, 2007](#); [Act 11, 2008](#), [Act 5, 2009](#); and [Act 6, 2009](#).

The [Ministry of Local Government](#) is the entity responsible to carry out the decentralization process through critical initiatives with the support of [The Office of the Prime Minister](#). In that light, on May 1, 2008 it approved the document "[Green Paper on Local Government Reform: Roles and Responsibilities of Local Government Bodies](#)" which purpose is aligned with the mission of the Reform Local Government: to facilitate the transformation and modernization of local communities by empowering citizens to participate in the decision-making process.

Another important initiative is the "[Infrastructure Renewal Improvement and Development Programme \(IRIAD\)](#)". This program was initially developed to address minor infrastructural irritants within communities through the development and engagement of contractors from within the very communities. Currently, the respective councilors within the municipalities present their project proposals to the Regional Corporations. After these projects are submitted for approval, the contracts are then put out to tender and awarded to one of the registered contractors within the Corporation.

Institutional Framework

In Trinidad and Tobago, the [Ministry of Local Government](#) is the responsible institution of facilitating, coordinating, monitoring and ensuring accountability of Municipal Corporations in the effective and efficient delivery of quality services through meaningful decentralized systems, structures, procedures, practices and provision of specialized support services.

The organizational structure of the [Ministry of Local Government](#) is the following: 1. Minister's Secretariat; 2. Chairmen, Mayors Municipal Corporations; 3. Permanent Secretary (Permanent Secretary's Secretariat and CEO Municipal Corporations); 4. Deputy Permanent Secretary (Implementation): Project/Planning Unit, Local Area and Regional Planning and Development

Unit, Engineering Unit, and Disaster Management Unit; 5. Deputy Permanent Secretary (Corporate Services): Human Resources Unit, Finance & Accounts, General Administration, Information Technology Unit and Communications Unit; 5. Legal Unit; 6. Decentralization Unit; and 7. Internal Audit.

The [functions](#) of the [Ministry of Local Government](#) are as follows:

- a) Conveying Central Government policy perspectives to Municipal Corporations;
- b) Monitoring the finances and expenditure of Municipal Corporations mainly through audits, reviews of budget and expenditure;
- c) Inspection and supervision of the projects and programs of Municipal Corporations;
- d) Providing expert advice (on a need-to-know basis);
- e) Issuing guidelines on administrative and statutory regulations;
- f) Control over staff appointments through the Public Service Commission;
- g) Co-coordinating the activities of Municipal Corporations in order to ensure the efficient delivery of quality services on a timely basis; and
- h) Adjudication in cases of disputes between Municipal Corporations.

These functions are performed through public officers assigned to the [Ministry of Local Government](#), and headed by a [Permanent Secretary](#).

Strategies and Mechanisms

The Government of Trinidad and Tobago has developed strategies and mechanisms for strengthening and improving the Local Government Reform by way the document "[Green Paper on Local Government Reform: Roles and Responsibilities of Local Government Bodies](#)". This document comprises five (5) core areas related to its purpose:

- 1. Municipal Management.** This involves achieving an operational efficiency in Finance, Information Communication Technology, Capital Infrastructural Assets Management and Human Resources, in order to achieve an effective municipal management to realize economies of scale, maximize productive capacity and enhance quality service delivery coverage.
- 2. Social Services.** This area indicates that Local Government must effective and efficiently address the social, safety and security needs of the community through the development of a vibrant community policing service. Additionally, it must be able to promote the sport and culture in the development of sustainable communities for encouraging a sense of inclusiveness, equal opportunity, identity within diversity, social cohesion and peaceful coexistence.
- 3. Economic Development.** The focus here is to promote and develop vibrant local economies which can contribute to sustainable development, generating income and employment opportunities through commercially viable options in tourism, agriculture, agro processing, manufacturing, hospitality, arts and craft and service sectors.
- 4. Environmental Management.** This involves facilitating the preparation and implementation of regional and local area development plans. The focus must be on sustainable activities that demonstrate care and concern for the environment.

5. Resilient Communities. This involves that all communities should and must be able to prepare for and respond to extreme events as well as develop creative and innovative ways of coping with sustainable developmental challenges. A robust disaster management system must therefore be established so that communities can militate against, prepare for and respond to extreme events as well as engage in recovery and reconstruction

There is another important program related to improve the Local Governments in the country, named "[Infrastructure Renewal Improvement and Development Programme \(IRIAD\)](#)".

This is a special program geared towards alleviating small infrastructural irritants within local communities while developing the entrepreneurial skills of its residents. It mainly includes small road repairs, drains, sidewalks, curbs and small retaining walls.

The commencement of the [IRIAD](#) is published in the newspapers inviting contractors to register with the Municipality within which they reside. An [IRIAD](#) Program Contractor Registration Form can be obtained from the nearest Municipal Corporation for a small fee. A list of Municipal Corporations can be obtained. Registered contractors are eligible to tender for as many projects as desired; however, each contractor will only be allowed a maximum of two awarded projects.

Tenders are evaluated by committees appointed by the [Permanent Secretary](#) of the [Ministry of Local Government](#). The evaluation will consider the experience of a contractor, the quality of work executed in the past and the price quoted for the project in question. New or inexperienced contractors can also apply and may be required to attend a Contractors Training Seminar. New contractors can be awarded small projects which are executed under closer than usual guidance by the municipality within which the project is to take place.

Introduction

The [Ministry of Public Administration \(MPA\)](#) of the Government of Trinidad and Tobago aims to gain recognition for its initiatives in providing a high quality of public services. The objectives envision that by 2013, the Ministry will be recognized with the award of Champion of Service Delivery Excellence ([MPA's Vision](#)). The [MPA](#) has oversight and accountability for transformation initiatives affecting delivery of Government Services. Likewise, it facilitates training of Public Officers for the wider government service.

Additionally, the Government of Trinidad and Tobago has incorporated subsidiary offices and established links to local corporations to enhance the levels and qualities of the services rendered to the public sector. These mechanisms were put in place to support the proficient management and to guarantee the high standard of services.

Institutional Framework

In an effort to provide more opportunities and better public services the Government of Trinidad and Tobago is taking the initiative in this matter. In their efforts of requiring more and better delegation of authority and devolution of decision-making, the [Ministry of Public Administration \(MPA\)](#) proposes several revisions to the organizational or structural composition of its cabinet and its members.

In order to provide a more "citizen-centric" approach to the rendering of services, that is where citizens dictate what they want in terms of services and service delivery, initiatives to create a supportive environment are been developed. First, the government created [Services Charters](#)-training sessions that educated on the development and implementation of Citizen Services Charters. A group number of government employees, nearly 30 in each of the following agencies, have undergone these sessions:

- [Ministry of Public Administration](#)
- [Ministry of Planning and the Sustainable Development \(Town and Country Planning Division\)](#)
- [Ministry of Finance and the Economy \(Board of Inland Revenue\)](#)
- [Ministry of Health \(Regional Health Authorities\)](#)
- [Ministry of Housing and the Environment](#)
- [Ministry of Trade, Industry and Investment](#)
- [Tobago House of Assembly \(Division of Tourism and Division of Infrastructure\)](#)

One of the leading initiatives is geared towards improving speed and processing times in respect of public services at selected Government Ministries and Departments. This initiative, called the [One Stop Shop](#) began with a government wide training of Business Reengineering Process. Some of the agencies involved are:

- [Ministry of Public Administration \(Public Service Transformation Division and Public Management Consulting Division\)](#)
- [Ministry of Works and Infrastructure](#)
- [Ministry of the People and Social Development](#) targeted [Conditional Cash Transfer Programme \(TCCTP\)](#)
- [Ministry of National Security \(Immigration Division\)](#)

- [Service Commissions Department](#)
- [North West Regional Health Authority](#)
- [Statutory Authorities Service Commission](#)
- [Ministry of Education \(Examinations Section\)](#)

To ensure that this governmental improvement initiative is successfully achieved the [Ministry of Public Administration \(MPA\)](#) has been collaborating with other governmental agencies. One such example of this collaboration is the help it is providing to the [Ministry of Health](#) for their Transformation Agenda, a proposal which both Ministries hope will improve and strengthen the policy, planning, and regulatory capacity of the agents involved.

Strategies and Mechanisms

Within the framework of improving the quality of services rendered to citizens, the [Ministry of Public Administration \(MPA\)](#) is leading the way on the educational opportunities offered to the public. The [Cabinet](#) has approved an [Interim National Development Human Resource Needs for Trinidad and Tobago](#) which identifies priority areas of study critical to national development and then awards scholarships in such areas so as to encourage and attract public interest. The 2012 Scholarship Cycle commenced in early April where 19 candidates were selected for the 19 scholarships proposed.

Thirteen (13) scholarships are currently being processed as follows:

- Nine (9) scholarships which are available to citizens of Trinidad and Tobago are currently being advertised;
- The Trinidad and Tobago Government is awaiting nominations for two (2) scholarships offered to foreign nationals ([Commonwealth Scholarship and Fellowship Programme](#) and the Grenada Scholarship Programme)
- Two (2) scholarships have already been decided by the [Cabinet](#) (Republic of Cuba and the Organization of American States)

The [Scholarship and Advanced Training Division](#), under the [MPA](#) has implemented several strategies to improve the services provided to citizens. These strategies include activities to solicit feedback from citizens and scholars in order to foster continuous service improvement, electronic interface with applicants, scholars and other key stakeholders, as well.

Within the [MPA](#) there are several divisions whose purpose is the improvement and implementation of quality public services. [Public Service Academy Division](#) is responsible for offering training and guidance to all Public Officers. The schedule for training by the [Public Service Academy Division](#) is sent to the Permanent Secretaries of all Ministries. This information is then circulated with the divisions of the ministries and individuals are nominated for training and registered for their courses.

The [MPA](#) has also setup another crucial division, the New System Facilitators (NSFs). These offices, established within each of the numerous governmental agencies, are responsible for assisting in the design, delivery, and implementation of the management activities and initiatives sponsored by their respective Ministries.

Beyond the framework of the [MPA](#), it has established the [Trinidad & Tobago Bureau of Standards \(TTBS\)](#). Established on July 8th, 1974 and now governed by the authority of the Standards Act



No. 18 of 1997, [TTBS](#) operates under the [Ministry of Trade, Industry and Investment](#). It is a corporate body with the responsibility for the quality of goods and services rendered to citizens and involved in national trade. The Trinidad & Tobago Bureau of Standards ensures industrial efficiency and development; promotes public and industrial welfare, health and safety; and protects the environment.

The national standards body, the [TTBS](#), has a fully owned subsidiary called the [Premier Quality Services Limited \(PQSL\)](#). Incorporated as part of the Bureau in January of 2000, the company builds upon the [TTBS](#) goals of providing enhanced training and consultancy services to organizations and agencies at large. [PQSL](#) serves the private and public sectors by providing training services in certified management systems, which in turn help provide a better level of quality services at both regional and national levels.

Citizen Participation in Public Management

Introduction

Fundamentally, Local Government is about empowering people in communities to manage governmental affairs assigned to them, in accordance with accepted democratic principles.

In that regard, a [Ministry of Local Government](#) was created in 1967, whose vision and mission were more and more related to citizen participation. Since its inception, citizen participation in public management has become one of the key elements of recent reform plans.

Likewise, there are strategies and mechanisms oriented to encourage the citizen participation, amongst others: 1. [Green Paper on Local Government Reform: Roles and Responsibilities of Local Government Bodies](#); 2. [White Paper on Local Government Reform](#); and 3. [Medium-Term Policy Framework, 2011-2014: Innovation for Lasting Prosperity](#).

Institutional Framework

In Trinidad and Tobago, the entity responsible for policy making in respect to citizen participation in public management is the [Ministry of Local Government](#), a sub-division of the Office of the Prime Minister established by the County Councils Act 22 of 1967.

The organizational structure of the [Ministry of Local Government](#) is the following: 1. Minister's Secretariat; 2. Chairmen, Mayors Municipal Corporations; 3. Permanent Secretary (Permanent Secretary's Secretariat and CEO Municipal Corporations); 4. Deputy Permanent Secretary (Implementation): Project/Planning Unit, Local Area and Regional Planning and Development Unit, Engineering Unit, and Disaster Management Unit; 5. Deputy Permanent Secretary (Corporate Services): Human Resources Unit, Finance & Accounts, General Administration, Information Technology Unit and Communications Unit; 5. Legal Unit; 6. Decentralization Unit; and 7. Internal Audit.

The [Ministry of Local Government's](#) mission is to facilitate, coordinate, monitor and ensure accountability of Municipal Corporations in the effective and efficient delivery of quality services through meaningful decentralized systems, structures, procedures, practices and provision of specialized support services.

Its core strategic focal areas are:

- Infrastructure Development
- Participatory Democracy
- Local Financial Autonomy
- Municipal/Regional Planning and development
- Municipal Management
- Social services
- Economic development
- Environmental Management

Strategies and Mechanisms

The Government of Trinidad and Tobago has developed strategies and mechanisms for strengthening and improving the Citizen Participation in Public Management by way the document "[Green Paper on Local Government Reform: Roles and Responsibilities of Local Government Bodies](#)".

The mission of this Programme is to facilitate the transformation and modernization of local communities by empowering citizens to participate in the decision-making process. The five core areas as outlined in the Green Paper are:

1. Municipal Management. This involves achieving an operational efficiency in Finance, Information Communication Technology, Capital Infrastructural Assets Management and Human Resources, in order to achieve an effective municipal management to realize economies of scale, maximize productive capacity and enhance quality service delivery coverage.

2. Social Services. This area indicates that Local Government must effectively and efficiently address the social, safety and security needs of the community through the development of a vibrant community policing service. Additionally, it must be able to promote the sport and culture in the development of sustainable communities for encouraging a sense of inclusiveness, equal opportunity, identity within diversity, social cohesion and peaceful coexistence.

3. Economic Development. The focus here is to promote and develop vibrant local economies which can contribute to sustainable development, generating income and employment opportunities through commercially viable options in tourism, agriculture, agro processing, manufacturing, hospitality, arts and craft and service sectors.

4. Environmental Management. This involves facilitating the preparation and implementation of regional and local area development plans. The focus must be on sustainable activities that demonstrate care and concern for the environment.

5. Resilient Communities. This involves that all communities should and must be able to prepare for and respond to extreme events as well as develop creative and innovative ways of coping with sustainable developmental challenges. A robust disaster management system must therefore be established so that communities can militate against, prepare for and respond to extreme events as well as engage in recovery and reconstruction

There is another important program related to improve the Citizen Participation in the country, named "[White Paper on Local Government Reform](#)".

In a general perspective, this reform aims to charge towards sustainable local communities, robust participative democracy and Regional Planning and Development. One of its key measures is to implement a new Local Government Legislation that introduces an Executive Council System and mechanisms for greater citizen engagement and participation in the decision making process.

In this regard, the mission is to facilitate the transformation and modernization of local communities by empowering citizens to participate in the decision-making process.

On the other hand, the [Ministry of Planning and Sustainable Development](#) has established strategies and mechanisms related to the citizen participation, by way of the [Medium-Term Policy Framework, 2011-2014: Innovation for Lasting Prosperity](#). Some of those provisions are the followings:

- The establishment of an internet portal, 'E-view', in order to solicit comments from the individual, the family, the community and the wider population.
- Ensuring effective representation that reflects the views of the population requires the involvement of, labour and civil society. The Economic Development Board and the Civil

Society Board (CSB) will be the main instruments for the involvement of the population on key decisions related to the national sustainable development agenda.

The [document](#) also sets out national priorities and classifies them by Ministry. Thus, in regards to citizen participation in public management, the three strategic ministries that should be involved are:

1. [Office of the Prime Minister](#):

- Strengthen representation.
- Promote participatory governance to ensure that the voice of the people is heard and the will of the people taken into account.

2. [Ministry of Local Government](#):

- Facilitate community participation and influence

3. [Ministry of Community Development](#):

- Build capital infrastructure to support community participation and involvement and to enhance possibilities for the achievement of community objectives.
- Promote community responsibility through partnership with NGOs and private sector in support of charitable causes.
- Community mobilisation for crime prevention, for the strengthening of community cooperation and for social capital building.