

## Inter-American Award for Innovation in Effective Public Management - Edition 2015

### User Information

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I. GENERAL INFORMATION Member State Applicant

Trinidad & Tobago

Public Institution Applicant

Ministry of the Arts and Multiculturalism Culture Division

Name of the Innovative Experience

Music Schools in the Communities

How long the Innovative Experience is being implemented?

Five years

Category Applying:

Innovation for Institutional Coordination (inter-institutional, intra-institutional, trans-institutional, with civil society, and private sector, amongst other.)

II. BRIEF PRESENTATION / SUMMARY OF THE INNOVATIVE EXPERIENCE. A brief presentation of the Innovative Experience is required (200 words maximum):

Goal

This programme aims to contribute to the holistic, professional development of musicians, especially pannists, through the establishment of Music Schools in communities throughout Trinidad.

Outcome

To contribute to the holistic development of pannists and other musicians, this programme will aid in maximizing their revenue earning potential.

Main Activities and Schedule:

- Exposure of twenty-five (25) beginners to the art of playing the steelpan and one other instrument, music literacy, history & technological development of the instrument, steelpan

industry, artist management, life skills.

- Exposure of twenty-five (25) practicing pannists to music literacy advanced playing techniques (sight reading & improvisation), history & technological development of the instrument, music appreciation, music composition, & one (1) additional instrument.

- These classes will be delivered simultaneously during the four (4) month period as follows:

o Beginners:

- Mondays 5-7 pm (2 contact hrs.)
- Wednesdays 5-7 pm (2 contact hrs.)
- Saturdays 9-12 am (3 contact hrs.)

o Intermediate

- Tuesdays 5-7 pm (2 contact hrs.)
- Thursdays 5-7 pm (2 contact hrs.)
- Saturdays 1-4 pm (3 contact hrs.)

### III. INSTITUTIONAL INFORMATION

Name of the Applicant      Culture Division / Ministry of the Arts and Multiculturalism  
Entity:

Address:                      51-55 Frederick Street Port of Spain Trinidad

Telephone:                  624-4691

Fax:                             625-8519

Website:                     culture.gov.tt

E-mail:                        culturedivision.tt@gmail.com

Administrative level of the Entity

National level

Administrative Nature of the Entity

Ministry/Secretariat

IV. INFORMATION ON THE INNOVATIVE EXPERIENCE. Please, describe the experience using clear, short and concise language. To that end, we ask you to organize the information by answering the following questions: 1. Description of the Innovative Experience. This section requires to present the Innovative Experience in its details. You should give information and more elements on the initiative. Please take into consideration the following question in order to facilitate the description: Which was the problem to be solved? (300 words maximum)

Our work in the Cultural Industries sector indicated to us that there was an inherent weakness in the quality of music produced in the country especially during the carnival season when most of the new music is produced in Trinidad and Tobago. In our search for a solution we recognised that there was need to increase the number of literate musicians involved in music production.

What does the Innovative Experience consist of? (300 words maximum)

Nine Music Schools in communities in North, East and Central Trinidad.

1. Each Music Schools has between 30 -50 students
2. The programme is a twelve week semester conducted twice yearly.
3. Each student is required to learn to play at least two instruments one of which must be the Steelpan which is our National Musical Instrument.
4. Other instruments include brass, woodwind, string, percussion and Indian musical instruments
5. Every student is also required to learn musical notation, as evidenced by their ability to sight-read at the end of the programme
6. All schools conduct a final recital at the end of the each semester

2. Link between the Innovative Experience and the category selected. Please, provide information about the Innovative Experience using clear, short and concise language (300 words maximum):

This Programme is implemented via a collaboration between the Ministry and several state and community organisations for each venue where a music school is conducted. The type of institution comprise

1. community based artistic organisations (as is the case with the participating steel bands);
2. Children's Homes (for those based at orphanages);
3. Youth correctional facilities
4. Religious organisations.
5. Pre-existing Music Schools

Organisations must demonstrate sound management, have appropriate venues and be able to provide access to the target audience that will participate in the programme.

3. Link between the Innovative Experience and the evaluation criteria. Please, provide specific information to be considered by the Special Jury. We kindly ask you to be brief and where possible, provide specific data: a. Originality. Creation of original processes within the public administration based on knowledge and experience. This approach seeks to stimulate the creativity of public managers in solving everyday problems related to the work state. Please give the following information: Who conceived the initiative? (300 words maximum). For example: - Consultancy Report, Policy proposal, Officers from the same public institution

The initiative was conceived by the Director of Culture. Officers of the institution, acting on her instruction, developed a pilot programme in 2009. Said programme provided useful experience in testing the model for the programme. A consultant was later sourced to provide ongoing pedagogical support to the programmes development.

Please describe the elements that make the experience on public management innovative (300 words maximum). For example: a. It focuses on underserved population, b. It is the first time that the public administration deals with the issue, c. It has an unprecedented support from the public sector, d. It involves the citizenship in its management for the first time, e. Other elements?

The programme is innovative in the following ways:

1. The Culture Ministry has, for the first time, sought to develop an ongoing relationship with children's homes and correctional facilities. They provide access to under-served communities of underprivileged youth. These organisations all have fledgling programmes that are appreciative of the boost in quality and quantity artistic development the the Culture Ministry brings.
2. The music programme requires the sourcing of approximately 40 music educators. Consequently, the programme has become a developmental arena for young musicians in their early twenties who now have the opportunity to cut their teeth as tutor in the Music School. It also provides a source of activity for retired musicians who worked for years in the various army and military music bands of the protective services.

Does the innovative experience have a background?, within the same institution or others? (300 words maximum)

Music School in the Community had its genesis in a 2009 pilot project at the Chaguanas panyard of Tropical Angel Harps Steel Orchestra. Noting the success of this project, in 2010 the Ministry of Arts and Multiculturalism embarked on a period of planning and strategising to implement a similar initiative on a larger scale throughout several panyards.

At the time, the Ministry was particularly cognisant of Trinidad and Tobago's upcoming 50th Anniversary of Independence celebrations, slated for 2012. There was a keen awareness that during the post-independence period, between 1962-1965, the government of the country had embarked on a series of projects promoting various forms of culture, many of which, like Best Village and the creation of the Carnival Development Committee, the Annual Panorama Competition, became institutions in the cultural landscape of Trinidad and Tobago, shaped the arts and have had a lasting impact up to the present day.

For the country's 50th Anniversary of Independence, the Ministry of Arts and Multiculturalism wanted to launch a series of projects that would shape Trinidad and Tobago's cultural landscape for the next half century – like Music School in the Panyard, which, it was hoped, would create a generation of musicians for the next 50 years.

Consequently, the Music School in the Panyards was unveiled on the 25th June, 2012 with six steelbands. By the end of the year, the project was well-established and such was the popularity

of the programme that in 2013, the Ministry's line Minister mandated that the Culture Division increase the number of Music Schools from six to 20.

b. Citizen Impact. It seeks to demonstrate that the innovation have brought a greater benefit to citizens. For example, shorter waiting times, clear information, simplified processes, etc. Please give the following information: Beneficiary population. Please give qualitative (who) data. If not determinable, please specify the way in which citizens benefit (300 words maximum)

1048 certificates of participation have been issued since the inception of the programme.

The programme is open to all individuals capable of receiving musical instruction. There is no age limit per se. The target audience includes:

1. Children [who are exposed for the first time to that communal experience and sense of achievement that music brings]
2. young adults [who develop the confidence needed to support their burgeoning development and music schools necessary for them to pursue a career in this artform]
3. Budding musicians of all ages [who receive vital training in music literacy and a multiplicity of music instruments]
4. Community organisations [who benefit from revitalized interest in their pre-existing programmes and whose venues become a source of positive activity in the community once more]
5. Families [some of whom have three generations participating in the programme. Parents often wind up attending the programme WITH their children]

Beneficiary population. Please give quantitative (how many - direct and indirect) data. If not determinable, please specify the way in which citizens benefit (300 words maximum).

1048 certificates of participation have been issued since the inception of the programme. The yearly breakdown is as follows:

YEAR	Total
2012	353
2013	274
2014	421
Total	1048

Please explain how citizens benefit from the experience? (300 words maximum). For example: Shorter waiting times, Reduced processing costs, Improvement of citizens life condition in its different aspects, Others

Citizens benefit via the following ways:

1. Increased fellowship within their communities
2. Increased confidence
3. Increased musical skills
4. Growth in discipline amongst the children
5. Better focus and allround performance from participants in school

Do you have qualitative indicators in order to demonstrate the impact? Please specify (300 words maximum)

Quantitative indicators include videotaped testimonials collected via interviews conducted at end of semester recitals. These recitals are also video taped and kept for posterity. They show the level of educational attainment the students have achieved.

Do you have quantitative indicators in order to demonstrate the impact? Please specify (300 words maximum)

The quantitative indicators include the lists of students who receive certificates of participation each year.

c. Replicability. It refers to the ability to replicate the innovative practice in other countries of the Americas. To that end, the possibility of adapting administrative processes to other institutional contexts, the availability of funding and the political and social constraints should be valued. Please give the following information: Why is the innovative experience likely to be replicated by other institutions? Explain (300 words maximum). For example, If: It is adaptable to institutions of

different size, It does not require much budget, It does not involve social conflicts, as it consists of a requested and common-use initiative, It does not require much human resources, Human resources training is easy, etc.

The programme can be replicated elsewhere. The main ingredients are s follows:

1. State sponsorship of tutors and curriculum develo[pment
2. Well coordinated organisations with appropriate venues to host the programme
3. A source of musically literate tutors
4. A pool of students

What key elements should be considered before the new experience is replicated by other entities? Explain (300 words maximum)

The mix of instruments should be given special. We place emphasis on the national instrument, the Steelpan, the only acoustic musical instrument developed in the 20th century. We also provide different instruments for different communities, as is the case with the Indian music instruments at one of the schools. Special note will have to be taken of competitive adn=vantages, cultural preferences and new opportunities.

d. Effectiveness. It refers to the ability to measure/achieve expected results through innovative experience, according to the objectives that have been proposed in a particular public policy (broadly defined as a program, activity, process, etc).Please give the following information:Which were the deadlines taken into account at the beginning of the implementation of the public policy? Were they achieved? (300 words maximum)

The original idea was to conduct 4 schools for fifty students per venue. Each year, we have conducted at least 6 schools at an average of 49 students per venue. We currently have 9 shcools in the 2015 programme. The original target was 11 schools. The shortfall was caused by budgetary constraints.

Which were the results accomplished? Please give quantitative data (300 words maximum)

We were able to video tape all recitals in the programme. These tapes are in our records. We have also produced reports and evaluation eah year of the programme which again serve to documetn our activities. We conducted 6 schools in 2012-3 and 9 schools in 2014. 2015 will see the conduct of 9 schools once more.

Which were the results accomplished? Please give qualitative data (300 words maximum)

The schools in each year include:

2012 Casablanca Steel Orchestra, Exodus Steel Orchestra, Potential Steel Orchestra, Cordettes Steel Orchestra, Joylanders Steel Orchestra, Skiffle Steel Orchestra

2013 Casablanca Steel Orchestra, Exodus Steel Orchestra, Potential Steel Orchestra, Cordettes Steel Orchestra, Joylanders Steel Orchestra, Skiffle Steel Orchestra

2014 Casablanca, Potential, Cordettes, Joylanders, St. James Police Youth Club, Golden Hands, Youth Training Centre St. Michael School for Boys, St. Mary's Children's Home, Amaryjoth Sabha Mandir

Each organisation and all venue reps and tutors sign contracts. These remain in our files. All payments are via government cheques which again, remain in our ledger. These can be matched against original approved project proposals to track progress relative to original objectives over time.

Which was the evaluation method used for the innovative public policy? (300 words maximum)

Evaluation is facilitated by reports from all Venue Managers, the programme manager and videography of the students and their recitals.

If you could give an opinion on the results obtained through the Innovative Experience. Would

you say that the results had a great, regular or low impact? Please explain (300 words maximum)

The results are of great impact. Many of the participants have found their way to music. We hope to see them develop into professional musicians and/or music educators as the years go by. Many families come together for the programme and experience it as a family unit. We are also contributing to the next generation of music tutors via the exposure of many young musicians to tutoring via the programme.

To what extent has the initial public issue been solved? (300 words maximum)

This is the commencement of a long journey towards a body of holistically developed musicians that can earn a living from their craft and develop the local music industry accordingly. Consequently, the programme is in its infancy relative to the issues it is targeting and will have to be expanded and groan in the years to come to adequately resolve this issue.

e. Efficiency. It refers to the ability of government to manage their processes so that they can optimize their resources (financial, human, logistic, etc.) and in turn generate more and better results. Please, give the following information: General Budget of the Entity / Budget for the Innovative Experience. Has the entire budget been executed? (300 words maximum)

The general budget for the Culture Ministry is \$71,956,231.32. The 2015 programme costed approximately US \$200,000.00. This expenditure represented approximately 70% of the approved budget

Number of the Entity's personnel / Number of personnel working in the Innovative Experience (300 words maximum)

65 individuals are employed in the programme.

If you could give an opinion on the cost-benefit of the implementation of the Innovative Experience: Would you say that it is positive, negative, equal? Please, explain (300 words maximum):

The cost benefit is positive. The value for money and hours of tuition are to be lauded.

What difficulties have you found in the implementation process of the Innovative Experience and what have you done to overcome them? Please, detail (300 words maximum): Budgetary difficulties, Political difficulties, Social difficulties, Others

Major challenges include non receipt of permanent contracts for staff. Another challenge is the programme has yet to be written into a national budget as a line item. Therefore, approval for funding has to be sought for each w=individual school.

f. Complexity of the problem it solves. It refers to the complexity of the problem and the solution presented by the public administration. In that sense, experiences dealing with the central management of public administration are more valued since they involved larger population, and the problem management is applied to multiple levels of government and associations, amongst other. Please, give the following information: Why is the experience complex? For example, if (300 words maximum): It involves different types or a big part of the population; It involves different administrative levels, It has to deal with resource scarcity, It needed a greater effort to deal with different stakeholders for the implementation of the Innovative Experience, With whom coordination was needed?, It had to deal with a hostile environment for the work of the public institution, It exists other elements to take into account.

The school targets several problems:

1. There is a dearth of musically literate individuals working in the music industry.
2. There is a Some of the communities it serves are home to underprivileged youth at risk of crime and violence

g. Sustainability of the Experience. It implies the level of "rooting" of the experience that makes it able to stay in time, to resist political changes of government, institutional and organizational changes, lack of funding, lack of commitment of the authorities and government officials, amongst other. Please, give the following information: Implementation time of the Innovative Experience (300 words maximum):

Each school receives a 3 month semester, twice a year as of 2015.

Number of years covered by the budget (Please, specify the coverage: 1, 5, 10 years) (300 words maximum)

Each budget covers each three month semester. This has been done annually for three years.

Number of public institutions involved (300 words maximum)

Including the Ministry, 5 public institutions are involved.

Budget Source: Public or Private? (300 words maximum)

Public funds are used

Legal regulation of the Innovative Experience that makes it mandatory through time (300 words maximum)

This does not yet apply.

Other information related to the sustainability of the Innovative Information (300 words maximum)

N/A.

h. Gender Perspective. It considers how the initiative impact differentially men and women and how public administrations have succeeded in adapting their internal processes in planning, implementation, evaluation and monitoring in order to meet this situation. Please, give the following information: In the policy designing and planning, did the institution take into account the reality of women and men and was it considered that this could differentially impact them? (300 words maximum)

The Music School is open to all and never purposefully designed approaches for males and females as separate groups. The schools have roughly even participation from both genres as students and tutors.

Was it considered a differential percentage of men and women in the management and implementation of the innovative experience? If so, please specify it (300 words maximum)

N/A.

Are management positions held by men and women? Was there any specific selection mechanism, as gender quotas? If so, please specify (300 words maximum)

Most of these positions are held by men. The Director of Culture who conceived the programme is female.

Does the initiative include explicit/institutionalized affirmative action strategies or positive discrimination beneficiaries taking gender differences? For example differentiated services, special hours for mothers, among others. If so, please specify it (300 words maximum)

N/A.

Was it considered a differential percentage of men and women among its beneficiaries? If so, please specify it (300 words maximum)

N/A.

The initiative has been considered a distinct monitoring and evaluation to determine how it

impacts differentially to men and women? If so, do you have corrections or adopted strategies to overcome difficulties? (300 words maximum)

N/A.

#### PARTICIPANTS STATEMENT

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I have read and accept the terms and conditions previously described for the Inter-American Award for Innovation in Effective Public Management - Edition 2015

Yes