DRAFT NATIONAL POLICY ON SUSTAINABLE COMMUNITY DEVELOPMENT (DNPSCD) FOR TRINIDAD AND TOBAGO

MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS
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The policy represents the collection of voices heard, noted and documented. Together we aspired, together we will achieve!

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List of Abbreviations

ABCD	Asset Based Community Development
BOM	Board of Management
CARE	Community Action for Revival and Empowerment
CBA	Community Based Assessment
CBO	Community Based Organisation
CB&IS	Capacity Building and Institutional Strengthening
CCAF	Culture and Creative Arts Fund
CCPC	Community Crime Prevention Council
CDC	Community Development Committee
CDD	Community Development Division
CDO	Community Development Officer
CDP	Community Development Practitioner
CDPF	Community Development Partnership Forum
CED	Community Economic Development
CEP	Community Education Programme
CGS	Central Grants Secretariat
CLASS	Community Learning and Skills Service Programme
CMSD	Community Mediation Services Division
CNCD	Chronic Non Communicable Disease
CPO	Chief Personnel Officer
CS	Community Stakeholders
CSF	Community Sustainability Framework
CSR	Corporate Social Responsibility
DNPSCD	Draft National Policy on Sustainable Community Development
DCDEDL	Division of Community Development, Enterprise Development and Labour
DFID	Department for International Development
DPA	Director Personnel Administration
EMA	Environmental Management Authority
FBO	Faith Based Organisation
GoRTT	Government of the Republic of Trinidad and Tobago
ICT	Information and Communication Technology

ISC	Inter-Sectoral Committee
M&E	Monitoring and Evaluation
MALF	Ministry of Agriculture Land and Fisheries
MCDCA	Ministry of Community Development, Culture and the Arts
MCSCD	Multi-sectoral Committee for Sustainable Community Development
MHUD	Ministry of Housing and Urban Development
MOA	Memorandum of Agreement
MOE	Ministry of Education
MOH	Ministry of Health
MOLSED	Ministry of Labour and Small Enterprise Development
MNS	Ministry of National Security
MPD	Ministry of Planning and Development
MPU	Ministry of Public Utilities
MRDLG	Ministry of Rural Development and Local Government
MSDFS	Ministry of Social Development and Family Services
MSYA	Ministry of Sport and Youth Affairs
MoT	Ministry of Tourism
MOWT	Ministry of Works and Transport
NCPP	National Crime Prevention Programme
NDFF	National Days and Festivals Fund
NDS	National Development Strategy
NGOs	Non-Governmental Organisations
NPMS	National Performance Monitoring System
NPO	National Philharmonic Orchestra
NPFCA	National Policy Framework for Culture and the Arts
NSSO	National Steel Symphony Orchestra
NTAC	National Theatre Arts Company
OPM	Office of the Prime Minister
PMBVTC	Prime Minister's Best Village Trophy Competition
PPCP	Public-Private Community Partnership
PTA	Parent Teacher Associations
PWDs	Persons Living with Disabilities
RC	Regional Complexes

RCSCD   Regional Committee for Sustainable Community Development

SCD   Sustainable Community Development

SCMP   Social Cohesion and Mobilisation Programme

SDG   Sustainable Development Goals

SIDs   Small Island Developing States

SLA   Sustainable Livelihoods Approach

SMP   Social Mitigation Plan

SWOT   Strengths Weakness Opportunities and Threats

T&T   Trinidad and Tobago

THA   Tobago House of Assembly

TOR   Terms of Reference

TTAVACC   Trinidad and Tobago Association of Village and Community Councils

UNESCO   United Nations Educational, Scientific and Cultural Organization

VABs   Values, Attitudes and Behaviours

VCM   Village Council Movement

Executive Summary

I. Introduction

The Draft National Policy on Sustainable Community Development (DNPSCD) is the result of historical efforts involving initiatives directed towards social change locally, and current thinking in the field of community development globally.

The DNPSCD is set in the context of the National Development Strategy (NDS) 2016-2030, which outlines the pathway for the development of Trinidad and Tobago to the year 2030.

The NDS is aligned with the United Nations, Sustainable Development Goals (SDGs)[1] which are aimed at reducing inequalities and achieving widespread progress for all of the world's citizens including those within Trinidad and Tobago. The DNPSCD particularly contributes to SDGs 1 to 9 and 11 to 17 which in this context, are applied to the inequalities that limit social, economic, cultural and environmental development at the community level for greater national impact.

The DNPSCD has been developed to set out a framework for achieving sustainably developed communities in Trinidad and Tobago, and as such advocates for strategies, processes and institutional arrangements that will empower communities toward all round holistic development.

The DNPSCD responds to the fact that notwithstanding consistent public and private sector investments in communities over several decades, communities continue to be challenged by a number of socio-cultural issues. Some of these include; the intractable crime problem, school violence and delinquency, inter-generational poverty and vulnerability, and persistent attitudes of dependency. Moreover, recent research[2] has revealed that the absence of a clear strategic development framework for community development has led to numerous inefficiencies including: (i) an uncoordinated approach to community interventions; (ii) little or no collaboration across government agencies; (iii) underutilisation of community development infrastructure; and (iv) a lack of scientific information on the impact of programmes and services.

The concerns of the sector have prompted the adoption of the sustainable community development approach. This approach involves designing and managing the community development process in a manner that takes

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[1] United Nations. Sustainable Development Goals. 17 Goals To Transform Our World. (2015)
[https://www.un.org/sustainabledevelopment/sustainable-development-goals/]
[2] National Community Development Policy, Working Group. "Strengths, Weakness, Opportunities and Threats (SWOT)." 2016.

into consideration the multiple facets of community life and how needs must be addressed holistically in ways that meet the communities' current demands, without jeopardising their ability to meet future needs.

The DNPSCD is therefore designed to ensure that community development takes a four-pronged approach addressing the following four (4) areas or pillars of sustainable development:

- Human and Social

- Economic

- Cultural, and

- Environmental.

The sustainable development approach is supported by an Asset Based Community Development (ABCD) strategy. ABCD is an empowering bottom-up strategy which focuses on helping communities to recognise their strengths, talents and resources and to mobilize and build on these for development. ABCD is therefore associated with greater community involvement and lasting outcomes[3].

II. Policy Framework

Vision

The vision of the DNPSCD is, 'resilient, culturally rich communities'.

Mission

The mission of the DNPSCD is to achieve sustainably developed communities by providing a clear framework which outlines and advocates strategies, processes, and institutional arrangements that support and empower communities towards this end.

Core Values

Both the sustainable development and ABCD approaches are underpinned by key values associated with the field of community development. Accordingly, the DNPSCD adopts the following as its core values:

- Sustainability
- Social Justice
- Asset Based Development
- Local Leadership and Participation

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[3] Green, Mike, Henry Moore and John O'Brien. "When People Care Enough To Act: Asset Based Community Development." Toronto, Canada: Inclusion Press. (2006).

- Data Driven Development

- Evidence Based Development and Performance Measurement

- Collaboration and Community Cohesion

- Respect for the Environment

- Equality and Social Inclusion

- Transparency and Accountability

- Social Change, and

- Appreciation and celebration of successes.

III. Recommendations

The DNPSCD makes seven (7) critical recommendations to reform and strengthen the approach to community development. These are summarised as follows:

- **Multi-sectoral development:** To establish clear institutional arrangements for collaboration among public sector agencies, the private sector, academia, NGOs and development organisations, local government bodies and communities in the oversight, planning and implementation of community interventions is institutionalised.

- **Participatory Framework for Community Development:** To adopt a clear bottom-up approach to development, strengthening community leadership and ensuring the full and democratic participation of the community in the community development process.

- **Professional Development of Community Development Practice**: To set, maintain and ensure standards and a code of ethics govern and guide community development practice, by establishing a professional body to oversee these principles. The body will be responsible for regulating the practice, ensuring that standards are maintained and opportunities are created to facilitate data sharing among community development practitioners and academia at the local, national, regional and international levels.

- **Data, Innovation and ICT-** To ensure the availability and use of current and reliable data to inform community-based decision making and practice to ensure greater social impact of community development interventions. To encourage innovativeness in the development and execution of community development strategies to add value and enhance the community development process. In addition, to utilise ICT as a means of innovation, enhancing data management and dissemination strategies that would ease the way of doing business and provide greater effect to community development interventions.

- **Conflict Management in Community Development-** To ensure effective conflict management mechanisms to build and maintain peace between and among various stakeholders, recognising that conflict is an inevitable yet destructive part of the community development process.

- **Responsibility and Volunteerism as Critical Values of Sustainable Community Development-** To promote volunteerism as an effective means to cultivate the attitudes, values, behaviours and mechanisms that yield a sense of collective responsibility for community and national development and provide additional resources to the community development process.

- **Development Issues in Sustainable Community Development –** To establish as a high priority the promotion among community and public sector actors, the focus of special attention to development issues relative to the human and social, economic, cultural and environment aspects of development, including a number of recommendations to enhance the quality of life, economic potential, cultural viability and environmental sustainability of communities.

IV. Implementation Plan

The DNPSCD also adopts a deeply collaborative, multi-sectoral, partnership approach towards policy implementation. This approach involves the establishment of a three (3) tiered institutional arrangement at the national, regional and community levels, and is designed to ensure that the necessary collaboration and commitment are maintained at each level.

The three (3) tiered system includes:

- **The Multi Sectoral Committee for Sustainable Community Development (MCSCD)** - The MCSCD will function at the national level, bringing together senior officials of social sector Ministries who are responsible for oversight and coordination of the inter-ministerial and inter-agency approach to developing communities.

- **The Regional Committee for Sustainable Community Development (RCSCD)** - The RCSCD will operate on the regional level, bringing together officials who function at operational and regional levels and could ensure that ministerial and other resources are available for community development.

- **The Community Development Committee (CDC)** - The CDC will be a body comprising representatives of organisations and interests groups functioning at the community level, who will take responsibility for ensuring an informed, coordinated and participatory process of community development.

V. Conclusion

It is anticipated that with the implementation of the DNPSCD, with its clear operating philosophy, development framework, monitoring and evaluation plan and institutional arrangements, the community sector will be on a well-defined path to sustainable development.

1.0 Introduction

Community development is the facilitated process by which individuals, local organisations and institutions, become empowered and assume responsibility by their collective and deliberate actions, for the spaces in which they live, work and play. It is also considered a method, a strategy or an approach that brings about change through the initiation of projects that are responsive to community needs.

The United Nations (UN) defines community development as: "an approach which relies upon local communities as a unit of action and which combines external assistance with local development resources and stimulates local initiatives and leadership."[4]

Sustainable community development refers to the design and management of the community development process to support multi-dimensional human development.[5] It addresses persons' needs for overall well-being through opportunities for personal growth and development, recreation and social exchange, earning capacity, creative and cultural pursuits, access to quality goods and services, and safety. These needs are pursued in ways which meet the demands of the present without jeopardising the ability to fulfil those needs in the future.

In Trinidad and Tobago community development has been used as a mechanism to improve the social and cultural and economic conditions of communities. It represents a process that seeks to empower individuals and groups within communities, through the establishment and quasi-management of community facilities, community education programmes, assisting and strengthening local organisations as the leaders and foot soldiers in the development process, cultural development and community mediation.

One of the major challenges in the practice of community development in Trinidad and Tobago has been the uncoordinated approach to community intervention by various actors in the sector due to absence of a clear policy framework to guide community development processes and practices. This resulted in community development initiatives and programming being managed and implemented in an ad hoc, piece-meal manner across the public sector and communities, and with no comprehensive monitoring

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[4] United Nations Development Programme. "The Power of Local Action: Lessons from 10 Years of the Equator Prize." New York, NY: UNDP. 2012.

[5] Ministry of Community Development, Culture and the Arts, Policy Unit. "Definition of Sustainable Community Development." 2017.

and evaluation framework. The result has been the undermining of sustainable change and growth in many communities.

The policy recognises that for sustainably developed communities to be achieved, an approach must be adopted that is holistic, encourages integration and collaboration, is focused on harnessing community assets and is evidenced based.

1.1   Development of the Community Sector

Trinidad and Tobago has had a long history of state sponsored action in the community sector, dating back to the late 1930s. What is known as community development in Trinidad and Tobago today was shaped by those early actions in response to the dire socio-economic conditions of the British colonies, as well as the efforts of successive post-independence administrations to make specific investments in the community sector in pursuit of social, economic and political gains. While recognising the contribution of a range of other ministerial and non-ministerial actors to the community sector, the Draft National Policy on Sustainable Community Development will draw upon the rich history and solid platform of community interventions and activism upon which the Community Development Division evolved. It will combine the lessons of these efforts with the current vision for national development and global advancements in the field of community development.

1.1.0 The Community Development Division

The Community Development Division was established in 1958 as a Division under the Ministry of Health and Social Services. Its coming into being was consistent with an international groundswell of interest in Community Development in the post-Second World War period as a strategy to ameliorate conditions in rural areas and in particular colonial territories.[6] Samuel (2013),[7] in his Short History of the Ministry of Community Development, identified the establishment of the Community Development Division as evolving through three historic periods, 1936-1945, 1946-1956 and 1957 and beyond. During these periods, the elements that would become the core business of the Community Development Division became crystalised. There was a strong focus on education and skills training and the formation and support to Community Councils and other groups. Accordingly, through movements from the early Social Welfare Division of the 1930s and the Ministry of Education in the 1950s, certain core services came to

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[6] Mayo, Marjorie. "Community participation, community development and non-formal education." The informal education archives. (1994). [http://infed.org/mobi/community-participation-community-development-and-non-formal-education/]

[7] Samuel, Omari. "Ministry of Community Development: A Short History." Omari Samuel is a Supervisor in the Community Development Division. (2013).

rest in the Community Development Division of 1958. These included, Handicraft Development, Adult Education later called the Community Education Programme, a Mobile Unit, the formation and servicing of Village Councils and other groups, the construction of community centres and an Arts Festival which later became the Prime Minister's Best Village Trophy Competition in 1963.

The current configuration of the Division involves an executive structure and central administrative staff at the Head Office, and field officers reaching every community through nine (9) Community Development District Offices[8] in Trinidad.

1.1.2 Prime Minister's Best Village Trophy Competition (PMBVTC)

The Prime Minister's Best Village Trophy Competition (PMBVTC) was designed in 1962 as a developmental strategy with the following three objectives: (i) to unearth and preserve all of the cultural and folk traditions of the nation; (ii) to actively engage the local people and expose them beyond the boundaries of their villages; and (iii) to provide avenues for self-development and income generation.[9] The programme, at its peak, involved nine areas including eight areas of competition. The nine areas included; Traditions of Carnival, Village Olympics, Clean and Green (Environment and Sanitation), National Handicraft, Food and Folk Fair, La Reine Rivé, Folk Theatre/ Folk Presentation, Village Chat/ Short Stories and Junior Best Village. Over the years, the Programme ebbed and flowed, even as it faced challenges of an administrative, financial, and political nature. This notwithstanding the PMBVTC has been credited for its contribution inter alia, to: (i) growing appreciation and respect for the cultural traditions of the various ethnic groups; (ii) providing a platform for cultural expression; (iii) reviving local art forms; (iv) keeping alive various folk traditions and (v) exposing and nurturing the professional careers of over two hundred (200) of the nation's outstanding artistic groups and citizens.

Though, located within different Ministries over its history, the Best Village Programme/Unit has been mostly aligned with the Community Development Division. In 2017, the Programme was re-focused in an effort to improve its overall effectiveness, in an era of reduced state resources. This led to a more streamlined programme that cost $5.5m compared with an average of $9.2m from 2013-2016. The re-focused programme honed its vision on; Folk Music, Folk Dance, La Reine Rivé, and Folk Theatre. Improvements in the adjudication, training, administration and monitoring and evaluation aspects were

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[8] The District Offices reflect the former County Divisions of Trinidad as follows; St. George West, St. George East, Caroni, St. Andrew/St. David, Victoria East, Victoria West, St. Patrick East, St. Patrick West and Rio Claro/Mayaro.
[9]Wong Sang, Joyce. "In Evaluation of the Prime Minister's Best Village Trophy Competition Final Report: Unearth You, Showcase You and You Take Off." Assisted Technology and Research Services for the then Ministry of Community Development. 2011.

also incorporated. The programme is also now climaxed with a Folk Theatre Festival, showcasing the winners of Best Village, giving additional exposure to groups and generating additional interest.

The PMBVTC continues to be viewed as a critical investment in community and national development. Accordingly, the DNPSCD views this programme as a tool for nurturing artistic talent, building citizenship and sustainable livelihoods, and for transforming community life and community economies in the context of the DNPSCD.

1.1.3 Village Council Movement (VCM)

The Village Council Movement in Trinidad and Tobago is an indigenous grassroots movement with very close historical ties to the state. The first Welfare or Community Councils[10] was initiated by British Welfare Officers in response to needed welfare reforms of the 1940s. The ease of initiation and the rapid growth of these citizen groups in the early years, resulted from the great needs which existed and the consistency between this philosophy of development and the Creole and East Indian customs of Gayap[11] and Panchayat[12] respectively. By the late 1950s the Trinidad and Tobago Association of Village and Community Councils (TTAVCC) was formed as the parent body of the Village and Community Councils (VC), with a well-defined structure including the village level, county and national executives. The Cabinet in 1967, assented to the constitution of the Association (TTAVCC), giving the Village Councils the mandate to manage Community Centres on behalf of the communities and recognising them as the conduit for state resources to develop clearly defined geographical areas.

The VC was critical to the infrastructure and socio-economic development of many communities from the Better Village Programme to the early Government housing schemes of the 1970s and 1980s. It was and remains today in many instances, the focal point of state sponsored programmes including Best Village, Self Help, Community Education Programme, Handicraft and others. Given its structure, and political affiliations[13], it was an ideal mechanism for the government to work through. As an example, this collaboration between the state and the community to date, has allowed Trinidad and Tobago to boast of

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[10] Plowden, Stanley Kenneth "A social psychological study of leadership in community-based voluntary organizations:" An evaluation of the community development process in Trinidad and Tobago. 1989.
[11] Gayap- derived from the indigenous Karinya (Carib) word 'kayapa' that describes the tradition of people getting together to complete a huge task, like clearing land, building a structure, or planting and reaping. In return, the family would provide food and drink, and there would be some kind of music, usually drumming.
Caribbean Beat Magazine, 2013, p. 80 quoted in Ferdinand, Jules. The Gayap Concept. (2013),
[12] Panchayat- a village council in India or southern Pakistan.
Zamora, Mario. A Historical Summary of Indian Village Autonomy. (1963)
[13] Craig, Susan. The People's National Movement employed a deliberate strategy of involvement in the VCs both as part of a strategy of political education in a nationalist era but also so that resources could be channeled to communities. (1989).

being the only island in the English Speaking Caribbean with over 264 community centres or an average of one community centre for every 5000 citizens.

Notwithstanding its positive contribution historically, and the excellent community and community centre leadership provided by some Village Councils, the movement has been in decline. In 1967 there were a recorded 500 VCs, the number having grown exponentially from 171 in 1955.[14] In 2017, 511 VCs were recorded, showing a growth of 2% in fifty years and with almost half of the VCs (236) dormant or inactive[15]. In Trinidad there are 275 active VCs compared with 787 other groups which are active.

The movement itself, and many active Village Councils are confronted with a number of challenges which negatively impact the community development process. Some of these challenges and impacts include:

- limited capacity to manage effectively and serve the community needs
- inactivity or absence in some communities
- inability to attract/conflict with youths, which undermines the VC's sustainability
- lack of representativeness in many communities
- perception of political bias
- ineffectiveness in optimally and equitably managing Community Centres resulting in many instances of conflict, underutilisation, and physical deterioration
- misfit between community programming and critical community needs, due to an over emphasis on transactional or operational issues/programming rather than transformational ones, and
- a lack of transparency and accountability.

In the context of these challenges, the movement has not asserted itself as a reliable and representative[16] developmental organisation, while other local organisations have arisen to fill the void left. Accordingly, there is the need for the community sector to determine the type, shape and fashion of participatory representation the sector would desire. The Ministry of Community Development, Culture and the Arts commits to the widest participatory engagement with the community sector and recognises bone fide organisations and interests at the community level as having the right to: (i) associate with organisations of its choosing, and (ii) come to the table and take a leadership role in shaping the transformation of its

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[14] Plowden, Stanley Kenneth. As early as 1972, a Commission of Enquiry appointed by the then Governor General, Sir Solomon Hochoy, found the Village Councils' membership to be "small and unrepresentative". (1989).
[15] Community Development Division. Data provided from its registry of community based organisations. (2018).
[16] Plowden, Stanley Kenneth. As early as 1972, a Commission of Enquiry appointed by the then Governor General, Sir Solomon Hochoy, found the Village Councils' membership to be "small and unrepresentative". (1989).

community space. The government will however determine as a matter of policy, the guiding parameters for its relationship with any and all local entities.

1.1.4 Community Facility Construction and Management

One of the positive traditions adopted from the United Kingdom in the 1940s was the voluntary construction of Village Halls by Community Councils, as part of an 'each one teach one' approach to welfare assistance in Trinidad and Tobago. Successive pre- and post-colonial governments have supported these efforts, first by the dollar-for-dollar construction initiative and by 1967, structuring the size and costs of community centres into three types of facilities based on the size of the area to be served. At this time, Government's contribution to the construction of community centres ranged from $10,000 for type A centres to $5,500 for the type C or the smallest of centres.

As the population grew in size and demands and social issues remained critical, larger facilities were desired both to service wider catchment areas and also to allow these facilities to be centres of development, catering for meetings, training classes, other development activities, community events, recreation and culture and the arts. These objectives saw the construction of three (3) Civic Centres in the late 1960s and 1970s, seventeen (17) Regional Complexes in the 1980s and 1990s and the commencement of the community centre modernisation programme targeting one hundred (100) centres in 2004. Accordingly, community centres are currently constructed at an approximate cost of $9.5m each in Trinidad and $9m each in Tobago, with standardised facilities depending on the space availability. For the most part the centres must be shelter ready, with an external tank farm and must have:

- larger auditoriums with audio-visual rooms
- high-tech lighting systems
- kitchens for training in the culinary arts
- computer rooms with internet access
- gymnasiums
- classrooms, and
- a greater number of rest rooms and bathroom facilities with accessibility for persons with disabilities.

Additionally, in the last decade or so, and in response to a number of issues including political expediency and community and inter-community dynamics, a number of other facilities of various sizes referred to as home-work centres or activity centres were constructed. As such, the Ministry with responsibility for

community development is now responsible for the oversight, management and upkeep of some three hundred (300) community facilities in Trinidad alone.

It must be noted that just as there was variety in the type of facilities constructed, so too was there variety in the management arrangements. The Village Council management of community centres, notwithstanding excellent and heroic efforts, was generally assessed to be inefficient, ineffective in terms of the use of the facilities and a source of community conflict, from as early as the 1970s[17]. The Civic Centres (CC) were generally better managed. These used a Board of Management (BOM) and were staffed with public officers. The Regional Complexes (RCs) which followed also utilised a BOM, but with contracted staff and firms for the provision of custodial services. This latter arrangement was fraught with issues regarding the powers given to the BOM without the necessary authority. The management of the RCs has also been criticised for mis-management of funds, poor facility conditions, the underutilization of many facilities and trade disputes.

The Ministry is committed to excellence in management and the optimum use of all community facilities and overtime will complete its ongoing exercise of rationalising the management of all community facilities. In 2017, it restructured the BOM and staffing arrangements for Regional Complexes and will do the same for community centres in 2018 and beyond. The restructuring will ensure appropriately delimited functions for the BOM and will place the responsibility for all staff and procurement of services in the hands of the Ministry.

Community Centres are at the very heart of the "community development" process as they are major vehicles for promoting community growth, development and transformation. For this reason the state has continued to support their development and upgrade in the midst of a challenged economic situation. Accordingly, from 2016 to the present, a total of $46,466,875 was spent on the construction and or upgrade of community facilities, while revised/streamlined managerial arrangements are being implemented. The vision for community facilities is that they are fully utilised, vibrant centres for innovative community activities and development programming, consistent with the peculiar needs of the community they serve. To this end, government takes seriously its responsibility for investing in appropriate spaces and for ensuring the maximum return on investment of scare resources in human capacity development.

1.1.5 Community Capacity Building and Institutional Strengthening

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[17] Craig, Susan. The People's National Movement employed a deliberate strategy of involvement in the VCs both as part of a strategy of political education in a nationalist era but also so that resources could be channeled to communities. (1974).

Capacity Building and Institutional Strengthening (CB&IS) are two (2) critical community building strategies employed by Welfare/Community Development Officers over the history of community development in Trinidad and Tobago. District Welfare Officers who started the Welfare and Community Councils in the 1940s were also the first to implement this type of support to the local groups. CB&IS then became a staple of the Community Development Division, focused on building the capacity of the Community Development Officers (CDOs), as well as ensuring that VCs and other community based organisations were appropriately structured and empowered to lead the development processes peculiar to their spaces. Accordingly, some of the CB&IS initiatives included good governance and leadership, organisational planning and management, impact monitoring, reporting and programme evaluation, grant application requirements, financial management and event management.

Another key institutional strengthening (IS) strategy of the CDD is that of group servicing. There are approximately 275 VCs and 787 other groups in operation throughout the nine (9) Community Development Districts of Trinidad. The Community Development Officers interact with or service these groups on a daily basis, responding to queries or concerns, assisting with issues relevant to the group registration process, ensuring that the groups are well structured, operating efficiently, addressing issues of conflict, change management, providing guidance as to empowerment strategies and social interventions for children, youth and families, and otherwise mainstreaming community development practice.

The Draft National Policy on Sustainable Community Development will strengthen the framework for Capacity Building and Institutional Strengthening of both the CDOs and CBOs, to ensure that the goals of community transformation are effectively pursued through empowered Officers and Organisations.

1.1.6 Community Based Organisation (CBO) Registration

The process of registering Community Based Organisations (CBOs) began with a Cabinet policy decision in 1967, requiring the Community Development Division to maintain a register of Village and Community Councils. In addition to Village Councils the community sector is impacted by other local organisations including women's, children and youth, sport, faith based, cultural, environmental, agricultural, non-governmental and service organisations among others. The CDD works with this wide range of organisations as the latter pursues various aspects of development at the community level.

Group registration is a necessary and peculiar aspect of group servicing. The MCDCA maintains the largest register of CBOs in the public sector with over 2500 registered and approximately 1000 known to be active. Group registration is that important mechanism by which the Ministry ensures the bona fide status

of partner organisations. This is paramount as, inter alia, millions of dollars are disbursed to these organisations on an annual basis in the form of grants through several of its funding windows, including Community Action for Revival and Empowerment (CARE), Culture and Creative Arts Funds (CCAF), and National Days and Festivals Funds (NDFF). Moreover, in keeping with the Financial Action Task Force (FATF), the Ministry is also concerned to ensure that these partner organisations are not subject to criminal capture by terrorist organisations and used as funnels for financing with terrorist intent.

In light of the above, and considering the key role of CBOs and NGOs in community development, strengthening the CBO registration process, including removing defunct organisations, establishing clear accreditation mechanisms, and improving the data capture on organisations will help ensure that at all times bona fide organisations are engaged in assisting communities to achieve their development aspirations.

1.1.7 Community Education Programme (CEP)

The Community Education Programme (CEP) is one of the flagship and anecdotally, the most impactful initiatives of the Community Development Division. The CEP is also very reminiscent of the early community based initiatives of the 1940s when skills training was a key component of the each one teach one approach by the Welfare/Community Councils. Skills training was also a feature of the Better Village Programme of the 1960s. The current programme comprises four (4) components namely, the: Domestic Support/Skills Training Projects, Entrepreneurial Development Projects, Leadership Development Projects, and Community Awareness and Sensitisation Projects. The CEP provides education and skills training to assist people in various communities to attain sustainable employment opportunities to alleviate poverty and, promote equity and harmony in society. The training is provided free of charge and is accessible to all regardless of age, gender, race, educational attainment, and social and economic status, religious or political persuasion. The programme targets the unskilled, unemployed and/or the underemployed and provides critical domestic support for low income householders by equipping them with the following skills to:

- enable them to engage in home-based production of goods and services
- reduce household expenditure
- allow for more effective use of scarce financial resources
- improve their standard of living, and
- create some measure of sustainable employment.

Funding for the programmes is provided by the Government of the Republic of Trinidad and Tobago (GORTT). This includes monthly stipends to tutors for the 5/6 months ($180.00 per session) and the

provision of some equipment and materials for demonstration purposes at a cost that ranges from $1,000 - $5,000 for higher priced materials per relevant course.

To date, the CEP remains a highly attractive and heavily subscribed programme among the citizens. Over the years 2013-2017 some 29,986 persons participated in the CEP programme, and some graduates go on to become entrepreneurs. Recognising the vital role CEP plays in skills development, the government is committed to continue using the CEP as a tool to pursue economic development within communities. The emphasis of monitoring and evaluation as part of the DNPSCD will ensure that the full impact of this initiative is understood.

1.1.8 Community Development Day/Festival

The Government in 2013, established July 5th as Community Development Day. The aim of this commemoration is to showcase the various community intervention strategies of the Ministry and its key stakeholders with a view to highlighting the value and potential of community based development. The celebration was therefore conceptualised as a day when residents could be sensitised about the importance of community involvement, community decision-making and community development. In commemoration of Community Development Day, a series of activities are prepared each year to: (i) educate persons about getting more involved in the community development and volunteering in their area; (ii) register new and existing groups; and (iii) facilitate greater awareness of the community sector development programmes offered by the MCDCA. Key strategies have included: (i) the hosting of community festivals in selected communities showcasing the talent and unique cultural practices; (ii) the sampling of various heritage sites; and (iii) the sale of locally produced handicraft and other products of residents thereby providing an opportunity for income generation.

The DNPSCD recognises Community Development Day and the related Community Festivals as mechanisms with great potential to highlight development efforts in the communities, stimulate wider community participation in development and contribute to the livelihoods of local artisans/entrepreneurs.

1.1.9 Community Development Partnership Forum

The Community Development Partnership Forum (CDPF) is a biennial forum initiated by government in 2013, aimed at contributing to the growth and development of the community development practice in Trinidad and Tobago and by extension, the wider Caribbean region. The CDPF is an excellent opportunity for professional development. It is a home grown platform for community development practitioners, locally, regionally and internationally to share experiences, lessons learned, strategies and knowledge,

thereby providing exposure to and for local practitioners across the community development spectrum, regarding the state of the art in the practice. Three (3) fora have been held since the inception in 2013 as follows:

- CDPF I considered the social, economic and institutional elements of community development

- CDPF II focused on Community-based Entrepreneurship and Innovation: A strategy for Small Island Developing States (SIDS), and

- CDPF III was a culmination of the first two fora which underscored the need for a comprehensive policy framework to guide the practice of community development in Trinidad and Tobago. CDPF III was part of the consultative process towards the development of the current National Policy on Sustainable Community Development.

The implementation of the DNPSCD as the first of its kind in Trinidad and Tobago and the English Speaking Caribbean, will require careful change management, and ongoing capacity building to both strengthen and elevate the practice of community development as a recognised key driver of national development. The Community Development Partnership Forum will play an invaluable role in this process of change and development and will identify this country as a leader in sustainable community development practice.

1.1.10 The Central Grants Secretariat (CGS)

The Central Grants Secretariat unit was established in 2016 as the grant funding arm of the Ministry mandated to provide this service to Community-based, Faith-based, Cultural and other Non-Governmental Organizations and individuals. The grants in support projects that contribute to building the community, cultural, religious and creative sectors of Trinidad and Tobago under the following four (4) funding windows:

- Community Action for Revival and Empowerment (CARE)
- Grants disbursed under the vote Non-Profit Institutions (62/04/005/15 NPI Culture Division[18] (considered two windows respectively for individuals and organisation), and
- Grants disbursed under the vote Non-Profit Institutions (62/04/009/06) for National Days and Festivals[19].

For the most part these are long standing windows of support reflecting stability in government policy. Cabinet in 1984 set aside funds managed by the Culture Division, to promote, develop and ensure the

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[18] Grants under this vote are unofficially referred to as the Culture and Creative Arts Fund [(i) CCAF for Individuals) and (ii) CCAF for Organisations]

[19] Grants under this vote are unofficially referred to as the National Days and Festivals Fund (NDFF).

continuity of our cultural art forms and expressions through the vehicle of the creative, performing, literary and visual arts, and the preservation of our tangible and intangible heritage and cultural. In the case of CARE, this was originally established in 1992 to support projects designed to build resilient communities, address community problems and challenges, and build community cohesion. In 2013, there was the rationalisation of funding specifically targeted for projects and events that will facilitate commemorations and celebrations at a national level and in communities, so as to preserve and promote the cultural traditions and values associated with our national days and festivals. Cabinet therefore approved the specific line item for funds allocated to National Days and Festivals. Since 2016, interim policy guidelines for the administration of these grants have been piloted, including the establishment of the Central Grants Secretariat (CGS), and clear application and assessment procedures.

A total of $39.6m and $20.4m were expended on these grants in 2016 and 2017 respectively in support of the active and innovative involvement of civil society in pursuit of national development goals. These grants will continue to be a major resource for partner organisations in the implementation of the DNPSCD, as it promotes development under the four (4) development pillars of; human and social, economic, cultural and environmental development.

1.1.11 Community Mediation Services Division (CMSD)

Community Mediation was introduced to Trinidad and Tobago in October 2000 as an alternative to the litigation process. It would provide mediation services to first-time offenders charged with certain criminal offences as well as persons involved in disputes in a limited number of civil and family matters as identified in the Community Mediation Act, No. 13 of 1998 as amended by Act No. 45 of 2000. The Community Mediation Division was established in 2006, to provide on an ongoing basis, human, physical and technical resources to facilitate the peaceful management of conflict among individuals, in families and communities. To this end, the division implements a number of initiatives which aim to encourage the adoption of behaviours which represent the philosophy of mediation, restoration and peace building.

These initiatives include peer mediation, conflict management training, leadership skills development, anger management, communication and interpersonal skills, among other programmes specially designed according to the needs of the particular organisation or community. The initiatives are supported by the practices of mediation, social work and other therapeutic interventions as well as the facilitation of difficult conversations in communities and special interest groups.

During the period of 2006-2017 the Community Mediation Services Division served 57,181 clients in 12,365 mediated cases. Currently operating from eight (8) offices and centres throughout Trinidad and

Tobago, cases are brought to the attention of the CMSD through the referral or direct intakes. Referrals were either from the Court (55%) or self-referrals (45%). Direct intakes were either family intakes (67%) or civil intakes (33%).

The DNPSCD recognises that conflict is an inevitable part of individual and community interactions and sees the services offered by the CMSD as vital in the mitigation and resolution of community conflict. Mediation services will therefore be essential to addressing the issues associated with human and social development within communities across Trinidad and Tobago.

1.1.12 Culture Division

The Culture Division of the MCDCA focuses on the development of Trinidad and Tobago's many artistic forms. The Division partners with and gives support to the work of cultural organizations, community groups, arts based NGOs and artists and cultural workers. It also takes the lead on policy development and implementation for the culture sector. The Culture Division's main strategic objectives are as follows:

- development of Competencies in the Literary, Visual and Performing Arts through programmes including, Music Schools in the Community, Cultural Camps, National Arts Management Intensive Training Programme

- contribution to the development of Cultural Industries, with initiatives such as the National Registry of Artists and Cultural Workers, Mentoring by the Masters

- festival Development, for example the 3 Band Gallery Hop

- heritage Preservation through for example the National Days and Festivals Exhibition Series, and

- Professional Arts Companies [Managing the National Performing Arts Companies inclusive of the National Steel Symphony Orchestra (NSSO), National Philharmonic Orchestra (NPO) and the National Theatre Arts Company (NTAC)].

The work of the Division empowers communities by ensuring effective access to and participation in cultural activities for all as an essential dimension of promoting an inclusive society. Moreover, cultural development is a pillar of sustainable community development.

1.2 The Tobago Experience

1.2.1 Division of Community Development Enterprise Development and Labour

The Tobago House of Assembly (THA) in its current configuration was created by Act 3 of 1980 and designed to make better provision for the administration of the island of Tobago[20]. Later, under the Fifth Schedule of Act 40 of 1996, thirty three (33) areas of responsibility were assigned to the THA - community development being one of them[21]. Up to that time, the management of community development in Tobago fell under the purview of the Ministry with responsibility for Community Development and would therefore have been subject to the same evolutionary process. The THA continued the pattern of community development established under leadership from Trinidad, with peculiarities consistent with the unique culture and needs of Tobago.

The THA established the Division of Community Development, Youth Affairs and Sport, with the Department of Community Development as the agency with direct responsibility for community development. That Department would have been re-assigned to the Division of Community Development and Culture up to January 2017 and today it sits in the Division of Community Development, Enterprise Development and Labour (DCDEDL). The configuration of this Division is progressive and contributes obvious benefits to the community development process given the nexus between community and enterprise development, community and environmental protection, health and safety.

The Department bares a similar structure to its Trinidad counterpart with field officers responsible for specific communities in the East, West, North and South of the island, responsible for social programmes and community initiatives are outlined at Figure 1 below.

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[20] Ministry of Attorney General. "Towards Internal Self-Government for Tobago: A green paper." (2012)
[21] Laws of Trinidad and Tobago. Tobago House of Assembly Act Chapter 25:03. Act 40 of 1996

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        └──│ Social Cohesion and Mobilisation│
           │     Programme (SCMP)        │
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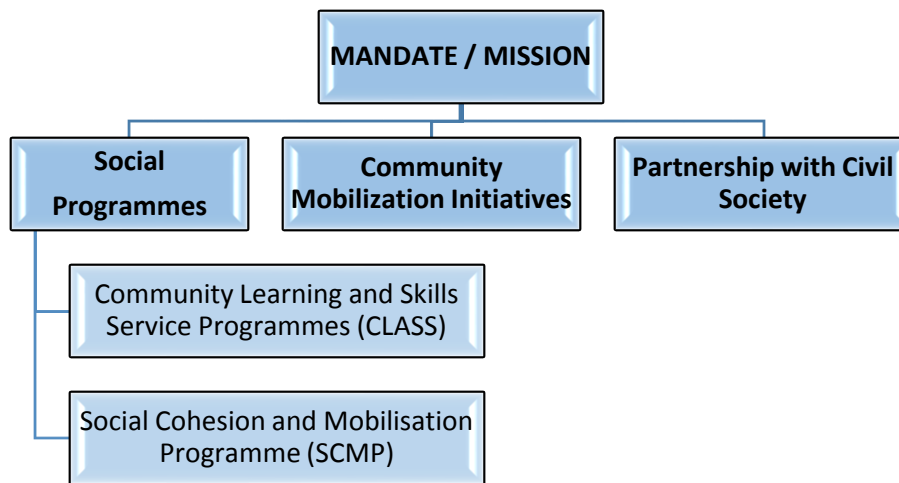
Figure 1: Main Programme Responsibilities of the Department of Community Development, DCDEDL, THA.

SOURCE: Tobago House of Assembly

Partnering with Civil Society Organizations was the foundation of operations for the Department of Community Development in Tobago. Then, community development was otherwise known as the "People Development" and volunteerism served as the basis for programmes. Programmes and projects were heavily focused on supporting Non-Governmental Organizations, Faith Based Organizations and Community Based Organizations namely: Village Councils and Women's Group.

Village Councils had a lot of power and responsibility within communities in the early days. It was customary, for example, for persons seeking employment to obtain a letter of recommendation from their respective Village Council. They also identified issues within their communities and came up with ideas, programmes, projects and made recommendations to the Department to have them addressed.

As in Trinidad, the construction Community Centres by the THA and residents was a significant feature of community development, with Village Council management of the facilities. The Adult Education Programme and Handicraft Development were also features of the Tobago experience, aimed at improving the quality of life and providing continuing education and skills training for the people of Tobago. The Handicraft Development Programme resulted in the formation of unique entities in the Batik Unit in 2001 and Screw Pine Processing Unit in 2009.

1.2.2 Social Programmes

The Community Development Department is responsible for the development of sustainable communities and pursues this objective through various Social Programmes and Community Mobilization Initiatives as per Figure 1.

Initiatives under the Community Learning and Skills Service Programme (CLASS) are the Department's umbrella interventions for skills development, training and empowerment of individuals and communities. Programmes include the Adult Education Programme which was rebranded the Vocational Skills Training Programme in 2012; the Capacity Building workshops which provide training to Civil Society Organizations; and the Artisan Tutor Unit for Handicraft Training.

The Social Cohesion and Mobilisation Programme (SCMP) is the Department's primary programme for all community activities or initiatives focused on addressing social issues such as health, wellbeing, crime, deviance and poverty. Initiatives in this vein include: the Cool Kids Camp; the Centenarian Appreciation Programme; the I am WOMAN (Wise Outstanding Motivated Adventurous Noble); the MACHO (Multifaceted Assertive Caring Healthy Outstanding); Asset Based Community Development (ABCD) Programme; Pride of Tobago Project and Night Markets.

1.2.3 Community Mobilisation Initiatives

In May 2017, the DCDEDL in its efforts to greater serve communities in Tobago, launched the decentralization of Government Services at thirteen community facilities within the twelve electoral districts. Services offered at these facilities included that of the various departments within the DCDEDL, such as registration of Civil Society Organizations, Community Skills Bank and Business Register, information on programmes and labour related matters, business development loans and grants, and the submission of applications for Senior Citizens yard clean-up, bulk waste removal programme, among others. The DCDEDL also partnered with the Social Services Department (SSD) of the Division of Health, Wellness and Family Development to make available access to the range of welfare grants offered by the SSD.

1.2.4 Partnerships with Civil Society

Partnerships with Civil Society refer to our continued engagement with Community/ Village Councils and other Civil Society Organizations through meetings, engagement and support. Though Tobago is considered small, every community has its own unique characteristics and challenges, yet they share common concerns including environmental protection, political bias and a lack of volunteerism. The role of the Community Development Department is to provide these organisations with professional technical support to ensure excellence, transparency and accountability in all matters.

Support to the key community sector stakeholders and residents is enhanced by the configuration of the DCDEDL, which has facilitated integration and mutually beneficial partnership among the Departments

responsible for Community Development, Enterprise Development, Labour, CEPEP and OSH. All Departments/Units play an integral role in the development of sustainable communities throughout Tobago. The Enterprise Development Department is committed to developing new entrepreneurs, and as such can provide grant funding and financial assistance to individuals trained under the Vocational Skills Training Programme. The Business Development Unit also provides the expertise and financial support needed to take participants to the next level of successfully owning and operating their own businesses. Partnership with CEPEP can be explored to enhance the Social Cohesion and Mobilisation Programmes such as: Pride of Tobago whose objective is to promote a clean green serene Tobago, and markets for and partnerships with Civil Society. Moreover, through integration with the Labour and OSH Departments, it is envisioned that the entire Division and stakeholders will benefit from best practices in labour relations and Occupational Safety and Health.

1.2.5 YZone

The Department of Community Development is also working towards approvals for the Management of Community Facilities and YZones (Youth Friendly Spaces) Policies respectively. The Policy for Management of Community Facilities gives consideration to: equity in the use of the facilities by all groups in the community; the appropriate activities to keep the Community Facilities open throughout the day; and accountability for funds received for rental of the facilities. In the case of the Management of YZone Policy, a YZones Constitution is to be established, with the involvement of Tobago youth who will have joint responsibility for oversight and management of the YZones. A YZone Operations Assistant will handle the day-to-day operations of each facility.

Community Facilities which include YZones are viewed as tools of development, spaces and places where Tobagonians can be exposed to requisite skills and training opportunities that would facilitate valid contributions to the overall development of the island. However, Community Facilities (Centres), in most instances were poorly managed and operated. The institution charged with the responsibility for general programming and maintenance, i.e. the Village Councils, are currently in a state of decline. The DCDEDL and the Tobago House of Assembly in general is similarly faced with a challenge to ensure that there is meaningful return on investment and to re-examine the existing approach to facilities management.

In addition to its current arsenal of initiatives, the DCDEDL is committed to other strategic measures for the sector, as part of a coordinated and national approach to building sustainable communities. These include:

- Monitoring and evaluating of programmes and services to ensure value for money and proper performance measurement

- Growth of community economies by focusing on four (4) core areas: Agriculture, Eco-Tourism, Textiles, and Entrepreneurship

- Revamping the partnership with Organizations in Tobago to promote Community Based Projects and Programmes to demonstrate corporate and social responsibility

- Actively engaging the Association of Village and Community Councils to facilitate the revival of Village/ Community Councils, and

- Institutionalising the De-centralized key Government Services and Programmes.

1.3 National and International Policy Context

The DNPSCD takes cognisance of, is guided by and supports national, regional and international policies and conventions as set out below.

National Development Strategy (NDS)	
The DNPSCD is informed by the NDS (Vision 2030), and is connected to the five (5) themes of the NDS outlined below:	
- Theme I: Putting People First: Nurturing Our Greatest Asset; - Theme II: Promoting Governance and Service Excellence; - Theme III: Improving Productivity Through Quality Infrastructure and Transport;	- Theme IV: Building Globally Competitive Businesses and - Theme V: Valuing and Enhancing Our Environment

Social Sector Policies, Trinidad and Tobago	
The DNPSCD lends support to the following policies:	
- The National Social Mitigation Plan 2017 -2020 - The National Parenting Policy - The National Tourism Policy of Trinidad and Tobago - Community-Based Tourism Policy - National Poverty Reduction Strategy (NPRS) - National Policy on Persons with Disabilities	- Policy for the Education Sector - Draft National Child Policy - National Policy on Gender and Development - Draft National Policy on Co-operatives - Draft Trinidad and Tobago National Sport Policy (NSP) 2017/2027 - Draft National Youth Policy

Legislation, Trinidad and Tobago	
- Municipal Corporations Act 2013 - Land Acquisition Act 2015 - Freedom of Information 2009	- The Mediation Act No. 8 2004 - Community Service Orders Act 2011

- Environmental Management Act 2000	- Farmers Advances Act Chapter 63:51 Amended by 46 of 1979 *24 of 1981

International Agreements and Conventions	
- The Sustainable Development Goals (SDGs) 2015 -2030 - The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions 2005 - The International Covenant on Economic, Social and Cultural Rights 1976 - The Employment Policy Convention 1964 - The General Agreement on Tariffs and Trade 1948 - The Agreement on establishing the International Fund for Agricultural Development 1976 - The UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage 1972 - The Convention for the Safeguarding of the Intangible Cultural Heritage 2006	- The UNESCO Convention on the Protection of the Underwater Cultural Heritage 2009 - The United Nations Framework Convention on Climate Change 1994 - The Universal Copyright Convention 1952 - The Declaration on the Right to Development 1986 - The Universal Declaration of Human Rights - The United Nations Declaration on the Rights of Indigenous Peoples - The Convention on the Rights of Persons with Disabilities, New York 2006; and - The Lisbon Declaration Youth Policies and Programmes 1998.

1.4 Situational Analysis and Rationale

Community development in Trinidad and Tobago has been a dynamic, state driven and collaborative process, involving multiple stakeholders from the public, private and civil society sectors. Understanding, the important connection between community and national development, the Government and the Tobago House of Assembly have invested immensely in terms of financial, human and technical resources in the process of community development over the past seven decades.

Community based organisations, including the Village Council Movement, have played critical roles as partners with Government at the local level, in terms of infrastructural development, programmes for children, youth and families, skills training, and a range of cohesion building efforts.

However, notwithstanding the collective efforts over the past years, to improve the social, economic, and cultural conditions of communities, many communities continue to be challenged by a number of socio-cultural issues. These issues, all highly associated with vulnerable communities are manifested in:

(i)   a breakdown in moral, spiritual, family and community values

(ii)   (ii) the alarming rate of homicides and gang activity

(iii)   persistent issues of; the school dropout rate, school violence and delinquency, teenage pregnancies, and attitudes of dependency and entitlement, and

(iv) community conflict; the lack of cohesion and collaboration among community organisations, and the absence of a clear vision for the development of individual communities.

Qualitative research and consultative activities conducted over the period October 2016 to September 2017, to inform the DNPSCD[22] revealed that community interventions in the absence of any clear strategic development framework has contributed to:

- uncoordinated and in some cases inappropriate approaches to community interventions by various sectors
- one size fit all approach to community programming
- little or no collaboration across the government agencies
- gaps and overlaps in the delivery of community development services
- role ambiguity among Ministries in respect of the responsibility for the delivery of community services
- the perception of a top down approach to community development
- the moving away from/dissatisfaction with the Village Council Movement and the related view of the Village Council as just another community group
- the perception of inequity in the distribution of resources across communities
- overdependence on Government for funding to pursue community interventions
- underutilisation of the full range of community resources especially community facilities, and
- the absence of a Monitoring and Evaluation System to measure the effectiveness of Community Development work.

These factors have all contributed to the wastage of resources and have had in some cases minimal and unknown impact of community development interventions.

National, regional and international developments demand a more coordinated and impactful strategy for community growth and development. Community development is key to addressing the social

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[22] The MCDCA undertook the research activities as part of the Current State Analysis for the NPSCD over the period October 2016 to February 2017, as well as engaged in a number of consultative meetings with public, private, civil, academic and community organisations between April and September 2017.

scourges that continue to plague many areas. Further, it is key to producing and nurturing innovative and productive citizens who contribute to the achievement of the country's national development goals.

The DNPSCD is considered urgent in the face of a number of global impacts on this nation's local context including: (i) the global economic climate fuelled by drastically depressed oil and gas prices and the potential impacts of increased protectionism by first world nations and the pace of local economic diversification; (ii) other challenges associated with our status as a Small Island Developing State (SIDS) including the effects of climate change such as the rising sea levels and temperatures and their impacts on low lying communities, food production and coastal erosion; and (iii) the more recent development challenges, such as, the rapid pace of Information Communication Technology (ICT) coupled with limited access by some community members. The presence of modern technologies, although teeming with opportunities for sustainable community development also poses a threat to the cultural sovereignty of some communities.

These and other circumstances globally, coupled with Trinidad and Tobago's history of infrastructural, institutional and programmatic investment in the community sector, combine to generate numerous opportunities to be capitalised on, that can bring benefits to communities. Some of these opportunities include:

- access to international best practices, concepts and frameworks to guide community development planning in T&T
- excellent skills, local talent and social infrastructure in communities
- resources, knowledge, heritage assets to enable community economic development, innovation and sustainable livelihoods
- community economic development including; Community tourism, agriculture and small business development
- the promotion of national pride, inclusion, appreciation of culture and heritage and social responsibility among residents
- the use of community development as a conduit for the resolution of community conflicts and peace building through effective initiatives of the Community Mediation Services Division
- strengthening community based social crime prevention strategies through partnerships with relevant agencies
- the use of social media in community development strategies
- facilitating a more streamlined approach to community development including greater coordination and coherence in community development interventions, and

- standardising the practice of community development and building the capacity of all community development workers in the public, private and community sectors.

These are the circumstances and opportunities that drive the MCDCA's commitment and sense of urgency to deliver this product (the DNPSCD) in the national interest. The DNPSCD will benefit all citizens, particularly those who reside in vulnerable communities and who work in the community sector.

2.0 Policy Framework

2.1 Policy Scope

The DNPSCD pursues in a coordinated manner, the building of the capacity of communities to identify and solve their priority development challenges, utilising the guiding conceptual framework of sustainable development. This holds that development is incomplete without taking into consideration the interactions between the social and human, the economic, the cultural and the environmental aspects of development. It therefore requires strategies that pursue the current priorities bearing in mind the needs of future generations.

Recognising that communities are microcosms of the nation, and that community challenges are inherently multi-dimensional, the DNPSCD provides a collaborative framework within which community aspirations could be pursued. That framework is a 'whole of government'[23], "whole of society"[24] model bringing together the relevant resources of the state, corporate and other civil society entities to work in harmony with community assets.

The DNPSCD uses a bottom-up development model which focuses on community growth and transformation. This model requires considerable process reform, strengthened inter-Ministerial relationships, and innovative intervention. It will involve capacity building and institutional strengthening of community stakeholders, social re-engineering of our youngest citizens and the mainstreaming of community development practice. The DNPSCD therefore provides a framework that can be adopted or adapted by all communities, but is focused on the more vulnerable communities of Trinidad and Tobago.

2.2 Vision

The vision of the DNPSCD is consistent with the vision of the MCDCA which is to build "*Resilient, culturally rich communities*."

The vision is reflected in the DNPSCD model of sustainable communities, which is focused on the four (4) development components, namely: (1) human and social (2) economic (3) cultural and (4) environmental. See Figure 2 below.

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[23] Government of the Republic of Trinidad and Tobago. "Vision 2030. Many Hearts, Many Voices, One Vision." (2017).

[24] Government of the Republic of Trinidad and Tobago, Ministry of National Security. "National Crime Prevention Programme." (2017)

The **Human and Social** component involves a vision of communities that are well-served by appropriate programmes and services for residents (children, youth, families, the unemployed etc); and where residents are resilient – empowered to take responsibility for addressing local issues; and where communities are well-connected, well-governed and safe.
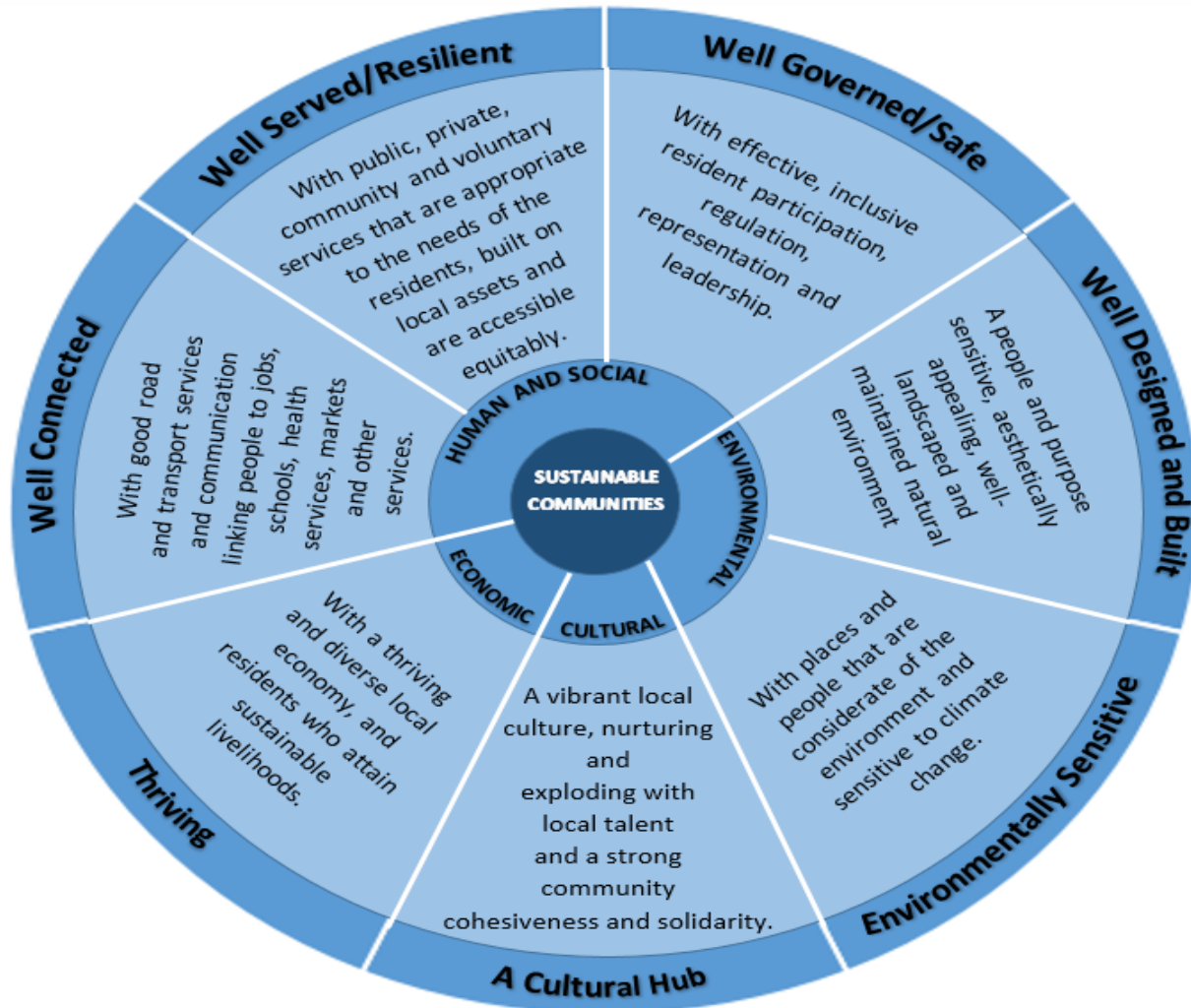
Figure 2: Vision for Resilient Culturally Rich Communities

Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2018.

The **Economic** component envisions communities which have thriving and diverse economies, and where residents can create income generating opportunities. The **Cultural** component has a vision of communities as dynamic, vibrant cultural hubs with residents well served by/engaged in a menu of cultural activities. The **Environmental** component adopts a vision of well-designed communities, well-built surroundings, well-landscaped, clean and having residents who are environmentally sensitive.

2.3 Mission

The mission of the DNPSCD is to achieve sustainably developed communities by providing a clear framework which outlines and advocates strategies, processes, and institutional arrangements that support and empower communities towards this end. This is consistent with the MCDCA's overall mission "*to create an enabling environment for developing resilient communities, fostering cultural expression and inculcating national pride*."

2.4 Goal

The goal of the DNPSCD is to achieve sustainable communities through pursuit of the MCDCA's strategic goals for the Community Development thematic area, namely to:

i.   encourage strong community bonds

ii.   inculcate a sense of community pride

iii. create opportunities for communities to work together to accomplish common goals towards sustainable community development

iv.   support and guide community-based entrepreneurial projects, and

v.   provide support for the strengthening development of Community Based Organisations (CBOs) and individuals.

2.5 Objectives

i.   To establish and implement a national sustainable framework for strengthened, whole of government and multi-sectoral collaboration, integration and networking in the practice of community development.

ii.   To provide a clear framework for community mobilisation, leadership and participation in development.

iii. To facilitate the establishment and maintenance of standards and professionalism in community development practice.

iv.   To implement data driven, evidence based and innovative programming for delivery of well-targeted, effective community development programmes.

v.   To utilise the Community Mediation programme as well as facilitate the establishment of other structures and mechanisms for conflict resolution and management in community development.

vi.   To promote values, attitudes and behaviours that empower communities and engender a spirit of responsibility and volunteerism in community development.

vii. To integrate a sustainable development approach in the practice of community development to ensure the holistic treatment of development issues.

2.6 Core Values

The DNPSCD is informed and guided by a number of core values that are consistent with the global community development environment. These are illustrated in figure 3 and outlined below.
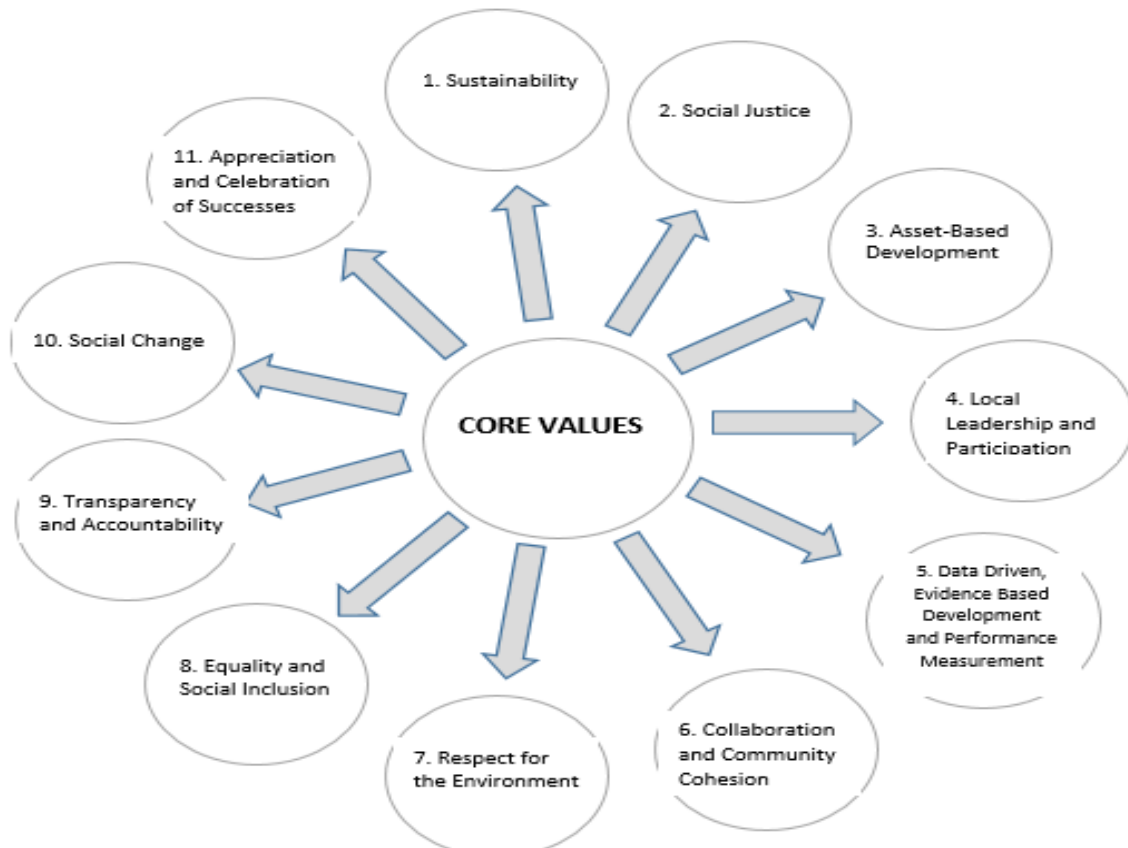
Figure 3: Core Values of the NPSCD

Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2017.

2.6.1 Sustainability

Sustainable community development refers to a philosophy of managing the community development process that:

- deals with the human and social , economic, cultural and environmental concerns in concert.
- addresses persons' needs for overall well-being through opportunities for:
  o personal growth and development
  o recreation and social interactions
  o earning capacity
  o creative and cultural pursuits

- o   access to quality goods and services, and

- o   safety.

- pursues these needs in ways which meet the demands of the present without jeopardising the ability to fulfil those needs in the future.

2.6.2 Social Justice

Policies, plans and programmes that place marginalised groups on an equal footing by protecting their human rights, enabling them to meet their needs and participate in economic activity and decision-making fora.

2.6.3 Asset Based Community Development

Asset Based Community Development (ABCD) is an approach to development that recognises the strengths, gifts, talents and resources that are present in individuals and communities, and helps communities to mobilise and build on these assets for sustainable development.

2.6.4 Local Leadership and Participation

The community is empowered where necessary, to lead its development alongside government workers and other external partners, and to pursue the fullest involvement of its members in shaping the development agenda.

2.6.5 Data Driven, Evidence Based Development and Performance Measurement

Community Development Officers and practitioners are equipped with knowledge, data, training and tools to facilitate flexible and targeted approaches to the development needs of communities. In addition, they will have the capacity to use qualitative/quantitative measures to assess the performance, progress, and impact of projects or programmes.

2.6.6 Collaboration and Community Cohesion

The community recognises that through collaboration and cohesion, its strengths and resources can be harnessed to contribute to improved planning and decision-making, leading to well-defined actions and sustainable outcomes.

2.6.7 Respect for the Environment

Pro-environmental values are promoted in all communities such that residents and organisations demonstrate respect for the environment through environmentally sensitive practices such as water and waste management, garbage disposal and agricultural practices, natural resources and energy usage, recycling, conservation and preservation that safeguards our future resources.

2.6.8 Equality and Social Inclusion

All community members, regardless of gender, age, ability, religion, race, ethnicity, culture, language, or social and economic status have an equal opportunity to become engaged in the community development process and are able to access its social and economic benefits.

2.6.9 Transparency and Accountability

Community residents and organisations hold each other to high standards of transparency and accountability and require the same high standards from external entities including government, private sector, NGOs and any other partners.

2.6.10 Social Change

The process of development is in deliberate pursuit of positive change as defined by the community itself.[25]

2.6.11 Appreciation and Celebration of Successes

The appreciation and celebration of successes stimulates innovation, validates the sustainable development process and strengthens the confidence of residents and organisations in their own capacities and inspires further action.

2.7 Outcomes

The following are the major outcomes and key performance indicators anticipated with the implementation of the DNPSCD. Further details will be presented at the Monitoring and Evaluation section at 6.0 and at Appendix II.

   i.   Increased and effective strategic oversight and collaboration among multi-sectoral partners in planning and coordinating efforts for SCD

   ii. Continuous monitoring and evaluation of the sustainable community development, processes, interventions and impacts

   iii. Representative community leadership

   iv. Community leadership capacity built

   v.   Standardisation of the Community Development practice and profession

   vi. Minimisation and resolution of conflict at the community level

   vii. Greater and easy access to data on communities to inform decisions and community action

viii.   Increased awareness and sensitivity towards the environment, and

ix.   Improved programming for SCD at the community level.

2.8 Key Performance Indicators

The Key Performance Indicators listed below at Figure 4 will be realised with the implementation of the DNPSCD.

- ➢ **MCSCD and RCSCDs Commissioned**

- ➢ **M&E Framework document**

- ➢ **CDCs Commissioned**

- ➢ **Completed leadership and development training for local organisations and interest groups**

- ➢ **Report and proposal for professional standards body developed and approved**

- ➢ **Conflict mitigation and resolution mechanism established**

- ➢ **Digital infrastructure and training**

- ➢ **Environmental sensitisation plan**

- ➢   **Clear community priorities identified**
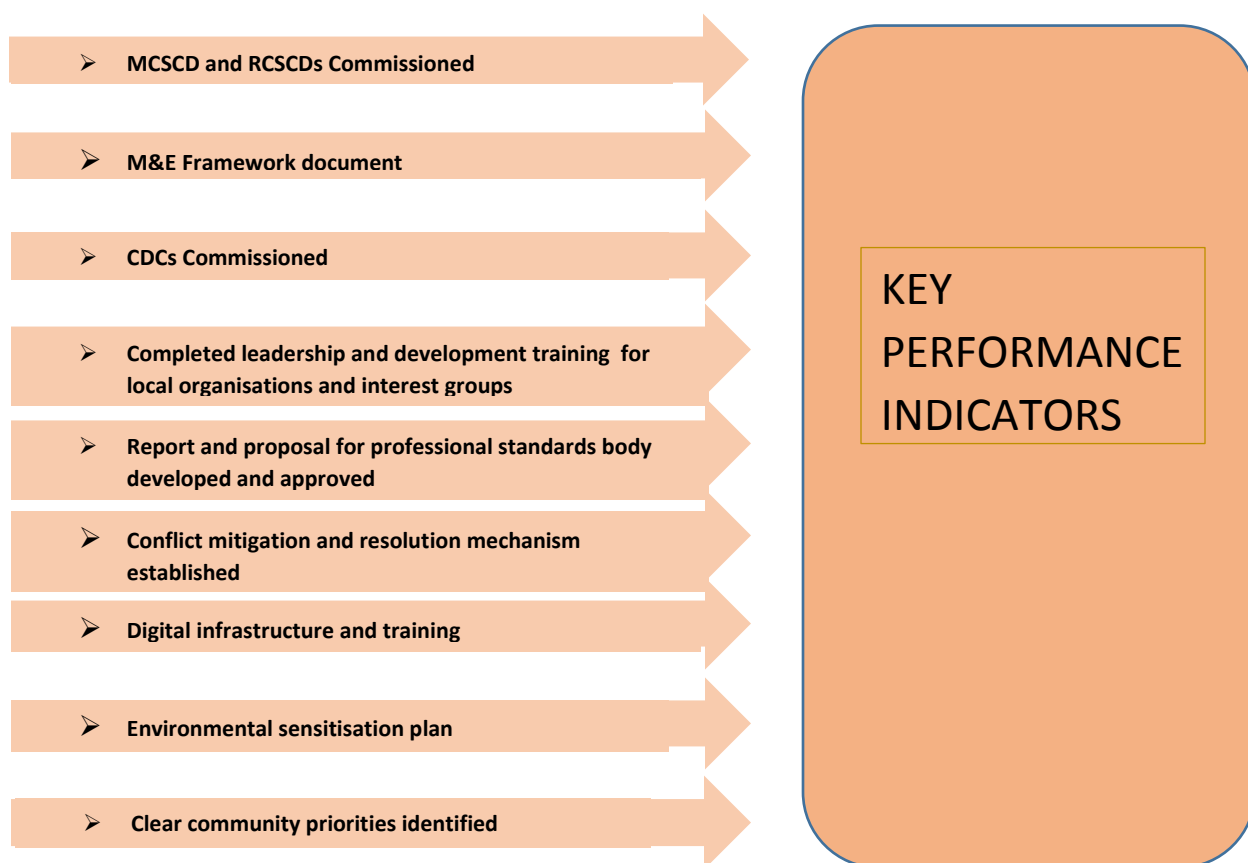
KEY PERFORMANCE INDICATORS

Figure 4: Key Performance Indicators associated with effective NPSCD implementation.

Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2017.

3.0 Policy Context – A "Whole of Government", "Whole of Society" Approach

The Government's National Development Strategy (NDS) 2016-2030 calls for Ministries to adopt a whole of government approach to service delivery, recognising that development objectives cut across the mandates of Ministries, and the various Divisions of the Tobago House of Assembly. The NDS proposes the adoption of this "whole of government approach" as a means to dismantling silos and achieving greater efficiency and impact. Planning in silos is particularly counter to community development which requires addressing multiple issues, many of which fall under the purview of partner government agencies.

Development is however, not only a public sector prerogative, since all sectors are impacted by and have a stake in sustainable community development. A "whole of society" approach therefore, seeks to ensure that all civil society stakeholders have a coordinated framework within which to contribute towards sustainable community development.

Due to its mandate, the MCDCA is in a strategic position to support and improve the level of coordination of efforts of Ministries and civil society entities as they relate to the development of communities. The same is true of the DCDEDL in respect of Tobago. Accordingly, the MCDCA and the DCDEDL respectively, must be seen as conduits, facilitators and leaders in matters pertaining to sustainable community development. In the performance of this role, the MCDCA and the DCDEDL will support and empower strong community structures on the ground in communities, provide state of the art facilities for development; provide guidance in terms of participatory strategies; provide access to community based data and engage in the monitoring and evaluation of development strategies. Moreover, by facilitating engagement in community based planning, MCDCA and the DCDEDL will respectively apprise Ministerial and Divisional and other partners of the development aspirations of communities, so that these aspirations could be at the forefront in the setting of Ministerial/Divisional agendas.

The MCDCA recognises the following Ministries as its key ministerial partners in the delivery of programmes and services that contribute to sustainable community development. The appropriate parallel Divisions will apply in the Tobago context. The DNPSCD advocates greater synergies with these partners based on their mandates and initiatives, some of which are outlined at **Appendix II**. It is noted that some Ministries have mandates which intertwine the classifications used here.

- Human and Social Development
    - o Ministry of National Security
    - o Ministry of Social Development and Family Services
    - o Ministry of Education
    - o Office of the Prime Minister – Gender and Child Affairs

- o   Ministry of Health

- o   Ministry of Sport and Youth Affairs

- o   Ministry of Housing and Urban Development, and

- o   Ministry of Planning and Development.

- Economic Development

  - o   Ministry of Labour and Small Enterprise Development

  - o   Ministry of Agriculture Land and Fisheries, and

  - o   Ministry of Tourism.

- Infrastructure Development

  - o   Ministry of Works and Transport

  - o   Ministry of Rural Development and Local Government, and

  Ministry of Public Utilities.

- The key civil society partners in the process of sustainable community development include:

  - o   The Corporate Sector

  - o   The Non-Governmental Organisations community

  - o   Academia, and

  - o   The International Development Agencies e.g. The United Nations Development Programme, Caribbean Development Bank etc.

The figure below provides a snapshot of the relevant services offered and delivered to the public/communities by the fourteen (14) social sector partner Ministries, as well as other key civil society partners.
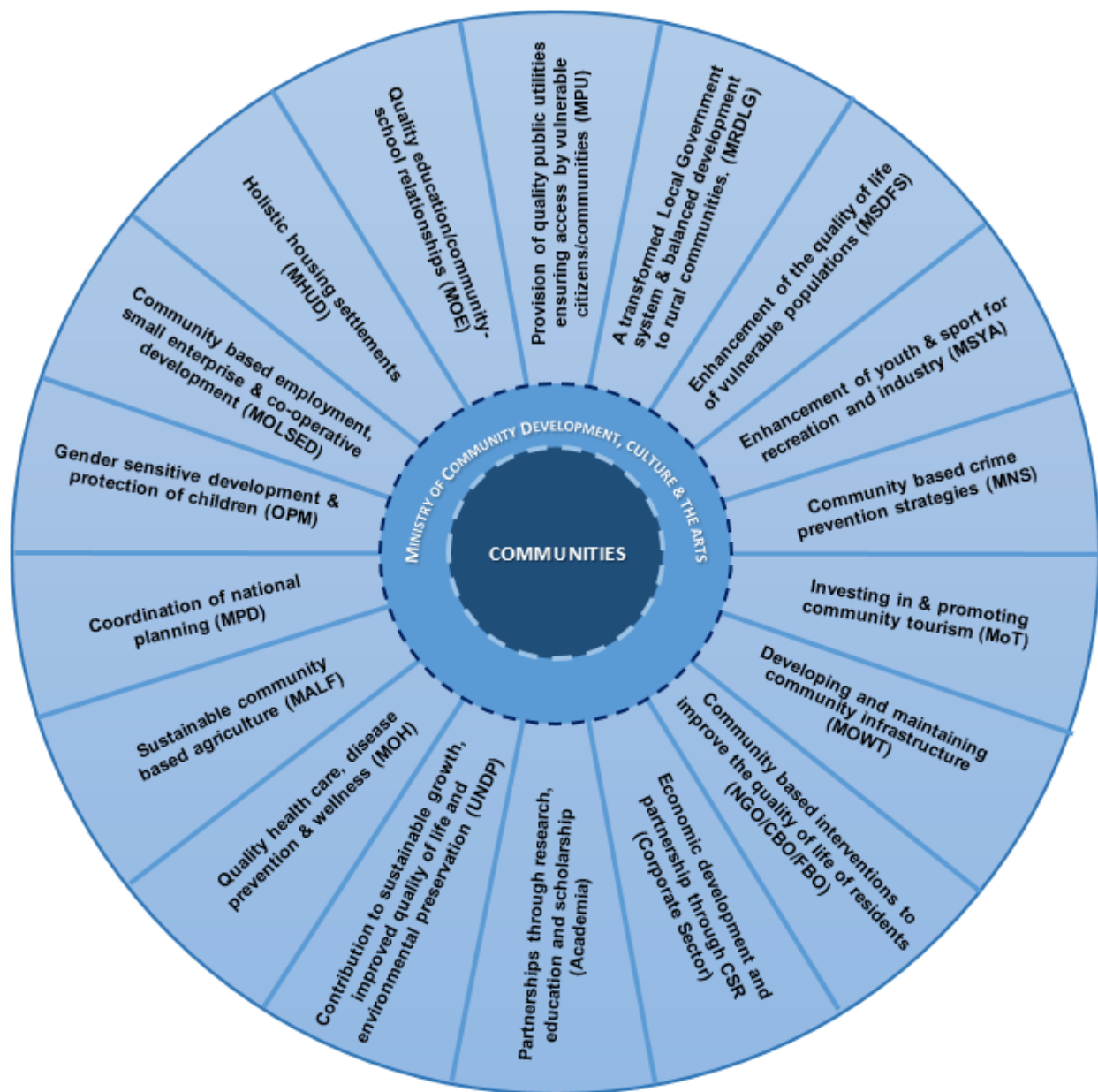
Figure 5: Model of Whole of Government – Multi-sectoral approach to Community Development
Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2017.

According to the Organisation for Economic Co-operation and Development[26], "Civil society is the multitude of associations around which society voluntarily organises itself and which represent a wide range of interests and ties". Civil Society stakeholders therefore, would include organisations such as

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[26] Organisation for Economic Co-operation and Development. "Partnering with Civil Society; 12 Lessons from DAC Peer Reviews". Civil society the multitude of associations around which society voluntarily organises itself. (2012), [www. oecd.org/publishing/corrigenda]

non-governmental organisations, community based organisations, professional associations, academia, trade unions, business associations, coalitions and advocacy groups, etc.

The success of the DNPSCD will be impacted by its relationship with civil society. The community, women's, faith-based, self-help groups and other interest groups will be the key architects of Sustainable Community Development (SCD) at the foundational level. The larger NGO community will be pivotal in providing professional support to the local efforts. The corporate sector will bring unique interventions and resources through its corporate social responsibility investments. Academia will be critical for standards, professional development, training, research and evidenced based technical support. The MCDCA in the formulation of the DNPSCD has, and will in its implementation, continue to engage with international development organisations such as the United Nations Development Programme, the International Development Bank et al. capitalising on the access to global development perspectives, expertise and resources.

4.0 Policy Statements and Recommendations

Extraordinary challenges demand equally compelling responses. This position taken in the draft National Development Strategy of Trinidad and Tobago 2016-2030 is extremely relevant to the community sector, and is the impetus for the DNPSCD. In order to promote deep and lasting development in communities, the approach of the DNPSCD is comprehensive and holistic rather than piece meal development. It proposes that for community transformation to take place, there is need for a community development strategy that is guided by a clear conceptual approach and the adoption of specific measurable overarching frameworks for action. These are outlined below:

4.1 Philosophy of Sustainable Community Development

Sustainable Community Development refers to the design and management of the community development process to support the multiple aspects involved in human development. It addresses persons' needs for overall well-being through opportunities for personal growth and development, recreation and social exchange, earning capacity, creative and cultural pursuits, safety, access to quality goods and services. These needs are pursued in ways which meet the demands of the present without jeopardising the ability to fulfil those needs in the future[27].

Sustainable Community Development is a balancing act that requires the management of community development processes that ensures that the social, economic, cultural and environmental aspects of development are addressed in a coordinated manner. For example, the health and general sense of well-being in a community can be achieved through caring for its natural and physical environment, as well as ensuring the availability of clean and/or green spaces for recreation and physical activity. Recycling, conserving and preserving natural resources lead to better health, longevity and aesthetics can also contribute to generating income and reducing expenditure. The economic well-being of the community can be improved by providing social services, for example child care services so parents could gain employment. The development of local talent and cultural centres create opportunities for cohesion, solidarity and generating incomes for individuals. The DNPSCD therefore calls for concerted action on the multiple facets of community development that would lead to resilience and sustainability.

To these ends, the DNPSCD takes a root cause approach to looking at community issues and empowering communities to do the same. This will require community stakeholders to approach the task of community development with a particular mind set towards or understanding of (a) their role as the

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[27] United Nations. "Report of the World Commission on Environment and Development: Our Common Future." (1987), [http://www.un-documents.net/our-common-future.pdf].

leading voice in the process of community development, (b) their responsibility to engage with fellow residents and external agencies towards the goal of transformed resilient communities and (c) their right to an equitable share of quality goods and services delivered by the state.

4.2 Key Components and Recommendations of the National Policy for Sustainable Community Development

4.2.1 Multi-sectoral Development

The DNPSCD adopts a multi-sectoral approach to development which recognises that individuals, families, communities and even countries are multi-dimensional and have many different parts and needs as outlined at Section 4.1 above. Accordingly, understanding, coordination, resources and interventions from various entities including the public and private sector, academia, NGOs, development organisations, local government bodies, and communities, are required. A fundamental platform of the DNPSCD is deep and institutionalised collaboration within and across these entities.

Government agencies as the entities with the national mandate for development must lead the way in forging the culture and practice of collaboration, creating platforms for the engagement of other agencies. As an example, the Corporate Sector in Trinidad and Tobago has been a strong contributor to social development and environmental preservation[28]. Coordination of efforts towards sustainable community development between the government and the community provides the private sector with the welcomed structure for focusing its corporate social responsibility (CSR) around clear and measurable development objectives at the community level.

Recommendations

i.   Implement institutional arrangements for multi-sectoral action at the national, municipal and community levels to oversee, coordinate, develop, allocate resources and monitor community development interventions.

ii.   Integrate the DNPSCD with key policies, programmes and strategies of partner Ministries and agencies.

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28 United Nations Development Programme. "The view from the boardroom. CEO study on corporate social responsibility in Trinidad and Tobago". (2012), [http://www.tt.undp.org/content/dam/trinidad_tobago/docs/testdocfolder/UNDP%20Report%20on%20Boardroom%20View%20of%20Corporate%20Social%20Responsibility.pdf].

iii.   Forge greater ties with the corporate sector for collaboration on sustainable community development, e.g. public/private community partnerships.

4.2.2 Participatory Framework for Community Development

The social-planning approach to development which has been a historic feature of community development in Trinidad and Tobago, tends to overlook the deliberate leadership, felt needs and plans of the community. The DNPSCD proposes to infuse a bottom-up approach to development, ensuring the leadership and full engagement of the community in the process of development at the community level. This type of local leadership and collaboration are not without its challenges, but are also associated with strengthened community solidarity, a unified vision for the community and allows for the sharing of community assets for optimum productivity.

Community leadership must be guided by an appropriate framework for participatory development. A variety of approaches have been developed over time by various development agencies[29] to promote the effective involvement of residents in the identification, design and implementation of community development strategies. The DNPSCD adopts two models of participatory community development for the unique areas of focus they bring to sustainable community development. These are the Asset-Based Community Development (ABCD) and the Sustainable Livelihoods Approach (SLA).

Asset Based Community Development (ABCD) approaches community development from the stand point of community possibilities and strengths, not deficits or weaknesses. It begins with the identification of human, physical and natural assets, including the enthusiasm, skills and resources of local residents for community development. In addition to its central focus on community strengths, several other values are common to the ABCD approach, which are consistent with the core values of the DNPSCD discussed at Section 2.6.

The Sustainable Livelihoods Approach (SLA) takes a holistic approach focused on helping residents and communities to develop and capitalise on the human, natural, financial, social and physical resources within and outside of their communities in an effort to promote livelihoods. It adopts an understanding

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[29] World Bank, Coady International Institute, UK Department for International Development (DFID) are among the key such institutions named in Fugere, Robert. 2001. Future Directions for Development. Coady International Institute.

of livelihoods as comprising the capabilities, material, social assets and activities required to give a person a means of living.[30]

The emphasis on these two approaches is to give voice to communities while focusing on the possibilities and sustainable livelihoods.

Recommendations

i.   Promote representative community leadership[31] and democratic principles[32] in the process of sustainable community development

ii. Promote and facilitate the application of a participatory approach to community development with an emphasis on assets and promoting livelihoods

iii. Build the capacity of local organisations and community interests to engage in and lead development planning

iv. Facilitate the institutionalisation of a strategic planning approach to community development that would encourage cohesion and collaboration in development

v.   Facilitate linkages among communities and other development partners as part of the process of empowerment, growth and self-sufficiency, and

vi. Maintain an up-to-date registration and accreditation system for community based organisations.

4.2.3 Professional Development of Community Development Practice

Cabinet in 2013, gave approval for the biennial hosting of the Community Development Partnership Forum (CDPF) as an opportunity to bring local, regional and international Community Development Practitioners (CDPs) together to exchange ideas, skills, best practices and concerns. It was intended that practitioners coming together would result in the establishment of a professional body of CDPs. Such a body is yet to be formulated. There is still a need to set, maintain and ensure standards and a code of

[30] Department for International Development. "DFID's Sustainable Livelihoods Approach and its Framework." (1990).

[31] Community Leadership- leaders chosen by the residents to act as the voice and lead the community and others in developing a vision and the steps to achieve this. Local Government Association. Community Leadership Councillor Workbook (2012).

[32] Democratic Principles here refers to each individual having an equal voice in the process of development. Bahmueller, Charles. "Elements of Democracy: The Fundamental Principles, Concepts, Social Foundations, and Processes of Democracy." (2007).

ethics to govern and guide the practice and professionalism in community development practice. The field of community development unlike other professional fields will therefore have a professional body to regulate its practice, ensure standards and voice concerns over local, national, regional and global issues.

The DNPSCD recognises the need for and will seek to pursue the opportunity for greater collaboration between academia and practitioners for greater impact on development. Government shall spearhead the professional development of the practice of community development in Trinidad and Tobago and work closely with academia and other relevant stakeholders to this end.

Recommendations

i. Support relevant stakeholders in the development of a legislative framework for the establishment of a professional body for community development practitioners.

ii. Establish ongoing linkages with academia for:

    a. theoretical and evidentiary guidance to the process of sustainable community development

    b. research activities which provide evidence on critical community developmental issues

    c. the provision of professional development training and a range of courses (certificate, bachelors, masters) in sustainable community development, and

    d. the placement of students on practicum and other arrangements for mutual benefit to student learning objectives and the advancement of the work of Ministries and the THA.

iii. Initiate a re-assessment of the job functions and requirements of the Community Development Division to ensure that they are in keeping with best practice and the needs of the local environment.

iv. Continue to host the CDPF biennially, as a platform for the professional development of local community development practitioners with Trinidad and Tobago leading the Caribbean as the centre for professional development in the field of community development.

v. Facilitate the ongoing professional development of community development practitioners through regional or international training and exposure in the field of sustainable community development.

Relevant, reliable and up-to-date information and research on community profiles, issues and opportunities provide the basis for effective decision making in respect of community development interventions and their social impact. Data driven development is still to become a normative aspect of community development and the linkage among academia (a source of research), community practitioners and the public sector needs considerable strengthening.

Innovations in community development are necessary for communities to respond to or subvert new and emerging challenges. Innovativeness introduces new or improves existing strategies, adding value or enhancing effectiveness. The use of ICT is in itself an opportunity for innovation, data management and dissemination. The adoption of ICT in community development (e.g. neighbourhood watch groups and development chat groups) can ease the way of doing business, reduce costs, save time and enhance communication. For innovativeness and ICT adoption to be optimised, the right incentives, infrastructure and training will be necessary, especially for rural areas.

Recommendations

The government shall promote and facilitate research, innovation and use of ICT in community development as follows:

i.   Forge linkages with relevant Ministries and academia, as well as, establish networks among researchers and practitioners for the exchange of data, skills and knowledge, ideas and best practices relevant to community development

ii.   Develop a database accessible to all community development practitioners, which contains community profiles and community development information, research, evidence-based strategies, and Monitoring &Evaluation reports

iii.   Incentivise innovative programming for sustainable community development.

iv.   Encourage and support greater access to ICT by communities and development practitioners, and

v.   Work with the National Transformation Unit (NTU) to develop an M&E framework and to integrate community development indicators into the National Performance Monitoring System (NPMS).

4.2.5 Conflict Management in Community Development

Conflict is not an uncommon feature of community development processes. Residents and local organisations experience historic or current disagreements over values, motivations, perceptions, ideas, or desires. Conflicts can slow or stall the community development process, contribute to wastage of time, financial resources, injuries, death and disunity among community members or even the total collapse of the process. Conflict management is therefore a necessary component of the development process required for resolving issues of contention. Effective management of conflicts however, could lead to strengthened bonds between the parties involved and enhanced implementation. Therefore, there is need for a peace building mechanism as a built-in feature of the development process.

Recommendation

i.   Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process, and

ii. Promote a culture of peace in communities among families and organisations.

4.2.6 Responsibility and Volunteerism as Critical Values of SCD

Volunteering, offering of time, skill or resources freely for the benefit of others or a cause, is a fundamental part of building stronger, healthier and resilient communities.[33] Volunteerism is an enduring element of national development which has been the foundation of traditional grassroots organisations such as the Panchyat, Gayap and later Village Council, service organisations such as the Lions, Kiwanis and Rotary Clubs and private sector initiatives as part of corporate social responsibility. Academic institutions also support a level of volunteerism either with or independent of student practicum initiatives.

Volunteerism continues to be a necessary facet of community development practice. It is consistent with a whole of society approach that calls for the discharge of collective responsibility for all facets of development, for example, from being our neighbour's keeper, to violence prevention, social welfare, environmental protection and management. Yet in the context of the global trend of growing

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[33] Ministry of Community Development, Culture and the Arts, Policy Unit. Definition of Volunteering. (2018).

individualism, aided by technology, it will be important to cultivate the attitudes, values, behaviours and mechanisms that yield a sense of collective responsibility for community and national development.

Recommendations

i.   Inculcate a sense of responsibility for surroundings, the environment, neighbours and communities through programmes beginning at the early childhood level through volunteerism

ii.   Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process

iii.   Promote a culture of peace in communities among children, youth, families and organisation

iv.   Develop structures and mechanisms for organised volunteerism, and

v.   Develop mechanisms to incentivise volunteerism in community development.

4.2.7 Development Issues in Sustainable Community Development

Sustainable community development calls for the deliberate attention and equal focus to four areas of development. It will be the responsibility of every community development practitioner to ensure that communities are advised, encouraged and empowered to pay appropriate attention to each of these four (4) areas. The four (4) areas, their focal points and key recommendations are provided below.

Human and Social Development

The DNPSCD recognises that community development cannot be pursued apart from the human and social development of residents. In fact, community organisations have historically sought such benefits for residents, though not necessarily in a holistic manner. The DNPSCD will therefore prioritise empowering communities to direct careful attention to the social factors which contribute to the quality of life within communities. These factors include: (i) family management and community relationships, (ii) education and personal growth and development, (iii) safety and security, (iv) health, and wellness. The Draft National Policy on Sustainable Community Development Draft Draft National Policy on Sustainable Community Development (DDNPSCD) will also ensure that communities are cognisant of the

peculiar needs and challenges of key vulnerable populations within their communities. These have been identified within the National Social Mitigation Plan 2017-2022 of the Ministry of Social Development and Family Services (MSDFS) as: the elderly, single parent households, persons with disabilities, women and children and unemployed workers.[34] Communities will also have to pay attention to youth and returning offenders. The DNPSCD will seek to ensure holistic support and partnership with community efforts through multiple external public, private and civil society stakeholders.

Recommendations

i. Facilitate community awareness and interest in pursuing human and social development in a holistic manner through undertaking measures to:

   a. Promote the adoption of healthy lifestyles among community members

   b. Create an environment for the growth and development of individual residents' through literacy training, homework centres, workshops, skills development, career fairs etc.

   c. Protect vulnerable groups

   d. Promote access to quality educational and developmental opportunities for members of the community

   e. Strengthen and maintain healthy family relationships , and

   f. Foster strong community relationships, good citizenship, interconnectedness and resilience.

Economic Development

Community Economic Development (CED), a critical component which has been underdeveloped, is characterised by local action to create economic opportunities that improve social conditions, particularly for those who are most disadvantaged. The Draft National Policy on Sustainable Community Development also understands that communities face challenges in seizing economic opportunities at the community level due to issues such as, but not limited to; inadequate experiential knowledge and opportunities for

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34 Ministry of Social Development and Family Services. "National Social Mitigation Plan 2017-2022", (2017) [http://www.social.gov.tt/wp-content/uploads/2017/08/NATIONAL-SOCIAL-MITIGATION-PLAN-JULY-2017.pdf]

making investments, limited access to market information, inability to access affordable capital and increased competition for the labour market. Yet opportunities exist to create partnerships and synergies that could result in improved entrepreneurship, social entrepreneurship[35], employment generation, community-based tourism, agricultural pursuits and community cooperatives.

Recommendations

i. Facilitate, support and encourage community engagement in initiatives that contribute to economic development within communities by actively pursuing[36]:

   a. Entrepreneurship development, organization and management of a business venture

   b. Employment-generating activities- including micro and small -sized businesses, skills training, improved local infrastructure, improved agricultural conditions and techniques, expanded and focus on natural resources conservation,

   c. Community-based tourism- local residents can get involved in community-based tourism either independently or with appropriate authorities to develop local sites/attractions, produce souvenirs and provide accommodation to tourists

   d. Agriculture- the use of appropriate method for the cultivation of crops/rearing of animals for domestic use or sale. For example local residents engaged in community based tourism can purchased meat and produce for tourist consumption, and

   e.   Co-operatives- is the engagement of member-owned and operated enterprises for the production and distribution of goods and services.

Cultural Development

The Draft National Policy on Sustainable Community Development considers cultural development as critical to the process of sustainable community development. It will support the development pathways for the visual and performing arts, heritage memory and legacy and cultural industries associated with the draft National Policy on Culture and the Arts (NPCA). Most notably it will contribute to making communities cultural hubs, recognising the contribution of cultural development to promoting and preserving heritage; personal growth, maturity and development; protection of children and youth and

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[35] Social Entrepreneurship- the use of business techniques to pursue innovative solutions to social and environmental challenges.
Policy Unit. Draft Discussion Document-National Policy on Sustainable Community Development. (2017)
[36] Ibid.

the ageing citizens via productive engagement; sustainable livelihoods for artists; building community cohesion, and wholesome community activities which contribute to a sense of safety.

Recommendations

i.   Support, facilitate and promote the development of culture, the arts and civic-mindedness (community as a cultural hub)by:

    a. Inculcating respect for the work of creative people within communities

    b. Facilitating avenues that enhance, display and sell cultural products

    c. Establishing mechanisms to protect, preserve and safeguard the tangible and intangible cultural heritage within communities

    d. Supporting the growth and development of nascent talent in communities, and

    e. Promoting positive values, attitudes and behaviours as intrinsic features of the Trinbagonian *persona* and as key cultural tools for self, family, community and national development.

Environmental Development

Environment refers to the ecosystem around a living being[37]. In the context of the Draft National Policy on Sustainable Community Development, it also embraces the built environment of the community, that is, all its physical surroundings. Their upkeep translates to a better quality of life, reduced incidence of crime and violence and contribute to overall community sustainability.

Recognising that the appropriate patterns of thought, values and attitudes guide those positive behaviours which maintain a safe, clean, and healthy natural ecosystem, the Draft National Policy on Sustainable Community Development sees cultural change as correlated to environmental management and protection and a key indicator of sustainable development.

Recommendations

i.   Adopt sustainable community development as the official community development philosophy for Trinidad and Tobago

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[37] Ministry of Community Development, Culture and the Arts, Policy Unit. Definition of Environment. (2017).

ii.   Support, facilitate and promote sustainable environments through community-led actions that:

       a. Nurture, encourage and reinforce values, attitudes and behaviours which are friendly to the environment

       b. Preserve, protect and maintain the physical environment

       c. Conserve natural resources and biological diversity within communities

       d. Control and reduce environmental pollution

       e. Treat promptly with social issues that impact development and environment

       f. Develop non-polluting renewable energy

       g. Promote waste management

       h. Ensure a clean, green, safe and serene environment within communities

       i. Promote recycling

       j. Prevent and reduce coastal erosion

       k. Promote environmental beautification, and

       l. Promote a clean, safe and healthy housing conditions.

5.0 Implementation Framework and Key Stakeholder Responsibilities

The DNPSCD policy implementation will adopt an unprecedented, deeply collaborative, multi-sectoral, partnership approach. It will utilise institutional arrangements at three (3) levels: the national, regional and community levels. These arrangements will cut across ministerial jurisdictions, while fully respecting and engaging with the agendas and mandates of the partner Ministries and agencies as they relate to the community sector. The tiered institutional arrangement is designed to ensure that the necessary collaboration and commitment is maintained and requisite support from partners is available and sustained.

5.1 Role and Responsibility of Key Stakeholders

5.1.1 The Ministry of Community Development, Culture and the Arts

i. Formulate policies and provide overall direction for the development of the community sector in Trinidad and collaborate with the Tobago House of Assembly (THA) as it relates to Tobago.

ii. Encourage the mutual sharing of information and lessons learnt between the MCDCA and the Tobago House of Assembly (THA) in respect of community development on both islands.

iii. Manage and provide technical and secretarial support to the relevant institutional arrangements and lead in the implementation of the DNPSCD.

iv. Facilitate the involvement of other Ministries and civil society partners including the corporate sector, international organisations, academia and development NGOs.

v. Determine the regions/communities for phased implementation of the DNPSCD.

vi. Work with the corporate sector to establish an effective partnership for sustainable community development (See Section 5.3).

vii. Ensure that the requisite human resource capacity is available in the Ministry to carry out the demands of the DNPSCD in the short, medium and long terms, including the review of the job requirements, staffing and accommodation at the District level.

viii. Facilitate the development of standards for community development practice in Trinidad and Tobago and encourage the establishment of a professional body.

ix. Ensure effective communication and feedback mechanisms are developed between and among all stakeholders.

x. Provide or facilitate technical support for communities in specific community building mechanisms including: the conduct of Community-Based Assessments (CBA), the establishment and sustainability of the Community Development Committees (CDCs) (See Section 5.2.4) and the

development of the Community Sustainability Frameworks (CSFs) (See Section 5.4) Community Development Committee (CDC).

xi.   Develop the capacity to utilise and host data relevant to community development and maintain a repository of such data for community and other stakeholders involved in community development.

xii.   Undertake the appropriate change and process management to facilitate the DNPSCD.

xiii.   Develop the appropriate monitoring and evaluation mechanisms associated with the various elements of the DNPSCD implementation and the outcomes and impacts of the DNPSCD.

The Division of Community Development, Enterprise Development and Labour will play a similar role in respect of Tobago, including coordinate the role of partner Divisions and agencies as outlined at sections 5.1.2. – 5.1.7 below.

5.1.2   Partner Ministries

i.   Participate on the national and regional institutional arrangements for the DNPSCD.

ii.   Determine specific aspects of its mandate and the needs, resources and potential strategies that are relevant for collaboration with the MCDCA in community building.

iii.   Ensure that budgetary allocations are available for the determined SCD initiatives where necessary.

iv.   Participate in the CBA and CSF activities of communities to understand their needs and aspirations.

v.   Encourage and support staff engagement in training in Sustainable Community Development.

5.1.3   The Corporate Sector

i.   Engage in the full range of responsibilities and actions related to partnership with the MCDCA in sustainable community development through corporate social responsibility (See Section 5.3).

5.1.4   Academia

i.   Provide advice for effective approaches, policies and interventions in SCD.

ii.   Develop academic programmes in SCD to ensure an ongoing cadre of professionals to contribute to the development of the community sector.

iii.   Create professional development initiatives to benefit staff on the job.

iv. Undertake research exercises that would inform and provide evidence for effective SCD interventions.

v. Encourage staff/students to support the work of MCDCA and partner Ministries and agencies working in SCD.

5.1.5 The NGO Community

i. Embrace the concept of SCD.

ii. To support the CBO community in providing training and technical expertise in other areas. Take advantage of the training opportunities in SCD.

5.1.6 International Development Organisations

i. Share knowledge and experience along with technical and financial support where necessary..

5.1.7 The CBO Community

i. Embrace the concept, principles and practices associated with SCD as part of the DNPSCD.

ii. Access the relevant training provided as part of the DNPSCD.

iii. Embrace its role as lead in the SCD process at the community level.

iv. Facilitate inclusiveness, democratic principles and widespread participation of residents at the community level.

v. Participate in the CDC.

vi. Engage in the CBA.

vii. Engage in the development and implementation of the CSF.

viii. Provide assessments, feedback and critiques of and reports on the DNPSCD process.

5.2 Multi-sectoral Approach

5.2.1 At the MCDCA

The MCDCA will establish an internal Task Force to oversee and take action on all aspects of the DNPSCD implementation. This Task Force will comprise of the Heads of the three (3) core Units/Divisions of the Ministry, and four (4) support entities of the Ministry including the Policy Unit, Planning and Implementation, Legal Services, Human Resource Services and the Corporate Communications Unit. It will be responsible to pursue items listed in Section 5.1.1 through:

i.   Maintaining integrity to the DNPSCD implementation process

ii.   Ensuring deadlines are kept relative to implementation schedules, and

iii. Developing an effective communications strategy for the DNPSCD.

5.2.2 At the National Level (Multi-Sectoral Committee for Sustainable Community Development [MCSCD])

The Multi-sectoral Committee for Sustainable Community Development (MCSCD) will comprise decision makers from all partner entities including:

i.   the MCDCA as Chair, the fourteen Government Ministries and the THA (See Section 3.0)

ii.   the corporate sector

iii. Non-Government Organisations (NGOs)

iv.   Academia, and

v.   International Development Organisations (e.g. UNDP,IDB)

Its role will be to:

(i)   provide strategic oversight and direction to the DNPSCD

(ii) ensure that all partners are fully apprised of their role and function

(iii) harmonise efforts of all partner agencies around the DNPSCD

(iv) take all necessary actions to direct their human, financial and infrastructural resources to the DNPSCD process in accordance with their mandates, and

(v)   make strategic decisions based on performance assessments.

vi. *Benefits of the Multi-Sectoral Approach*

- Allows for a more efficient, value for money and transformational approach to community development.

- Brings all the resources and expertise for better coordinated impact

- Moves stakeholders from competition to cooperation

- Allows for better targeting of the root causes and inter-related challenges that affect individuals, families and communities, and

- Allows for the dismantling of systemic hindrances to development and therefore considerably increases the potential for lasting change.

5.2.3 At the Regional Level (Regional Committee for Sustainable Community Development [RCSCD])

- Coordination at the regional level is required to deepen the collaboration at a more hands-on operational level. Accordingly, a Regional Committee for Sustainable Community Development (RCSCD) will be established in each of the fourteen (14) Regional Corporations and one (1) in Tobago. The RCSCD will bring together senior officers who execute the mandate of their various Ministries and agencies at the regional[38] and community levels. The RCSCDs will also work closely with the Regional Corporations, which have Municipal and in some cases Economic Development Plans (EDP) for the municipalities that would be foundational to community development efforts.

- The RCSCD will:

  o Coordinate actions for SCD at the regional level, focused on the four (4) pillars: human and social development, economic development, culture and environmental development[39]

  o Develop clear priorities for collaboration across Ministries and agencies for each pillar, to ensure that interventions are integrated and coordinated for greatest impact

  o Seek approval from the relevant line Ministries and MCSCD for priority areas of collaboration

  o Participate in the design and coordination of specific interventions, programmes and services in support of the SCD effort

  o Facilitate the involvement of community based or other civil society entities as partners in the development process

  o Identify and make recommendations to address challenges and issues limiting effective collaboration and implementation, and

  o Report on a quarterly basis regarding the needs identified, solutions posed and civil society entities partnering to address developing issues in communities.

5.2.4 At the Community Level (Community Development Committee)

The focal point for the DNPSCD at the community level will be Community Development Committee (CDC). The CDC will be a body representative of community organisations, interests and structure. It will be

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[38] The MCDCA is aware that agencies operate with different administrative boundaries and that this can pose a challenge to collaboration. While it is hoped that Local Government Reform will begin to address this anomaly, public officers will be expected to make appropriate adjustments to work through this limitation.
[39] These planning exercises must take cognizance of Ministerial policies and priorities, Municipal Development Plans and the Community Sustainability Frameworks developed by communities.

established and facilitated by the Community Development Division (CDD) in collaboration with the community, who will also be the chair. Through the CDC the community will:

- Be encouraged to: embrace the concept of sustainable community development; ensure holistic and transformational approaches to development of their own spaces; and focus attention on social, economic, cultural and environmental issues in their planning for community development

- Pursue an in-depth understanding of community assets (residents, skills, facilities, natural resources), and the root causes of issues and hindrances to community growth and development through the conduct of a Community Based Assessment.

- Pursue access to information on strategies that are relevant to their community circumstances and have a proven track record of success

- Pursue a strategy of collaboration with other local organisations as far as practicable, to develop a shared understanding and vision for the development of their common space

- Adopt a strategic planning approach to community development which allows the community to have a unified vision and clear objectives and strategies over a five year period around which to forge community solidarity. This will be accomplished through the development of a Community Sustainability Framework (CSF) which is a 5 year plan that identifies strategies for human and social, economic, cultural and environmental development, and

- Oversee the implementation of the CSF through local and external organisations/agencies, monitor and evaluate progress and provide reports and feedback to the Community Development Division.

5.3 Partnership with the Corporate Sector

The partnership arrangement between the public sector and private sector is for the purpose of more effectively targeting resources to the goal of strong, sustainable communities. This partnership brings with it clear benefits for the society as a whole as it would combine the reach and resources of government with the flexibility, innovativeness, capacity and resources of the private sector towards the goal of SCD. The approach is informed, inter alia, by community stakeholders who bring to the table community assets and aspirations as well as their understanding of and intimacy with local issues. In this arrangement, the private sector is not seen as merely a source of financing, but as a true partner in addressing specific

development challenges and a source of valuable expertise, innovativeness and capacity to help find unique solutions.[40]

5.3.1 Benefits of this Partnership Arrangement

Other specific benefits of the partnership with the corporate sector include:

- additional and coordinated resources to address developmental goals
- the potential for transfer of skills, knowledge and new technologies across the partners
- possible contribution to new market developments for the private sector resulting in economic development for communities
- improved quality and impact of developmental strategies
- improved monitoring and evaluation to join efforts, and
- improved visibility and branding for corporate partners.

5.4 The Community Sustainability Framework (CSF)

The Community Sustainability Framework (CSF) is a critical development tool of the DNPSCD. It will be the framework for community development in all communities and implemented throughout on a phased basis. The CSF is a development plan for the community aimed at community transformation. It is the vision and strategy document for the community which looks at its assets and addresses specific developmental goals of the community related to human and social, economic, cultural and environmental development of communities. It will therefore be based on a comprehensive community Strengths Weaknesses Opportunities Threats (SWOT) analysis and resource assessment, which will inform the development of immediate, short, medium and long term strategies towards community transformation over a 5-year period, alongside a clear monitoring and evaluation plan. The plan will be in constant review, with the comprehensive review effort commencing in year 4.

    i.   Who is involved in developing the CSF?

All community organisational stakeholders and interested residents will be invited to participate in the formulation of the CSF. The exercise will be facilitated by the MCDCA on behalf of communities, who are encouraged to take the initiative to develop their CSFs using the format[41] provided by the Ministry.

    ii.   What is the value and purpose of the CSF?

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[40] Petkoski, G., M. Jarvis, and G. De la Garza. "The private sector as a true partner in development." The World Bank Institute. (2006).

[41] To be developed by the Ministry of Community Development, Culture and the Arts

The CSF is expected to:

- forge a shared understanding of community goals and strategies from which to plan interventions with community stakeholders
- work either collaboratively or independently with community organisation/stakeholders to address specific strategies outlined in the CSF
- contribute to building of social capital in terms of collaboration, relationships, associations and networks
- contribute to community skills training and capacity building interventions can also be focused on specific community goals,
- assist community stakeholders to identify and efficiently utilise their community assets
- contribute to coordinated local development strategies for external stakeholders (Ministries, corporate partners)
-

iii. Where does the CSF fit with the Community Development Division's agenda?

- Each Community Development District Office will be required to work with local communities, to facilitate the preparation of Community Sustainability Frameworks (CSF) which would guide community development processes and intervention strategies for each community, and

  The CSF would also inform deliberations for corporate sector interventions as appropriate.

5.5 Change Management Priorities for the DNPSCD

Effective change management is critical to the faithful and effective implementation of the DNPSCD. The MCDCA and the THA will take responsibility respectively, for managing the process of change relevant to the DNPSCD in Trinidad and in Tobago. Successful change management has been linked to timely evaluations, programme integrity, stakeholder commitment and effort[42].   The change management strategy will therefore involve the following:

i.   identification of priority stakeholders and strategies

ii.   development of a communication strategy to the various stakeholders at the MCDCA, national, regional and community levels

iii.   ongoing fora for feedback and sensitisation of stakeholders

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[42] Sirkin, Harold, Perry Keenan, Alan Jackson. "The Hard Side of Change Management." Harvard Business Review. (2005)

iv.   ensuring that milestones are established for each implementation strategy for timely monitoring and evaluation and feedback to stakeholders

v.   strategic selection of implementation teams and providing teams with clear roles, commitments and accountability structures

vi.   Strategic engagement with senior management at each level in terms of their role as leaders and influencers of project success, and

vii.   Engage with implementers in terms of work process reviews to ensure that the DNPSCD activities can be effectively accommodated and integrated into the workloads of Officers.

6.0 Monitoring and Evaluation

This DNPSCD will be reviewed, monitored and evaluated initially after the first year of approval and then after year three (3) of implementation. Each programme, activity and project pursued under the DNPSCD will have a built-in monitoring and evaluation component which will be based on the key performance indicators and directly linked to the objectives of the DNPSCD.

The policy monitoring will take place through a series of monitoring exercises geared towards collecting information. This information would be used to measure the extent to which the objectives of the policy are being met through the programmes, initiatives and projects implemented. The process used for delivering these programmes will also be monitored for efficiency and effectiveness on an ongoing basis.

The monitoring exercises will be conducted through the use of internal documents in the form of feedback report and through surveys, interviews and focus groups as the need arises and the resources permit.

The data collected from the monitoring exercises will be analysed and evaluated for effectiveness, long term impact and the sustainability of the objectives and goals of the DNPSCD. The evaluation data will be presented through the means of evaluation reports and presentations to the communities. Findings from these reports will aid in the policy review process and indicate whether the policy and/or its implementation process need to be retained in its current form, revised or discontinued.

The Ministry with the responsibility for Community Development will be responsible for coordination of the M&E for the DNPSCD. Through periodic reporting, the Ministry will be further supported by the MCSCD, RCSCD and the CDC.

The DNPSCD will be monitored and evaluated on the key performance indicators listed hereunder:

Objective1

To establish and implement a national sustainable framework for strengthened, "whole of government" and multi-sectoral collaboration, integration and networking in the practice of community development.

Outcomes:

- Increased & effective strategic oversight and collaboration among multi-sectoral partners in planning, coordinating efforts for SCD
- Structure and direction for the CDC Committees
- Functioning RCSCD
- Functioning CDCs, and

- Continuous monitoring and evaluation of the sustainable community development, processes, interventions and impacts.

Key Performance Indicators:

- MCSCD Commissioned
- RCSCD TOR document
- Three RCSCDs Commissioned
- CDC TOR document, and
- M&E Framework document.

Objective 2

To provide a clear framework for community mobilisation, leadership and participation in development.

Outcomes:

- Representative community leadership
- Organised and coordinated representation of communities through the establishment of the CDCs
- Well-regulated community
- Increased community participation
- Self-reliant and resilient communities as a result of increased awareness of community assets
- Community leadership capacity for SCD built
- Processes re-engineered and capacity developed to support the objectives of the DNPSCD
- Collaborative relationships among communities and other partners established, and
- Finalised listing of registered and accredited CBOs.

Key Performance Indicators:

- Process for the establishment of the CDC
- CDCs in: Diego Martin, Chaguanas and Point Fortin and the Municipality of Tobago
- Performance mechanisms
- 15 Sensitisation sessions delivered
- CBA
- Completed leadership and development training for local organisations and interest groups
- M&E template to collect baseline data, and
- Programme of engagement for stakeholders established.

Objective 3

To facilitate the establishment and maintenance of standards and professionalism in community development practice

Outcomes:

- Standardisation of the Community Development practice and profession

- Evidence based decision making and smart practices in field of Community Development

- CDD jobs re-aligned and adequately remunerated to reflect the current reality and practices of Community Development

- A continuous platform re-affirmed to obtain views from community practitioners for further community development practice, and

- Increased capacity building and knowledge among community practitioners.

Key Performance Indicators:

- TOR

- Task Force

- Training plan developed

- No. of CDP's trained

- Job review process report, and

- Data base.

Objective 4

To implement data driven, evidence based and innovative programming for delivery of well targeted, effective community development programmes.

Outcomes:

- Enhanced collaborative approach among all partners,

- Greater and easy access to data on communities to inform decisions and community actions,

- Increased community interest and participation in the use of evidence in project planning,

- Increased community interest and participation in innovative programming,

- Greater access to ICT in communities, and

- M&E framework that is fully integrated into the National Performance Monitoring System (NPMS) in collaboration with the NTU.

Key Performance Indicators:

- Database

- Detailed community profiles

- Detailed CBAs,

- Digital infrastructure and training, and

- M&E plan finalised.

Objective 5

To utilise the Community Mediation programme as well as facilitate the establishment of other structures and mechanisms for conflict resolution and management in community development.

Outcomes:

- Minimisation and resolution of conflict at the community level

- Increased awareness of the services offered by community mediation, and

- Minimisation and reduction of conflict situations within communities.

Key Performance Indicators:

- Mitigation and resolution mechanism, and

- No. of schools and communities engaged in peace building initiatives.

Objective 6

To promote values, attitudes and behaviours that empower communities and engender a spirit of responsibility and volunteerism in community development.

Outcomes:

- Increased awareness and sensitivity towards the environment

- Organised structure established to maintain and continuously engage volunteers, and

- Increased reward and recognition initiatives towards greater community volunteerism.

Key Performance Indicators:

- Environmental sensitisation plan

- No. of environmental sensitisation sessions

- Plan for inculcating responsibility for the environment

- Protocols and processes for engaging volunteers, and

- Rewards scheme.

Objective 7

To integrate a sustainable development approach in the practice of community development to ensure the holistic treatment of development issues.

Outcomes:

- Improved community understanding of human development needs and interventions

- Improved programming for SCD at community level

- Improved capacity to address human and social needs

- Improved delivery of services in the community

- Safe communities

- Improved knowledge of community economic potential

- Improved avenues for income generating projects

- Increased involvement in entrepreneurial activities

- Enhanced provision of goods and services

- Prudent management of household financial resources

- Increase avenues for cultural expression

- Increased local opportunities for nurturing talent

- Improved community cohesion/solidarity

- Improved demonstration of environmental sensitivity within communities, and

- Improved display of clean and well-kept communities.

Key Performance Indicators:

- Clear community priorities identified

- Assessment report on local economic potential

- Identified linkages pursued

- Identified opportunities pursued

- Capacity for financial management developed

- Cultural and civic opportunities identified, promoted and explored, and

- Partnerships established and actions undertaken towards nurturing environmentally sensitive community.

Further details on the M&E plan is provided at Appendix II

7.0 Conclusion

The DNPSCD represents a ground breaking step in the landscape of community development in Trinidad and Tobago. The policy was developed after careful review of the national environment and with deep considerations for the challenges plaguing the community development sector. As the first policy of its kind, the DNPSCD provides a framework to guide community development interventions along a sustainable path. It represents a myriad of strategic measures and actions geared towards bringing about meaningful transformation within communities.

This policy also commits to looking at communities holistically and recommends an evidenced-based, collaborative and coordinated approach in the planning and implementation of community interventions. This approach would be realised through the implementation of an integrated, multi-sectoral strategy involving key stakeholders including the public, private, civil society sectors and academia.

The successful implementation of the DNPSCD would be reflected in a more targeted and long term approach to community development interventions; greater participation of community representatives in the community planning and implementation process; greater collaboration and coordination among key actors in the community development sector; greater cohesion and togetherness among community members, increased access to goods and services by community members and general improvements in the quality of life of community members.

The success of this policy will also reverberate nationally through broad-based changes to the status quo and the ways in which national development is pursued across in different sectors. More importantly, the success of the DNPSCD requires patience, a positive outlook of the future, fidelity to the process of sustainable community development and deep commitment from all actors in the community development sector to achieve the developmental aspirations of all communities.

NATIONAL POLICY ON SUSTAINABLE COMMUNITY DEVELOPMENT

DRAFT IMPLEMENTATION MATRIX IN PROGRESS[1]

Implementation and Monitoring and Evaluation Framework						
i. To establish and implement a national sustainable framework for strengthened, "whole of government" and multi-sectoral collaboration, integration and networking in the practice of community development.						
Recommendations	**Interventions (Input)**	**Output**	**Indicators**	**Actors**	**Time Frame**	**Outcomes**
1. Implement institutional arrangements for multi-sectoral action at the national, municipal and community levels to oversee, coordinate, develop, allocate resources and monitor community development interventions.	Seek Cabinet's approval for the establishment of the multi-sectoral framework for the NPSCD	Cabinet note drafted	- Cabinet note	PU/Executive	2 wks	Cabinet approval
	Develop Draft TORs for the Multi-sectorial Committee for the Sustainable Community Development (MCSCD) for their ratification.	Drafted TOR for MCSCD	- MCSCD TOR document	PU/CDD/NPSCDC	4 wks	Direction for the MCSCD Committee

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[1] See last two pages of the matrix for Abbreviations' Key

	Establish the Multi-sectorial Committee for Sustainable Community Development (MCSCD) at the national level, chaired by the MCDCA	MCSCD comprised	- MCSCD Commissioned	IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive	4-6 wks	Increased & effective strategic oversight and collaboration among multi-sectoral partners in planning, coordinating efforts for SCD
	Develop Draft TORs for the Regional Committee for the Sustainable Community Development (MCSCD) for their ratification.	TOR for RCSCD drafted	- RCSCD TOR document			Direction for the RCSCD Committees
	Establish the Regional Committee for Sustainable Community Development (RCSCD) with responsibility for coordinating inter-agency action identifying key roles for partner	Three RCSCDs comprised	- Three RCSCDs Commissioned	PU/CDD/NPSCDC	4 wks	Functioning RCSCD

	agencies and ensuring implementation					
	Develop Draft TORs for the Community Development Committee for the Sustainable Community Development (MCSCD) for their ratification.	TOR for CDC drafted	- CDC TOR document	IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive	4 mths	Structure and direction for the CDC Committees
	Establish the Community Development Committee (CDC) *(See Objective ii below).*	CDCs constituted in at least one community in each municipal region as per phases outlined below. • Phase 1: Diego Martin, Chaguanas and Point Fortin, and the Municipality of Tobago	- Three CDCs Commissioned (and Tobago)	PU/CDD/NPSCDC	2 wks[3]	Functioning CDCs

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[3] Draft already completed.

		• Phase 2: San Juan/Laventille, Sangre Grande, Couva, Tabaquite/Talparo, Rio Claro/Mayaro	- Five CDCs Commissioned	IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive	6 wks (Year 1)	Functioning CDCs
		• Phase 3: Port of Spain, Arima, Penal/Debe, Princes Town; Siparia and Tunapuna/Piarco	- Six CDC's Commissioned	IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive	6 wks (Year 2)	Functioning CDCs
		-M&E Framework established and approved	M&E Framework document	PIU/PU/CDD/IMTF /NTU	6 wks (Year 3)	Direction for M&E of the NPSCD
		-Phase 1[2] of systems for implementation developed			8 wks	Continuous monitoring and

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[2] Monitoring and Evaluation systems can range from reporting templates, the establishment of data bases to capture reported information and external evaluations. Accordingly Phase 1 of the M&E Systems will involve the necessary paper based reporting formats designed to capture process and output indicators including the training of all necessary stakeholders to complete them.

	Develop a comprehensive Monitoring and Evaluation Framework to evaluate the effectiveness of the sustainable community development process, interventions and impact		Reporting formats to capture process and output indicators	PIU/PU/IMTF/CDD/HRS		evaluation of the sustainable community development, processes, interventions and impacts
2. Integrate the NPSCD with key policies, programmes and strategies of partner Ministries and agencies at the level of the MCSCD and RCSCD.	Provide technical support to the MCSCD in its role as follows: - Determine areas and strategies for collaboration relevant to SCD	-Clear areas for cross multi-sectoral collaboration developed	MCSCD Report	IMTF/MCSCD/PU MCDCA Executive	12 wks	NPSCD mainstreamed/aligned with the policies, programmes and strategies of all partners
	Identify appropriate human, material and financial resources	-Resources for collaborative projects identified and committed	Written commitments from MCSCD representatives	PU/IMTF/MCDCA Executive	12 wks	Effective implementation of collaborative projects

	required to support the collaboration on SCD		Written commitments from MCSCD representatives	PU/IMTF/CDD/MCDCA Executive	4 wks Human resources available for collaborative projects
	- Identify the relevant agency/position/ Officer at the regional level with responsibility for leading collaboration on the NPSCD in the named regions	-Regional collaborators identified			
	- Review and consider reports on community aspirations and priorities as they relate to the goals of SCD, with a view to ensuring that these inform the decision making processes	-Community priorities reflected in reports and recommendations submitted by MCSCD	Relevant MCSDC reports	PU/IMTF/CDD/MCDCA Executive	Ongoing Bottom up approach to SCD incorporated at national level
	- Review and consider the monitoring and evaluation reports on the implementation of the	MCSCD recommendations informed by M&E reports	Relevant MCSDC reports	PIU/IMTF/PU/CDD/ MCDCA Executive	Ongoing Improved implementation of

	NPSCD to inform future planning	on the NPSCD implementation				programmes and projects for SCD
3. Forge greater ties with the corporate sector for collaboration on sustainable community development i.e. partnerships among public, private and community sectors.	Develop proposal for collaboration with the Corporate Sector	Proposal developed and approved	Proposal	PU/CDD/IMTF/MCDCA Executive	5 wks	Clear framework/ structures for partnership with the corporate sector on SCD
	Develop MOA for collaboration with the Corporate Sector	MOA finalised and approved	MOA document	PU/LSU/CDD/IMTF/MCDCA Executive	3 wks[4]	Clear parameters for relationship with the corporate sector on SCD
	Develop protocols/code of ethics for relationships among relevant parties Provide technical support and data to the corporate and community sectors	Code of ethics finalised and approved	Code of Ethics booklet Project proposals	PU/LSU/CDD/IMTF/MCDCA Executive	4 wks	Clear guidelines for relationship among the relevant parties

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[4] Draft in progress

		Informed interventions identified		Corporate sector representatives (CSR)/CDC/ PU/PIU/IMTF	Ongoing	Informed interventions implemented
	Create avenues for corporate sector to be involved in the participatory processes at the Community level	Agreement obtained for participation mechanisms	Written assent from corporate sector	Corporate sector representatives (CSR)/CDC/ PU/PIU/IMTF	Ongoing	Corporate sector obtain understanding of the issues and priorities of communities
	Provide M&E reports to the corporate sector on the process and impact of interventions	Corporate sector informed of the effectiveness and impact of interventions	Presentation document	PIU/PU/IMTF	Biannually	Effective implementation of corporate sector SCD initiatives

ii.	To provide a clear framework for community mobilisation, leadership and participation in development.						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Promote representative community leadership and democratic principles in the process of sustainable community development.	Develop Terms of Reference for CDC	TOR finalised	TOR[5]	CDD/PU and LSU	2wks	Representative community leadership
	Establish the CDC as the representative, coordination and oversight mechanism for the NPSCD at the community level.	Process for establishment of CDC finalised	Process for the establishment of the CDC	CDD/PU and LSU	6 wks	Organised and coordinated representation of communities through the establishment of the CDCs
		CDC established	CDCs in: Diego Martin, Chaguanas and Point Fortin, and the Municipality of Tobago	CDD/PU and Community Stakeholders (CSs)	2 mths	Well-regulated community

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[5] Draft already completed.

	Develop mechanisms for monitoring performance of the CDC	Mechanism for M&E developed	M&E template to collect baseline data	CDD/PIU and PU	1 mth	Increased community participation
		Performance mechanisms developed	Performance mechanisms	CDD/PIU and PU	Ongoing	Effective functioning of the CDC
2. Promote and facilitate the application of a participatory approach to community development with an emphasis on assets and promoting livelihoods.	Educate community and CDC on values, principles and processes of the NPSCD Facilitate the community/CDC in the conduct of the Community Based Assessment (CBA): - Develop Guide and Template for the CBA - Develop data gathering tools	Sensitisation sessions designed and delivered CBA guide finalised CBA template finalised CBA conducted	15 sensitisation sessions delivered CBA	CDD/HRS/PU CDD/PU and HR CDD/PU/PIU/CSs and Academia	4 mths 12 mths Ongoing	Self-reliant and resilient communities as a result of increased awareness of community assets

3. Build the capacity of local organisations and community interests groups to engage in and lead development planning.	Host organisational leadership and development sessions with all local organisations and interests groups	Training assessment conducted Leadership and other capacity building sessions designed and hosted	Completed leadership and development training for local organisations and interest groups	CDD/HRS/NGOs and Academia	3 mths 3 mths	Community leadership capacity for SCD built
4. Facilitate the institutionalisation of a strategic planning approach to community development that would encourage cohesion and collaboration in development.	Adopt an evidence-based strategic planning approach as the engagement strategy of the Community Development Division.	Cabinet approval obtained for: - Revision of CDD's Work processes - New approaches structured into CDD work programme Training designed and held		CDD/PIU/Policy Unit CDD/PIU/HRS/Policy Unit CDD/PIU/HRS/Policy Unit CDD/PU/PIU and HRS	12 mth	Strategic planning adopted in the process of community development as well as collaborative relationships among communities and other partners established Processes re-engineered and

	Train and facilitate the community/CDC in the value process and formulation of the Community Sustainability Framework (CSF)	CSF's established in specific communities	No. of Training sessions held	CDD/PU/PIU		capacity developed to support the objectives of the NPSCD
	Establish a policy that would link the MCDCA grant giving at the community level in accordance with communities' CSFs	Grants policy revised	Grant Policy	CDD/PU/Grants	3 mth	Communities understand the value of and have the capacity to develop CSF
					12 mths	Resources targeted to meet community needs
5. Facilitate linkages among communities and other development partners as part of the process of	Develop a data bank on all service providers related to community development	Data bank developed	Data bank established	CDD/CS/IT	Ongoing	Informed decisions made by communities

Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
empowerment, growth and self-sufficiency.	Encourage partnerships between communities, NGO's, Academia etc., for the SCD initiative	Communities have easy access to data

Formal engagement of community stakeholders | Programme of engagement for stakeholders established | CDD/PU/CS | 3 mths | Collaborative relationships among communities and other partners established |
| 6. Maintain an up-to-date registration and accreditation system for community based organisations. | Establish a robust registration and accreditation system for CBOs | Registration system developed

Registration system adopted | Robust registration system | CDD/PIU/Policy Unit | Ongoing | Finalised listing of registered and accredited CBOs |
| iii. To facilitate the establishment and maintenance of standards and professionalism in community development practice | | | | | | |
| **Recommendations** | **Interventions (Input)** | **Output** | **Indicators** | **Actors** | **Time Frame** | **Outcomes** |
| 1. Support relevant stakeholders in the development of a legislative framework for the | Establish a Task Force to research, design and advise on the legal requirements for the | TOR Task Force developed

Task Force established | TOR

Task Force | CDD/PU/Academia/HRS/LSU

CDD/PU/Academia/HRS/LSU | 1 mth

4 mths | Standardisation of the Community |

| establishment of a professional body for community development practitioners (CDPs). | development of a professional body for CDPs Establish Professional Body | Report and proposal developed and approved by Cabinet

Professional Body established | Report and proposal for professional standards body developed and approved

Final report | CDD/P U | 2 mths | Development practice and profession |
|---|---|---|---|---|---|---|
| 2. Establish ongoing linkages with academia for:

• Theoretical and evidentiary guidance to the process of sustainable community development

• Research activities which provide evidence on critical community developmental issues.
• The provision of professional | Obtain representation from academia on the MCSCD

Develop frameworks for cooperation with universities for ongoing dialogue on research needs of the SCD process

Capacity building for professional development needs for CDPs | MCSCD TOR finalised

Cooperation Framework developed

Professional development needs identified | TOR

Cooperation Framework established

Training plan developed | CDD/PU/Academia/THA

CDD/PU/Academia/THA

CDD/PIU/PU/HRS/Academia, THA | 3 mths

3 mths

3 mths | Evidence based decision making and smart practices in the field of Community Development |

development training and a range of courses (certificate, bachelors, masters) in sustainable community development	Encourage universities to consider specific SCD courses	SCD Courses established	No. of CDP's trained	CDD/THA/HRS/PU; Academia	3 mths	Pool of educated and experienced community development practitioners established
• The placement of students on practicum and other arrangements for mutual benefit to student learning objectives and the advancement of the work of Ministries and the THA.	Student intake	Practical field experience of students	No. of student participants	CDD/THA/HRS/PU ; Academia	3 mths	
	Establishment of programme of work	Practical field experience of students	No. of students evaluated	CDD/THA/HRS/PU; Academia	3 mths	
3. Initiate a re-assessment of the job functions and requirements of the Community Development Division to ensure that they are in keeping with best	Engage a consultant to conduct an assessment of the requirements of jobs in the CDD	TOR for consultant Consultant engaged	TOR Consultant	CDD/THA/HRS/PU Consultant CDD/HRS/PU and THA	2mths	CDD jobs re-aligned and adequately remunerated to reflect the current reality and practices

practice and the needs of the local environment.	Engage in discussions with the Director Personnel Administration (DPA) and the Department of the Chief Personnel Officer (CPO) on the process involved in job reviews.	Assessment completed	Assessment	CDD/HRS/PU/THA	3mths	of Community Development
		Advice, recommendations and approval obtained	Advice, recommendations and approval	CDD/HRS/PU/DPA/CPO		
	Develop a clear proposal for the creation and re-design of jobs in the community development stream	Job review undertaken	Job review process report	HRS/CDD/PU and THA	2mths	Establishment of SCD Posts
		Proposal developed	Proposal	HRS/CDD/PU and THA	2mths	
	Seek approval for implementation	Approval granted	Approval	HRS/CDD/PU and THA	24mths	Staff hired
4. Continue to host the CDPF biennially, as a platform for the professional development of local	Consider appropriate issues and structure for CDPF-IV in 2019 that	Cabinet endorses CDPF continuance	Cabinet Approval	PU/CDD and THA	1mth	A continuous platform re-affirmed to obtain views from community

community development practitioners and for ensuring that Trinidad and Tobago continues to lead the Caribbean as the centre for professional development in the field of community development.	would advance the cause of the NPSCD	CDPF-IV Project Proposal developed	CDPF-IV Proposal	PU/CDD and THA	1mth	practitioners for further the community development practice
	Establish a multi-sectoral team for the continued hosting of the CDPF	CDPF-IV Conducted	CDPF IV	PU/CDD and THA	1mth	
		TOR for the Multi-Sectoral	TOR		1wk	
		Multi-Sectoral Team established	Multi-Sectoral Team	PU/CDD/THA and other Inter-Agency partners	1mth	
5. Facilitate the ongoing professional development of community development practitioners through regional or international training and exposure in the field of sustainable community development.	Develop a data base of reputable and valuable regional and international community development conferences and fora that would be invaluable to the development of local CDPs	Data base developed	Data base	IT/CDD/THA	Ongoing	Increased capacity building and knowledge among community practitioners.

iv.	To implement data driven, evidence based and innovative programming for delivery of well targeted, effective community development programmes.						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes	
1. Forge linkages with relevant Ministries, academia as well as establish networks among researchers and practitioners for the exchange of data, skills and knowledge, ideas and best practices relevant to community development.	Develop the in-house capacity by providing the relevant staff training and infrastructure at the MCDCA to house, utilise and disseminate data relevant to SCD as received from its own efforts and from partner Ministries and agencies	Staff trained in data management Infrastructure (hardware and software) purchased and installed	No. of staff trained Infrastructure installation	HRS/IT/CDD/THA/PIU/PU IT/CDD/THA/PIU/PU	6 mths 12-24 mths	Enhanced collaborative approach among all partners	
	Develop inter-Ministerial and inter-agency agreements for the provision of data relevant to SCD	Agreements obtained Community specific data hub established at the MCDCA	Signed agreements Data hub	LSU/PU/CDD/THA/ MCDCA Executive	4 mths 12 mths	Enhanced use of data for community interventions	

2. Develop a database accessible to all community development practitioners, which contains community profiles and community development information, research, evidence-based strategies, and M&E reports.	Establish a comprehensive database that is accessible and user friendly	Comprehensive database that is accessible and user friendly established	Database	IT/CDD	12mths	Greater and easy access to data on communities to inform decisions and community actions
	Strengthen the community profiles produced by the MCDCA for all communities	Strengthened and updated Community profile.	Detailed community profiles	CDD/THA/PIU/PU	12mths	Increased community interest and participation in the use of evidence in project planning;
	Merge the CBA exercise with the development of community profiles	CBA and community profiles merged	Detailed CBAs	IT/CDD/THA/PIU/PU	6mths	Greater and easy access to data on communities to inform decisions and community actions
	Build the capacity of MCDCA to store these profiles digitally for access by CDPs	Infrastructure for electronic storage installed and training conducted	Digital infrastructure and training	CDD/PU/PIU and CSs	6mths	Greater and easy access to data on communities to

						inform decisions and community actions
3. Incentivise innovative programming for sustainable community development.	Develop an award mechanism for funding and rewarding innovative community development interventions.	Awards plan developed and finalised	Awards distributed	CDD/THA/PU and CSs	6mth	Increased community interest and participation in innovative programming
4. Encourage and support enhanced access to ICT by communities and development practitioners.	Develop a plan for improved access to ICT for SCD including innovative arrangements with providers.	ICT Plan developed	ICT Plan	IT/CDD/THA/Corp. Comms/ PU	12mth	Greater access to ICT in communities
5. Work with the National Transformation Unit to develop an M&E framework and to integrate community development indicators into the National Performance Monitoring System.	Develop a comprehensive M&E framework for the NPSCD	M&E Plan finalised	M&E Plan	PIU/CDD/PU and MPD	12mths	M&E framework that is fully integrated into the National Performance Monitoring System (NPMS) in collaboration with the NTU

v.	To utilise the Community Mediation programme as well as facilitate the establishment of other structures and mechanisms for conflict resolution and management in community development.						
Recommendations	**Interventions (Input)**	**Output**	**Indicators**	**Actors**	**Time Frame**	**Outcomes**	
1. Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process.	Work with the Community Mediation entities (e.g. Community Mediation Services Division; Dispute Resolution Centre; etc.), to develop a conflict mitigation and resolution mechanism for communities.	Conflict mitigation and resolution mechanism developed MOA signed	Conflict mitigation and resolution mechanism established Agreement between parties	CDD/THA/Mediation entities/ LSU CDD/THA/Mediation entities/ LSU	4mths 3mths	Minimisation and resolution of conflict at the community level	
2. Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process.	Encourage the use of community mediation services as a primary means for resolving conflict within communities.	community mediation promoted widely as primary option to resolve conflict within communities	No. of conflict situations being resolved at the community level	CDD/THA/Corp.Comms/ Mediation entities	Ongoing	Increased awareness of the services offered by community mediation	
3. Promote a culture of peace in communities among	Peace building and maintenance initiatives	Peace building initiatives implemented	No. of schools and communities	CDD/Corp.Comms/	Ongoing	Minimisation and reduction of conflict	

children, youth, families and organisation.	implemented within schools and communities on an on-going basis.		engaged in peace building initiatives	Mediation entities		situations within communities
vi. To promote values, attitudes and behaviours that empower communities and engender a spirit of responsibility and volunteerism in community development.						
Recommendations	**Interventions (Input)**	**Output**	**Indicators**	**Actors**	**Time Frame**	**Outcomes**
1. Inculcate a sense of responsibility for surroundings, the environment, neighbours and communities through programmes beginning at the early childhood level through volunteerism.	Work with Ministry of Planning and Development (MPD) and the Environmental Management Authority (EMA) to develop a sensitisation plan regarding environmental factors targeted at communities and the CDC for SCD.	Environmental sensitisation plan developed	Environmental Sensitisation Plan	CDD/THA/MPLD/EMA/ PU	3mths	Increased awareness and sensitivity towards the environment
		Environmental sensitisation sessions conducted	No. of environmental sensitisation sessions	PMBVTC/MoE/CDD/ EMA/PU	3mth	
		Strategies for encouraging and attracting volunteerism developed	Clear volunteerism strategies No. of participating volunteers	PMBVTC/MoE/CDD/EMA/ PU	3mths	Increased awareness and sensitivity towards the environment

	Utilise the Best Village Programme and Schools to inculcate and demonstrate care for surroundings and the environment.	Plan for inculcating responsibility for the environment developed;	Plan for inculcating responsibility for the environment	PMBVTC/MoE/CDD/EMA/ PU	3 mths	Increased awareness and sensitivity towards the environment
2. Develop structures and mechanisms for organised volunteering.	Develop protocols and processes for engaging volunteers to the SCD process in communities.	Protocols and processes for engaging volunteers to the SCD process in communities developed and implemented	Protocols and processes for engaging volunteers	CDD/THA/Corp.Comms/ PU	4mths	Organised structure established to maintain and continuously engage volunteers
3. Develop mechanisms to incentivise volunteerism in community development.	Conduct appropriate research and develop a plan for inculcating responsibility for participation in community development, for immediate surroundings, community and children of the nation.	Rewards scheme for community volunteers implemented

Rewards and recognition for community volunteerism distributed | Rewards scheme document

No. of persons rewarded and recognised for community volunteerism service. | CDD/THA/Policy Unit/HRS

CDD/THA/PU/HRS | 3mths | Increased in community volunteerism

Increased reward and recognition initiatives towards greater community volunteerism |
| **vii.** | **To integrate a sustainable development approach in the practice of community development to ensure the holistic treatment of development issues** | | | | | |

Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Facilitate community awareness and interest in pursuing human and social development in a holistic manner including addressing issues of healthy lifestyles, personal growth and development, protection of vulnerable groups, access to quality education and development, healthy family relationships and good citizenship.	Provide sensitisation training for CDCs in risk and protective factor for community growth and development Partner with agencies to support community priorities identified in the CSF that are outside the capacity/reach of the community	Trained CDCs Community priorities identified in the CSF, and supported by partner agencies	No. of CDCs trained Clear community priorities identified	CDD/THA/Policy Unit/ NGO's/CBO's/FBO's/ Social Sector agencies	ongoing	Improved community understanding of human development needs and interventions Improved capacity to address human and social needs Improved programming for SCD at the community level Improved delivery of services in the community Safe communities

2. Facilitate and support community engagement in initiatives that will contribute to economic development within communities including entrepreneurship, employment generating activities, community based tourism, agriculture, development of cooperatives etc.	Support communities in the assessment of local capacity for Community Economic Development (CED)	Local economic potential of communities assessed	Assessment report on local economic potential	DCDEDL/MOLSED/MRDLG/ Academia/CDD/PU	6mths	Improved knowledge of Community Economic Potential
	Partner with entities for assessment of economic potential of communities	Economic potential of communities assessed	Assessment indicator	DCDEDL/MOLSED/MRDLG/ Academia/CDD/PU	Ongoing	Improved avenues for income generating projects
	Identify linkages with Local Economic Development Plan of the Municipality	Linkages with local economic development identified	Identified linkages pursued	CDD/THA/PIU/PU	6mth	Enhanced provision of goods and services
	Explore opportunities with corporate partner	Opportunities with corporate partners explored	Identified Opportunities pursued	CDD/THA/PIU	Ongoing	Increased involvement in entrepreneurial activities
	Encourage innovation and entrepreneurial activities	Programme of activities towards training, funding	Nos. participate	CDD/THA/PU/Corporate Sector/Social sector Ministries	3 mths	

		and incentivising innovation and entrepreneurial activities	Programme reports				
	Build capacity for financial management	Financial Management training conducted financial management developed	Capacity for financial management developed	DCDEDL/MOLSED/MRDLG/ Academia/CDD/PU/MSDFS/ CB/CU//CDD/THA and PU	ongoing	Prudent management of household financial resources
3. Support, facilitate and promote the development of culture and the arts and civic mindedness (community as a cultural hub).	Work with practitioners in culture and the arts for potential opportunities consistent with community priorities	Programme of activities implemented towards the development of culture and the arts and civic mindedness	Cultural and civic opportunities identified, promoted and explored	Culture Division/THA/ PMBVTC/CDD	3 mths Ongoing	Increase avenues for cultural expression Increased local opportunities for nurturing talent
4. Support, facilitate and promote the sustainability of the environment through community action, by	Work with relevant agencies for nurturing environmental sensitivity and action.	Partnership established with relevant agencies towards nurturing environmental sensitivity	Partnerships established and actions undertaken towards nurturing	PMBVTC/CDD/THA/ MOLSED/EMA/MoE/ Corporate Sector.	Ongoing	Improved demonstration of environmentally

| advocating undertaking and supporting measures that seek to promote and encourage positive VABs towards the environment, such as environment preservation and protection, pollution reduction, and maintenance of clean, safe and healthy surroundings. | Work with relevant agencies to foster values, attitudes and behaviours. | Partnership established with relevant agencies and action undertaken to foster environmentally friendly values, attitudes and behaviours. | environmentally sensitive community Partnerships established and actions undertaken. | PMBVTC/CDD/THA/ MOLSED/EMA/MoE/ Corporate Sector. | Ongoing | sensitive within communities Improved display of clean and well-kept communities |

Abbreviations' Key

CBO's	Community Based Organisations
CB	Central Bank
CU	Credit Unions
CDC	Community Development Committee
CDD	Community Development Division
CED	Community Economic Development
Corp. Comms	Corporate Communications

CPO	Chief Personnel Officer[6]
CSR	Corporate sector representatives
CSs	Community Stakeholders
DPA	Director Personnel Administration
EMA	Environmental Management Authority
FBO'S	Fixed Based Operators
HRS	Human Resource Services
IMTF	Inter-Ministerial Task Force
IT	Information Technology
LSU	Legal Services Unit
MCDCA	Ministry of Community Development, Culture and the Arts
MCSCD	Multi-sectorial Committee for Sustainable Community Development
MoE	Ministry of Education
MOLSED	Ministry of Labour and Small Enterprise Development
MPD	Ministry of Planning and Development
MSDFS	Ministry of Social Development and Family Services
NGO's	Non-governmental Organisations
NPSCDC	National Policy on Sustainable Community Development Committee
NTU	National Training Unit

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[6] Abbreviations used in the body of the text continue to next page

PIU	Planning and Implementation Unit
PMBVTC	Prime Minister's Best Village Trophy Competition
PU	Policy Unit
THA	Tobago House of Assembly