

24th
ANNUAL REPORT
TO PARLIAMENT
for the Year
2011

(Pursuant to Section 10 of the Integrity in Public Life Act, Ch. 22:01)

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Vision Statement

The Integrity Commission is the leading organization to promote integrity and make Trinidad and Tobago corruption free.

Mission Statement

The Integrity Commission shall be a performance driven institution that promotes the highest ethical standards by -

- **Ensuring compliance with the Integrity in Public Life Act;**
- **Detecting corrupt practices and dishonest conduct;**
- **Providing excellent customer service and public education;**

for the benefit of our nation.

Key Message of Principle

“DO THE RIGHT THING ALWAYS”

Logo of the Integrity Commission



The Logo is a three-bar symbol representing three areas of human society in which integrity is fundamental – SELF, COMMUNITY, CIVILISATION.



INTEGRITY COMMISSION MEMBERS:

*Seated L - R: Justice Gladys Gafoor, Deputy Chairman; Professor Ann Marie Bissessar, Member
Standing L - R: Mr Kenneth Gordon, Chairman; Mr Seunarine Johhoo, Member; Mr Neil Rolingson, Member*

1.0 CHAIRMAN'S REMARKS

Having assumed duties on 1st November 2011 subsequent to the resignation of former Chairman, Dr Eric St Cyr on 11th October 2011, it quickly emerged that our major challenge was to ensure that the Commission met its targets for 2011 - particularly with respect to the certification of declarations from persons in public life. This we achieved, with a record number of declarations being certified (1,602).

We were also able to complete the major public education initiative “**Do right Champions**” contest which had been commenced under the previous Chairman. This contest was highly successful with some 1,400 entries. The competition targeted primary and secondary school students with a stronger response coming from the primary schools. We consider this an excellent vehicle through which to expand the message of integrity and this will be reflected in our development plans.

The Commission proposes to submit draft Regulations for approval before the end of 2012 but there have been challenges which have had to be addressed by the Commission. The issue of confidentiality is one which has plagued the Commission for some time and this is currently being addressed.

The Commission is also taking the opportunity to review its strengths and weaknesses. It is in the process of preparing a 3-year Strategic Plan (2012 – 2015) that will be designed to achieve greater efficiency for the period and expand the scope of its operations.

May I register appreciation to my fellow Commissioners, our Registrar and Staff and our thanks to the former Chairman, Dr Eric St Cyr.

Kenneth Gordon
Chairman

March 29, 2012

2.0 INTRODUCTION

The Integrity Commission of Trinidad and Tobago submits its twenty-fourth Annual Report to Parliament on its activities for the year ended December 31, 2011. The Report is prepared in compliance with Section 10 of the Integrity in Public Life Act, Ch. 22:01 (the Act), which states:

"The Commission shall not later than March 31st in each year, make a report to Parliament of its activities in the preceding year and the report shall be tabled in the Senate and the House of Representatives not later than 31st May, so, however, that the reports shall not disclose particulars of any declaration filed with the Commission".

Section 20 (4 – 5) of the Integrity in Public Life Act requires:

- (4) "Every member of the Commission and every person performing any function in the service of, or as an employee of the Commission shall treat all declarations and records and information relating to such declarations and information as secret and confidential and shall make and subscribe to an oath of secrecy to that effect before a Justice of the Peace.
- (5) Every person required under subsection (4) to deal with matters specified therein as secret and confidential who at anytime communicates or attempts to communicate such information or anything contained in such documents to any person other than a person to whom he is authorized under this Act, shall be guilty of an offence and be liable on summary conviction to a fine of two hundred and fifty thousand dollars and ten years imprisonment."

3.0 THE COMMISSION

3.1 Role of the Integrity Commission

The Integrity Commission is a constitutional body created by Sections 138 and 139 of the Constitution of the Republic of Trinidad and Tobago and established by the Integrity in Public Life Act Ch. 22:01 which makes provisions for the prevention of corruption of persons in public life by providing for public disclosure, regulating the conduct of persons exercising public functions and preserving and promoting the integrity of public officials and institutions.

In the exercise of its powers and performance of its functions under this Act, the Commission –

- (a) Shall not be subject to the direction or control of any other person or authority.
- (b) May in all cases where it considers it appropriate to do so, make use of the services or draw upon the expertise of any law enforcement agency or the Public Service.
- (c) Shall have the power to authorize investigations, summon witnesses, require the production of any reports, documents, other relevant information, and to do all such things as it considers necessary or expedient for the purpose of carrying out its functions.

3.0 THE COMMISSION

3.2 Membership of the Commission

The Commission is appointed by His Excellency the President in accordance with Section 4 of the Act which states:

- “(1) There is established an Integrity Commission consisting of a Chairman, Deputy Chairman and three other members who shall be persons of integrity and high standing.
- (2) At least one member of the Commission shall be an attorney-at-law of at least ten years experience.
- (3) At least one member of the Commission shall be a chartered or certified accountant.”

The current Commission which, with exception of Mr. Kenneth Gordon, was appointed on March 15, 2010 for a period of three years comprises -

Mr. Kenneth Gordon.	...	Chairman
*Madam Justice Gladys Gafoor	...	Deputy Chairman
Mr. Neil Rolingson	...	Member
Professor Ann Marie Bissessar	...	Member
Mr. Seunarine Jokhoo	...	Member

It is to be noted however that Dr. Eric St. Cyr served as Chairman from 15th March, 2010 until his resignation on 11th October, 2011. Mr. Kenneth Gordon was appointed Chairman of the Commission on 1st November 2011 for a period of three years.

* With effect from February 9, 2012 Madam Justice Gladys Gafoor has been suspended from performing the functions of her office as a Member and Deputy Chairman of the Integrity Commission by His Excellency President George Maxwell Richards pending the findings of the Tribunal appointed to investigate allegations of misconduct against her. (See Extra-ordinary Gazette Vol. 51, No. 17 dated February 9, 2012.)

4.0 REPORT OF THE YEAR'S ACTIVITIES

4.1 Meetings of the Commission

The Commission held thirty-eight statutory meetings in 2011. In order to facilitate the work flow, the Commission divided itself into a Sub-Committee on Compliance, a Sub-Committee on Investigations and a Sub-Committee on Public Education. These Sub-Committees met regularly and reported to the Commission in plenary session. The activities are recorded in Board and Sub-Committee Minutes.

4.2 Functions of the Integrity Commission

The activities of the Commission are determined by its functions as outlined in Section 5 (1) of the Act as follows:

- (a) Carry out those functions and exercise the powers specified in this Act;*
- (b) Receive, examine and retain all declarations filed with it under this Act;*
- (c) Make such enquiries as it considers necessary in order to verify or determine the accuracy of a declaration filed under this Act;*
- (d) Compile and maintain a Register of Interests;*
- (e) Receive and investigate complaints regarding any alleged breaches of this Act or the commission of any suspected offence under the Prevention of Corruption Act;*
- (f) Investigate the conduct of any person falling under the purview of the Commission which, in the opinion of the Commission, may be considered dishonest or conducive to corruption;*
- (g) Examine the practices and procedures of public bodies, in order to facilitate the discovery of corrupt practices;*
- (h) Instruct, advise and assist the heads of public bodies of changes in practices or procedures which may be necessary to reduce the occurrence of corrupt practices;*
- (i) Carry out programmes of public education intended to foster an understanding of standards of integrity;*
- (j) Perform such other functions and exercise such powers as are required by this Act.*

The work of the Commission falls into four (4) functional areas: Compliance, Investigations, Public Education & Communications and Corporate Administration.

Report of the Year's Activities (Continued)

4.3 COMPLIANCE

4.3.1 Declarations

The Commission is required, *inter alia*, to receive, examine and retain declarations of income, assets and liabilities and statements of registrable interests from Persons in Public Life, and to make such enquiries to determine the accuracy of such declarations. These persons are listed in the Schedule to the Act as:

1. Members of the House of Representatives;
2. Ministers of Government;
3. Parliamentary Secretaries;
4. Members of the Tobago House of Assembly;
5. Members of Municipalities;
6. Members of Local Government Authorities;
7. Senators;
- †8. Judges and Magistrates appointed by the Judicial and Legal Service Commission;
9. Members of the Boards of all Statutory Bodies and State Enterprises including those bodies in which the State has a controlling interest;
10. Permanent Secretaries and Chief Technical Officers.

All persons in public life must file their declaration by May 31 in respect of the previous year that he is a person in public life. The number of declarations received annually has increased steadily over the past five (5) years to 1,775 in 2011. Central and Local Government elections held in May and August 2010 respectively resulted in significant changes in the numbers of persons holding public office. This transition accounted for the increase in the number of declarants required to file in 2010 as both outgoing and incoming public officials were required to file declarations. As at December 31, 2011 there was a 38% increase in the number of declarations received, amounting to 1,775 (2010 = 1,289).

† The Judgment of Justice Judith Jones in High Court Action 1735 of 2005 dated October 15, 2007 excludes Judges and Magistrates from the provisions of the Integrity in Public life Act.

Report of the Year's Activities (Continued)

Figure 1 below illustrates the processing of declarations in the last five (5) years.

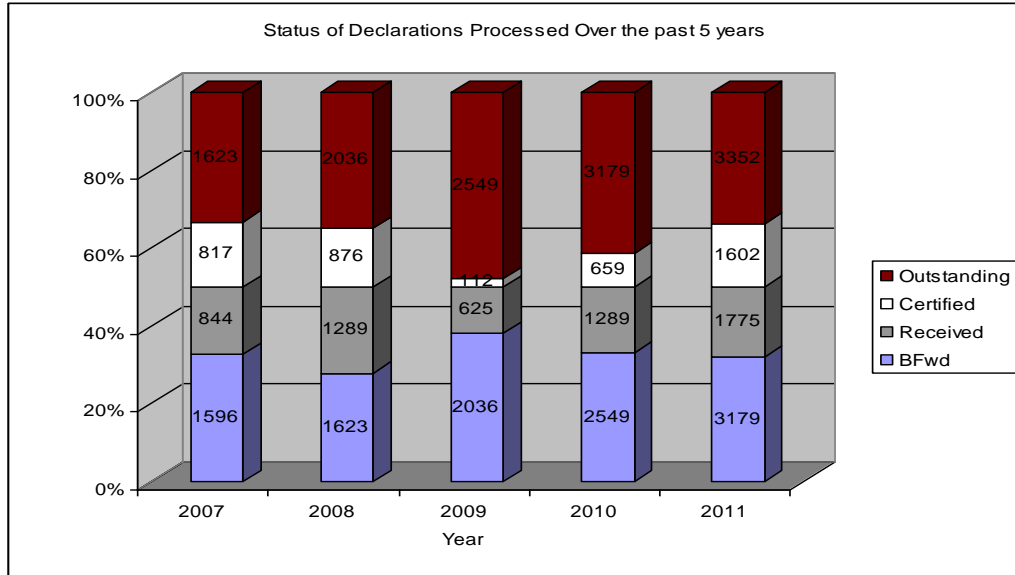


FIGURE 1

- **CERTIFICATION OF DECLARATIONS**

2011 certification target achieved

1,602 declarations certified in 2011

2,575 queries awaiting responses

Backlog grows to 3,352

The Integrity Commission is required by the Act to issue a Certificate of Compliance when it is satisfied that a declaration has been fully made.

As at December 31, 2011 the Integrity Commission certified a record high of 1,602 declarations, a 143% increase on the number of declarations certified in 2010 (659). This significant increase in the number of declarations certified is attributed to the additional human resources employed by the Commission during 2011 and the streamlining of the “examination of declarations” process.

Report of the Year's Activities (Continued)

The Integrity Commission relies on the co-operation of declarants during the examination process to ensure all errors and omissions identified by its Officers are resolved in a timely manner. However, in addition to the 1,602 declarations certified during 2011, work had commenced on a further 900 (approx.) in 2011 and responses to the queries were being awaited. These 2011 queries increased the total number of declarations awaiting responses to 2,575. This is described in the Table below as “work in progress”.

The increased “work in progress” contributed to the 5% increase in the backlog of uncertified declarations which totalled 3,352 at year end. The changes in the backlog have been summarised in Table 1 below.

Backlog brought forward from 2010	3,179
Add Declarations Received in 2011	1,775
Total requiring certification	4,954
Less Declarations Certified in 2011	1,602
Backlog carried forward to 2012	3,352
❖ <i>Comprising:</i>	
❖ <i>Declarations awaiting responses as at Dec 2011/ (Work in Progress)</i>	2,575
❖ <i>Declarations awaiting examination</i>	777

TABLE 1 Declarations awaiting certification

Report of the Year's Activities (Continued)

Figure 2 below illustrates the composition of the backlog of uncertified declarations.

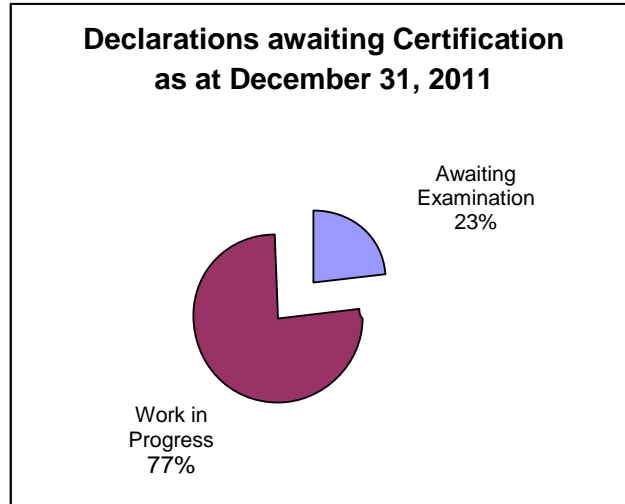


FIGURE 2

- **NON-COMPLIANCE WITH SECTIONS 11 & 14 OF THE ACT**

When persons in public life have failed to file a Declaration of Income, Assets and Liabilities and a Statement of Registrable Interests in accordance with Sections 11 & 14 of the Act, the Integrity Commission may publish this fact in the Gazette and at least one daily newspaper.

As at December 31, 2011, the Integrity Commission published the names of 255 persons who failed to comply with Sections 11 & 14 during the periods 2002 - 2009. The listing of non-compliant public officials was published in the Trinidad Gazette on November 28, 2011 and in the daily newspapers during December 2 to 11, 2011.

**255 persons
published for
failing to file**

**41 persons
referred
for ex-parte
applications**

The Integrity Commission may make an ex-parte application to the High court for an order directing the declarant to comply with the filing requirements of the Act if, despite being published, he has failed to file his declaration. As at December 31, 2011, 41 names had been forwarded to the Integrity Commission's external legal counsel, for the processing of these ex-parte applications to the high Court.

Report of the Year's Activities (Continued)

4.3.2 Target for 2012

The target for certification of declarations is 3,200 for 2012.

4.3.3 Register of Interests

Section 14 of the Act mandates the Integrity Commission to compile and maintain a Register of Interests in order to provide information to the public about the personal and business interests of persons in public life that may influence or may be perceived to influence their judgment, deliberations or actions.

***The Register of
Interests was
inspected
14 times
in 2011***

This Section requires all persons in public life to disclose annually the particulars of all directorships with companies, contracts with the State, investments in partnerships or associations, sources of income, beneficial interests in land and trust funds and memberships in professional, trade or political associations, and any other substantial interest which may appear to raise the material conflict between his private interests and his public duty.

However, Section 14 (5) states:

“Nothing in this section shall be taken to require disclosure of the actual amount or extent of any financial benefit, contribution or interests.”

This information is then compiled and retained in a Register of Interests and made available upon request to members of the public. During 2011, 14 persons accessed the Register of Interests.

4.3.4 Declarant Education

During 2011, the staff of the Office of The Integrity Commission provided guidance regarding the filing of declaration forms to over 750 persons in public life via 10 “*Know Your Forms*” Declarant Education Seminars and 457 individual meetings at the Office of the Integrity Commission.

Report of the Year's Activities (Continued)

Presentations at the Seminars are conducted jointly by the Commissioners and the Compliance team and these sessions allow declarants to access specific guidance on filing obligations and to refine their understanding of the Act and the Code of Conduct.

Report of the Year's Activities (Continued)

4.4 INVESTIGATIONS

The Commission, in accordance with section 5(1) (f) of the Act, is mandated to investigate the conduct of any person falling under its purview which, in the opinion of the Commission, may be considered dishonest or conducive to corruption. In recognition of this responsibility Section 33 of the Act empowers the Commission to initiate investigations on its own; or to initiate investigations upon the receipt of a complaint from any member of the public.

The Commission, in keeping with its commitment to have matters investigated promptly and thoroughly, strengthened its investigative capacity in July and August 2011 with the recruitment of a Director of Investigations, two Financial Investigators, two Criminal Investigators, an Investigative Researcher and an Administrative Secretary. This increased capacity has contributed to the expediting of a number of investigations as can be gleaned from the following table:

STATUS OF COMPLAINTS	
Backlog of Complaints from prior years	24
Complaints received by the Commission from members of the public for the year 2011	43
Investigations initiated by the Commission for the year 2011	6
Total matters currently under investigation	73

In the conduct of these investigations the following were accomplished by the Commissions' investigators:

Investigation Activity	Outcome of Activity
Interviews Conducted	Over 150
Statements obtained and recorded	220
Documents obtained and examined	Volumes

These activities contributed to the following:

Report of the Year's Activities (Continued)

Activity	Accomplishment
Number of investigations completed for the year 2011	42
Number of investigations completed within 1 – 90 days	29
Number of investigations completed within 91 – 180 days	5
Number of investigations completed in excess of 180 days	8
Number of investigations incomplete at the end of 2011	31

The above table therefore reveals the following:

- The target of 1 – 90 days was achieved in 60 percent of the complaints received or investigations initiated for the year 2011.
- 58 percent of the matters under investigation for 2011 were completed.
- Investigators also assisted the Compliance Division in locating and serving documents on Declarants who were not found by the national mail service.

Report of the Year's Activities (Continued)

4.5 PUBLIC EDUCATION AND COMMUNICATIONS

The Integrity Commission of Trinidad and Tobago, in fulfillment of the corporate mandate to carry out programmes of Public Education to foster an understanding of the Standards of Integrity, has provided opportunity for Persons in Public Life as well as students of Primary and Secondary Schools to be more aware of issues related to Integrity and the behaviour it engenders.

Our passion continues to be “**Do The Right Thing Always.**” In the review period 2011, several initiatives have been implemented which support Integrity, promote moral values and generally serve as a catalyst for engaging the national community on issues of Integrity and ethics.

- The Commission’s major communication focus has been on engaging students of Primary and Secondary Schools – and their teachers – on issues of Integrity and ethics through an initiative in Writing (Language Arts) and the Visual and Performing Arts (VAPA).
 - The Ministry of Education and the Tobago House of Assembly collaborated with the Commission on a competition among Primary and Secondary Schools branded as “*The Do Right Champions.*”
 - “*The Do Right Champions*” competition sought to re-enforce the connections between aspects of the school curriculum - Language Arts and the Visual Arts – and strengthens the philosophy of the Integrity Commission in the hearts and minds of students and teachers.
 - Students were required to write a Short Story and a Poem (Language Arts) produce a Drawing, Cartoon (or a Comic Strip) and to submit the text of a Scenario (Skit) – Visual and Performing Arts. All entries needed to be on the theme of Integrity.

Report of the Year's Activities (Continued)

- “*The Do Right Champions*” competition was launched by the Minister of Education and the Tobago House of Assembly’s Secretary for Education at the National Academy for the Performing Arts, NAPA, on September 27th 2011.
- The Commission produced promotional and informational items. A caravan comprising employees of the Commission was mounted and visited 40 schools to promote the competition amongst students. Details on the competition were made available on the Commission’s website.
- At the deadline date for the submission of entries, November 7, 2011 entries received in the various categories were as follows:

TOTAL NUMBER OF ENTRIES The Do Right Champions 2011					
Primary		Secondary		Total Entries	
<i>Category</i>	<i>Entries</i>	<i>Category</i>	<i>Entries</i>	<i>Category</i>	<i>Entries</i>
Cartoon	11	Cartoon	133	Cartoon	144
Drawing	256	Drawing	8	Drawing	264
Poem	345	Poem	106	Poem	451
Scenario/Skit	24	Scenario/Skit	13	Scenario/Skit	37
Short Story	371	Short Story	109	Short Story	480
Total Primary	1007	Total Secondary	369	Grand Total	1376

- The Curriculum Planning and Development team of the Ministry of Education facilitated arrangements for the judging of entries. Entries were judged on creativity, originality, interpretation of the Integrity theme and the clear and positive message that it depicts. The adjudicators included former school principals, curriculum officers and specialist teachers.
- Prizes were awarded to students who captured the Integrity theme for excellence. Prizes ranged from book and cash vouchers, art supplies, camp sponsorship, book bags to Nintendo Wiis, iPads, iPod Touch and BMX bicycles.

Report of the Year's Activities (Continued)

- The Commission is hopeful, based on keen responses received from school Principals, teachers and students – and indeed the administrators at the Ministry of Education - that this competition will become the showcase for excellent Short Stories, epic Poems, creative Cartoons and outstanding Scenarios on the theme of Integrity.
- An Awards Ceremony was held on January 30, 2012. It was attended by His Excellency Professor George Maxwell Richards, President of the Republic of Trinidad and Tobago who delivered the feature address.

MEDIA RELATIONS & COMMUNICATIONS

- The Commission continued an arrangement with the Sunday NEWSDAY Newspaper for a column – *The Integrity Column* – published each fortnight. Twenty-two articles were reproduced in the newspaper during the period under review.
- A Corporate Communications Plan 2011-12 was developed which was partly implemented in 2011.
- The Corporate Communications Unit facilitated ten (10) workshops at its offices and elsewhere for Persons in Public Life who are required to file Declarations of Income, Assets, Liabilities and Statements of Registrable Interests. A majority of those Persons in Public Life in attendance reported filing declarations with the Integrity Commission for the first time. Surveys among those in attendance reported that they are now better prepared to complete Forms A and B of the Integrity in Public Life Act. It is appropriate to conclude that the workshops were relevant; succeeded in raising awareness; addressed the information needs of the participants, in particular those who filed declarations for the first time.
- The Commission continues to make available its CD-ROM: “**Know your declaration forms**” and a pamphlet on “**Conflict of Interest**”.
- The Commission ratified its Media Guidelines for Communication with the News Media and others outside the Commission.

Report of the Year's Activities (Continued)

- The Commission's (then) Chairman participated in a "*Commonwealth Secretariat Integrity Commission Conference on Good Governance*" in St. Lucia from June 7 to 9, 2011.
- Members of the Commission held a regular Board Meeting in Tobago on August 8, 2011. Following the meeting the Chairman and members of the Commission held a luncheon meeting with the Chief Secretary, Tobago House of Assembly, Mr Orville London, the Secretary for Education, Sport and Youth Affairs Mr. Whitney Alfred and the Coordinator of School Supervision Dr Verleen Bob-Lewis.
- The Commission's current Chairman was among participants at a forum on Ethics sponsored by the local chapter of Transparency International, the Trinidad and Tobago Transparency Institute (TTTI).
- The Commission's Deputy Chairman was the feature speaker at the 25th Anniversary Awards ceremony of the Information Systems Audit and Control Association, Trinidad and Tobago Chapter.
- The Commission, with the support of the Petrotrin Wellness Centre, engaged all employees in an initiative to reinforce healthy lifestyles through the benefits of wellness and improved nutrition.

4.6 CORPORATE ADMINISTRATION

4.6.1 Financial Matters

The Integrity Commission is a statutory body established in accordance with the Constitution by the Integrity in Public Life Act. Section 9 (4) of the Act provides that:

“All expenses incurred by the Commission for the purposes of this Act shall be a charge on the Consolidated Fund”.

This provision in law brings the Commission under the operation of the Exchequer and Audit Act, Chapter 69:01 and the Financial Regulations made thereunder. Within such a legal framework, the Commission receives its funding through direct charges on the Consolidated Fund as well as appropriations by Parliament through the annual Appropriation Act.

The Commission has, during the Financial Year 2011, complied with all the directives from the Ministry of Finance, the Director of Budgets, the Comptroller of Accounts and recommendations of the Auditor General. The Registrar of the Commission is the Accounting Officer, having been appointed by, and therefore responsible to, the Minister of Finance, and answerable to the Public Accounts Committee of Parliament.

This report covers the period January to December 2011. The financial report covers expenditure for the period October 1, 2010 to September 30, 2011. The Appropriation Account for the Financial Year 2011 was submitted to the Auditor General on January 31, 2012. This was the Commission’s accounting for the funds released to it under the Head of Expenditure 37 – Integrity Commission. This is reproduced in the Table below.

Corporate Administration (Continued)

Allocation and Expenditure for the period October 1, 2010 to September 30, 2011

Sub-Head	Estimates 2010/2011	Actual Expenditure
Personnel Expenditure	1,911,840.00	1,681,416.00
Goods and Services	17,390,640.00	11,702,324.50
Minor Equipment Purchases	699,000.00	220,877.70
Development Programme	Nil	Nil
TOTAL	20,001,480.00	13,604,618.20

In fiscal year 2011 the Commission was faced with an immense challenge to its legal mandate in respect of its allocation under Goods and Services – Other Contracted Services.

The provision of 1.2 million dollars to service existing maintenance contracts and the engagement of forensic investigative services proved to be inadequate. The Commission's work in respect of the carrying out of investigations was therefore severely stymied. The Commission initially sought to suppress expenditure in other areas so as to channel financial resources to this critical area.

Representations were made to the Ministry of Finance to address this issue explaining the effect on the Commission's ability to engage foreign forensic services. Eventually, the Commission's allocation under this item was augmented during the course of fiscal year 2011 by \$4,500,000; however, the funding was only released in July 2011. Given the time-lapse, there was inadequate time for the full engagement of forensic services required and the completion of contracts in order for payments to be effected before the end of the fiscal year September 30, 2011.

Corporate Administration (Continued)

4.6.2 Human Resources

Subsequent to the receipt of Cabinet's approval in 2010 for the creation of a number of key positions, the Commission recruited (using a transparent and equitable process) staff to fill the majority of these positions in 2011 as follows -

<u>POSITIONS</u>	<u>NO.</u>
Director of Review and Compliance	1
Director of Enforcement and Investigations	1
Chief Communications and Public Relations Officer	1
Administrative Secretary	4
Senior Compliance Analyst	1
Scanning Technician	1
Counsel Investigations	1
Senior Investigator	2
Compliance Analyst	4
Investigator, Financial Investigations	4
Investigator, Criminal Investigations	4
Investigative Researcher	1
Public Information Officer	1
Information Clerk	2
Human Resource Specialist	1
Records Specialist	1

In addition, the Public Service Commission approved an acting appointment in the newly created position of Deputy Registrar from the date of assumption to February 29, 2012. The Deputy Registrar assumed duties on November 29, 2011. The Commission therefore has the appropriate type and level of staffing to achieve its current mandate.

One Commissioner and one member of staff received training in Forensic Accounting and Fraud. One member of staff received overseas training on 'Better Governance - issues and challenges in corruption control'. Staff was also trained in the following -

- Evaluating organizational ethics
- Fraud Risk Management
- Detection and prevention of corruption in procurement
- Gangs, violence and governance
- Management

Corporate Administration (Continued)

This training was aimed at enabling staff to perform more efficiently and effectively.

4.6.3 Administration

The Commission continues to be severely challenged in respect of the accommodation of its staff and to facilitate its expansion. In September 2010, the Commission was informed of the intention of the landlord, Unit Trust Corporation, to renew the lease of only one (1) of the two (2) floors which the Commission occupied. All staff are now accommodated on one floor. The Commission has also conducted some refurbishment and redesign work on the floor to improve the effectiveness of its operations and to enhance the physical environment.

The Integrity Commission has approached the Ministry of Public Administration and subsequently the Ministry of Housing and the Environment under whose portfolio the government's Property Management Division now falls to secure alternative accommodation.

This accommodation is urgently needed.

5.0 LEGAL MATTERS

In 2011 the Commission commenced *ex parte* applications pursuant to Section 11 (7) of the Integrity in Public Life Act against the following persons in public life for failing to comply with their declaration obligations under the Act. The following are the names of the defendants to the *ex parte* applications:-

- * **CV2011-04629** The Integrity Commission of T&T vs. Edwin Gooding
Order was granted, awaiting sealed office copy.
- * **CV2011-04630** The Integrity Commission of T&T vs. Kwesi Antoine
Pending hearing before the Hon. Justice Rampersad.
- * **CV2011-04631** The Integrity Commission of T&T vs. Michael Small
Order granted, Defendant to pay Claimant's costs assessed in the sum of \$1,500.00, awaiting sealed office copy.
- * **CV2011-04633** The Integrity Commission of T&T vs. Motilal Rampersad
Matter rescheduled to February 28, 2012 in the POS 7th Court before the Hon. Madam Justice Dean-Armorer.
- * **CV2011-04634** The Integrity Commission of T&T vs. Ryan Shim
Matter rescheduled to February 10, 2012 in the POS 7th Court before the Hon. Madam Justice Gobin.
- * **CV2011-04635** The Integrity Commission of T&T vs. Claire Blandin
Order was granted, awaiting sealed office copy.
- * **CV2011-04637** The Integrity Commission of T&T vs. Harry Ragoonanan
Matter rescheduled to February 10, 2012 in the POS 7th Court before the Hon. Madam Justice Gobin.
- * **CV2011-04638** The Integrity Commission of T&T vs. Alison Williams
Order was granted, awaiting sealed office copy.

Legal Matters (Continued)

- * CV2011-04639 The Integrity Commission of T&T vs. Richard Afong
Order was granted, awaiting sealed office copy.

- * CV2011-04640 The Integrity Commission of T&T vs. Jacqueline Sabga
Order was granted and obtained.

- * CV2011-04640 The Integrity Commission of T&T vs. Ian Thomas
Order was granted, awaiting sealed office copy.

These *ex parte* applications were briefed to and under the care and conduct of Mr. Stuart R. Young, Attorney at Law, of “Chancery Chambers” 108 Duke Street, Port of Spain.

H.C.A. Claim No. CV 2008-02841 – Sanatan Dharama Maha Sabha of Trinidad and Tobago v. The Integrity Commission

On the November 02, 2011 the Honourable Madam Justice Joan Charles ruled on the Claimant’s Application for Costs arising out of an application by the Claimant for judicial review. The Court ruled that there be no order as to costs. The Claimant was granted leave by the Honourable Judge to appeal the decision. No notice of appeal was found to be on record.

Civil Appeal No. 30 of 2008 - H.C.A. No.1735 of 2005 - Telecommunications Services of Trinidad & Tobago Limited (TSTT) v The Integrity Commission and The Attorney General of Trinidad & Tobago

This appeal was heard and completed on the June 29, 2010 on the judgment of Madam Justice Judith Jones delivered on October 15, 2007 as varied by the Addendum dated January 21, 2008 and in which both TSTT and the Integrity Commission filed appeals. The Appeal Court reserved its decision to be delivered on a date to be announced. **The date for delivery of the Court’s decision is still pending.**

6.0 THE WAY FORWARD

The Commission has embarked on an undertaking to outline its direction for the next three years. In order to determine this direction, the Commissioners and Staff conducted consultations which have resulted in the Strategic Plan for 2012-2015. The Commission's previous Strategic Plan 2005-2008 was instrumental in moving it up to a certain level and establishing it as one of the country's major leaders in the fight against corruption and the promotion of integrity. Core elements of that plan are sound and remain most relevant today. However, in order to advance our mission, it is necessary to review and update our strategies.

The 2012-2015 Strategic Plan highlights the goals established by the Commission and the benchmarks set for their achievement over the three year period. The plan also details the short-term goals to be implemented by the end of 2012. These are -

- Drafting of Regulations in support of all operations of the Integrity Commission as required by Section 41 of the Act;
- A complete overhaul of the system for processing declarations including recommendations for new declaration forms;
- The commencement of the examination of public bodies to facilitate the discovery of corrupt practices;
- Increased communication with all the publics of the Commission;
- Finalization of personnel policies and procedures and the full implementation of a performance management system for Contract Officers;
- A revised Organizational Structure as mandated by Cabinet.

The Commission is pleased to share its Strategic Plan for the period 2012-2015 which is appended.

7.0 SUBMISSION OF REPORT

This report is respectfully submitted to Parliament, pursuant to Section 10 of the Integrity in Public Life Act, Ch. 22:01 on this 29th day of March, 2012.

.....
Kenneth Gordon
Chairman

.....
Mr. Neil Rolingson
Member

.....
Professor Ann Marie Bissessar, Ph.D.
Member

.....
Mr. Seunarine Jokhoo, F.C.C.A, C.A.
Member

8.0 PROFILE OF COMMISSIONERS

8.1 Profile of Commissioners

Kenneth Gordon

Chairman, Integrity Commission

Mr. Kenneth Gordon has enjoyed an illustrious career both in the public and private sectors, having held the positions of Managing Director/Chief Executive Officer/Chairman of Caribbean Communications Network Ltd. (1969–1986) (1990–1997) and Government Minister of Industry, Enterprise and Tourism (1986–1990). He has also held Chairmanships of a number of major corporations and state agencies.

He has been the recipient of Local, Regional and International awards from Columbia University – Gold Medal Maria Moors Cabot Award, Inter-American Press Association Joaquin Chamarro Award and Lord Astor Commonwealth Award from the Commonwealth Press Union.

He was awarded the Chaconia Gold Medal in 2007 and has received a number of business and media awards. He received an Hon. Doctorate in Business and Entrepreneurship from the University of Trinidad and Tobago in 2008, had the Ken Gordon School of Journalism and Communication Studies named after him in 2011 at COSTAAT and has authored his autobiography “Getting it Write”.

Eric St Cyr, Ph.D.

Chairman

Dr Eric St Cyr is an Economist and Lecturer who has held a number of senior academic positions at the University of the West Indies including Head of the Department of Management Studies and the Department of Economics, Chairman of the Division of Social Sciences and Dean of the Faculty of Social Sciences. He has served as consultant throughout the Caribbean as well as with international agencies such as UNDP, UNECLA and IDB. Dr St Cyr has authored numerous academic publications, research papers and other writings and has chaired a number of Boards and Committees. He was a Senator from 1995–2000.

Profile of Commissioners (Continued)

Justice Gladys Gafoor

Deputy Chairman

Justice Gladys Gafoor has held a number of senior Judicial and Legal positions including Senior Magistrate, Deputy Solicitor General and Acting Solicitor General of Trinidad and Tobago, Director of Public Prosecutions, Chairman of the Essential Services Division of the Industrial Court and Vice President of the Industrial Court. She is a former Lecturer and Director at the Hugh Wooding Law School and has chaired two Commissions of Enquiry.

Mr Neil Rolingson

Member

Mr. Neil Rolingson has over twenty (20) years experience in the area of Finance and Management. He held key posts in the industrial and banking sectors including Chief Executive Officer, National Flour Mills, Managing Director, Penta Paints Limited and President/CEO of Point Lisas Industrial Port Development Corporation (PLIPDECO). Mr. Rolingson holds a B.Sc. in Management Studies and a M.Sc. in Agricultural Economics.

Professor Ann Marie Bissessar, Ph.D.

Member

Professor Ann Marie Bissessar is a Professor (Public Management) with the Department of Behavioural Sciences, University of the West Indies, St Augustine Campus. She holds a B.A. a M.Sc. and a Ph.D. Degree (Government) from the UWI. She has authored (co-authored) over 13 books and approximately 60 articles in peer reviewed journals.

Mr. Seunarine Jokhoo, F.C.C.A, C.A.

Member

Mr. Seunarine Jokhoo is a Chartered Accountant with over 25 years of experience in the area of Accounting and Management. He has held senior positions in the Public Service and has served on the boards of several companies in the Public and Private Sectors.

NOTES

Principles of Integrity

APPENDIX A

AS DERIVED FROM



THE CODE OF CONDUCT

IN THE INTEGRITY IN PUBLIC LIFE ACT, 2000

***For the guidance of Persons in Public Life and
Persons Exercising Public Functions. You should:***

- ▶ Perform your functions and administer public resources in an effective and efficient manner
- ▶ Be fair and impartial in exercising your public duty
- ▶ Afford no undue preferential treatment to any group or individual
- ▶ Arrange your private interests in such a manner so as to maintain public confidence and trust in your integrity
- ▶ Not use your office for the improper advancement of your own or your family's personal or financial interest or the interest of any person
- ▶ Not engage in any transaction that is incompatible with your office, function and duty
- ▶ Not use public property or services for activities not related to your official work
- ▶ Not, either directly or indirectly, use your office for private gain
- ▶ Not use public funds in disregard of the Financial Orders or other regulations applicable to such funds.
- ▶ Not accept a fee, gift or personal benefit that is connected directly or indirectly with the performance of your duties
- ▶ Disclose your interest and disqualify yourself from any decision making process where there is a possible or perceived conflict of interest

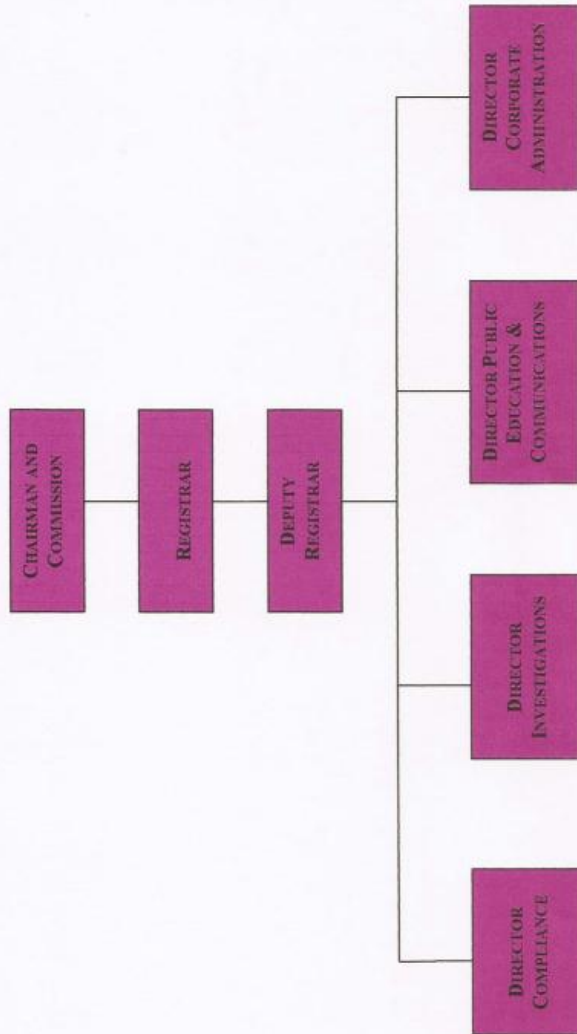
DO THE RIGHT THING ALWAYS!

For the full Code of Conduct, visit our Website at:

www.integritycommission.org.tt

APPENDIX B

**Integrity Commission
ORGANIZATION CHART**



APPENDIX C

**THE INTEGRITY COMMISSION OF
TRINIDAD AND TOBAGO**

STRATEGIC PLAN

FOR THE PERIOD 2012–2015

MESSAGE FROM THE CHAIRMAN OF THE INTEGRITY COMMISSION

Many prefer to plan, implement, deliver and then make public comment.

Frankly it is the more cautious and even recommended, road to achievement for there are many variables about the future over which we have little control. We have elected to do otherwise as we address the period of our Strategic Plan 2012–2015; a period which is doubly complicated by a chequered past.

Our vision for the future is clear. It is our intention to make the Integrity Commission a model Institution which can serve as a template for others whether in the public or private sectors.

The values, goals and action which follow are the result of meetings between Commissioners and staff and meetings and discussions of staff amongst themselves.

The Vision Statement tells us where we want to go.

The Mission Statement tells us how we expect to get there.

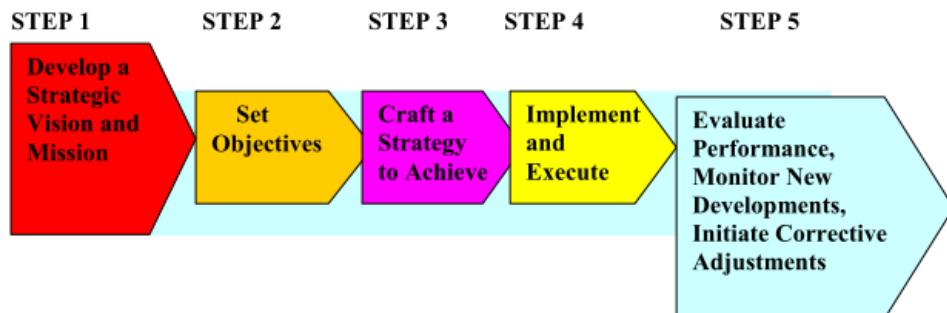
Now we tell you with confidence that as we travel to get there we have commenced the journey to **DO THE RIGHT THING.**

Kenneth Gordon

SHAPING THE FUTURE

THE STRATEGIC PLANNING EXERCISE

The Strategic Planning exercise followed the traditional path, though somewhat condensed, as the Commission sought to have a plan in place before the end of the first quarter of 2012. A Strategic Planning Committee was established comprising Directors and other Staff Members of the Integrity Commission. This ensured that consideration was given to both “top down” and “bottom up” perspectives. This Committee along with other Senior Staff Members and the Commissioners retired from the hurly burly for two days [March 2 & 3, 2012] and conducted a Strategic Planning workshop. The recommendations coming out of that exercise were disseminated among all Members of Staff and comments solicited. Meetings were held and we examined our strengths and weaknesses and considered the opportunities and threats. After rigorous debates, the Vision and Mission statements were crafted and Core Values agreed. Generally, the following five steps were followed in the preparation of this Strategic Plan:



STEP 1—Developing a Strategic Vision and Mission

The Vision and Mission are integral to the strategic planning process. They provide the road map for where the Integrity Commission is headed and define what kind of institution the Commission is attempting to become. The current Vision and Mission were arrived at after reviewing the past vision and mission statements which came out of the last Strategic Plan 2005–2008.

VISION STATEMENT

The Integrity Commission is the leading institution to promote integrity and make Trinidad and Tobago corruption free.

MISSION STATEMENT

The Integrity Commission shall be a performance driven institution that promotes the highest ethical standards by –

- **Ensuring compliance with the Integrity in Public Life Act;**
- **Detecting corrupt practices and dishonest conduct;**
- **Providing excellent customer service and public education;**

for the benefit of our nation.

CORE VALUES

Our Core Values direct how we go about our daily work. They remind us who we are as an institution and have become our touchstone. Our Core Values are Integrity, Trust, Respect and Transparency. On these values there will be no compromise

- INTEGRITY

We perform our functions to the highest ideals and remain true to our Oath of Secrecy.

- TRUST

We are committed to being responsible stewards for the information received at the Integrity Commission to treat it with the due diligence required so that we engender public confidence.

- RESPECT

We treat our employees with kindness and understanding. Every Member of our Staff and each one of our clients is treated as a **Very Important Person**.

- TRANSPARENCY

We collaborate with like minded institutions and interact with the media and other stakeholders to increase accountability.

- IMPARTIALITY

We treat everyone fairly and remain free from bias or favouritism.

STEP 2—Setting S.M.A.R.T Goals/Objectives

The development of goals is of course the primary reason for strategic planning. We sought to set our goals by examining where the Integrity Commission wanted to be within the next three (3) years. In order for the goals to be meaningful, we attempted as best as we could and within the time frame of the planning exercise to make them specific, measurable, achievable, realistic and time-bound. Hence the acronym, S.M.A.R.T. The Commission has set six (6) strategic goals to be accomplished by the end of the year, 2012. Below are the short-term goals as well as the longer term goals to be completed by 2015. For some of the short-term goals, time lines have been included:

STRATEGIC GOALS FOR 2012

- Goal 1: Regulations in support of all operations of the Integrity Commission.
- Goal 2: Increased communication with all the publics of the Commission.
- Goal 3: Personnel Policies and procedures and the full implementation of a performance management system for Contract Officers.
- Goal 4: Complete overhaul of the system for processing declarations including recommendations for new declaration forms;
- Goal 5: The commencement of the examination of public bodies to facilitate the discovery of corrupt practices;
- Goal 6: A revised Organizational Structure for submission to Cabinet.

Detailed action plans have been devised for immediate implementation of the following:

Regulations in support of all operations of the Integrity Commission

	J-12	F-12	M-12	A-12	M-12	J-12	J-12	A-12	S-12	O-12	N-10	D-12
Each Department to determine activities as per the IPLA												
Identify areas that require regulations												
Prepare skeletal regulatory draft for comment and feedback, and make changes												
Seek consultant to analyse and guide this preliminary framework												
Develop white paper fo submission to Commissioners for their review												
Submit to AG's Office and follow up												

Increased communication with all the publics of the Commission

	J-12	F-12	M-12	A-12	M-12	J-12	J-12	A-12	S-12	O-12	N-12	D-12
Article on Strategic Planning Exercise												
News Conference on results of Strategic Planning Exercise												
Fortnightly Article on the workings of the Integrity Commission												
Workshops for Boards												
Promotions for Do right Competition												
Promotion for Do right 2011												
Local celebrity endorsement for do right competition												

Personnel Policy and Procedures Manual

	J-12	F-12	M-12	A-12	M-12	J-12	J-12	A-12	S-12	O-12	N-12	D-12
Establish Steering Committee and determine terms of reference												
Identify required policies												
Research best practices												
Prepare policies												
Submit document for approval by Commission												
Implement												

Performance Management system for Contract Officers

	J-12	F-12	M-12	A-12	M-12	J-12	J-12	A-12	S-12	O-12	N-12	D-12
Finalise the strategic direction of the Commission												
Finalise Job descriptions, Job analysis, reporting relationships, Determine approach based on best practices												
Determine methodology and reporting documents												
Determine post evaluation actions												
Consultation and buy in (SMART)												
Sign off												
Implement												

Meetings and consultations are currently being held with external stakeholders in order to finalize the timelines for the accomplishment of the complete overhaul of the system for processing declarations including recommendations for new declaration forms as well as the revised Organizational Structure for submission to Cabinet

The examination of public bodies will commence in April 2012.

STEP 3—Crafting a Strategy to achieve the Commission’s longer term Objectives

The Commission examined its current position and identified what it viewed as its desired position. Success in the following areas were identified as critical for the Integrity Commission:

- Human Capital
- IT Capital
- Quality – consistent application of the law, regulations, ethics and deliverables
- Knowledge – Up and down and in and out communications
- Physical Capital
- Operations – Compliance, Investigations, Communications, Support services
- Corporate services

Human Capital

ITEM	2012	2013	2014	2015
Devise staff recruitment and retention policy	*			
Devise training policy	*			
Perfromance Appraisal System	*			
Policy for Outsourcing of expertise		*		
Reward systems		*		
Inter-departmental team support				
Develop staff social activities				
Annual staff workshops for organizational development		*	*	*
Talent management	*			
Employee assistant programmes	*			
Compensation Policy	*			
Human Resource Policy	*			
Grievance Procedures	*			
Motivation	*			
Code of Ehtics	*			
Staff security	*			
Health & safety programme and policy	*			
Job decription review and associated re-evaluation	*			
Tobago outreach - location		*		

Physical Capital

ITEM	2012	2013	2014	2015
Location in Trinidad		*		
Location in Tobago			*	
Increased vault capacity			*	
Improved safety and security systems		*		
Improved conference and meeting facilities incl. multimedia and audio visual facilities		*		
Improved office ergonomics		*		
Improved office maintenance	*			
Library and reference facilities		*		

IT Capital

ITEM	2012	2013	2014	2015
Major desktop hardware and software upgrade including accessories	*	*		
Major upgrade of Company software with Fujitsu	*			
Interactive Website		*		
Implementation of new management information system for Compliance		*		
Implementation of new management information system for Investigations		*		
Automate register of interest - on-line access		*		
Disaster recovery plan/ Business continuity plan	*			
New staff establishment for IT		*		
On line whistle blowing system			*	
System security	*			

Operations/Corporate Services

ITEM	2012	2013	2014	2015
Creation of new units - Accounting, Internal Audit, Research		*	*	
Implement time cap on all decision making in departments	*			
Implement monitoring and evaluation unit		*		
Create post of Human Resource Generalist		*		

Quality

ITEM	2012	2013	2014	2015
Review Board and Staff competency	*	*	*	*
Implement ISO standards			*	*
Develop continuous improvement system			*	
Development system for monitoring the quality of delivery of stakeholder expectations		*		
Develop office policies and procedures for all divisions	*			
Establish benchmarks for recruitment, retention and cost management	*			

Knowledge

ITEM	2012	2013	2014	2015
Development Communications Plan for immediate implementation with the objective of improving the Commission's image	*			
Develop with legal counsel an approach for communication of the Commission's decisions that is within the existing IPLA legislation.	*			
Complete implementation of Do Right Competition for 2011	*			
Widen and deepen this plan with specific projects for addressing the various publics of the Commission	*	*	*	*
Develop Internal Newsletter with the required security safeguards to keep staff informed of the quality of their service delivery to the Commission's stakeholders and other relevant information in this regard		*		
Research and distribute to staff up to date environmental scans of what is being done in other jurisdictions.		*		

STEP 4—Implementing and Executing Strategy

This step is often considered the most complicated and time-consuming of the strategic planning process. The Registrar and his Management Team have to answer the question “*What has to be done in my area to execute my piece of the strategic plan, how best can I get this done.*” In short, what is the “best practice”?

To better accomplish the goals stated above, management has begun to consider policies and procedures for motivating staff that would induce them to pursue the targets energetically by tying the reward structure (including non-cash incentives) to the achievement of the targets set. Also critical is promoting an institutional culture and work climate that is conducive to a successful strategy of implementation and execution.

STEP 5—Evaluating Performance, Monitoring New Developments, and Initiating Corrective Adjustments

It is incumbent on Management to evaluate the institution’s performance and progress.

Action plans need to be reviewed and/or corrected accordingly to reflect changing realities. Progress reports, benchmarking, regular meetings and meaningful appraisals will be incorporated as we monitor the time lines in order to guarantee a high level of success in the achievement of the goals we have set.

CONCLUSION

It is our sincere hope that the Strategic Plan 2012-2015 will show the unwavering commitment of the Members and Staff of the Integrity Commission to the ideals for which the Integrity Commission was established: to make new provisions for the prevention of corruption of persons in public life; to regulate the conduct of persons exercising public functions and to preserve and promote the integrity of public officials and public institutions.