



# MINISTRY OF PLANNING & SUSTAINABLE DEVELOPMENT

Administrative Report

**OCTOBER 2012 - SEPTEMBER 2013**

## FOREWORD

This Administrative Report on the performance of Ministry of Planning and Sustainable Development (MP&SD) for the fiscal year 2013 is prepared in accordance with Section 66D of the Constitution of the Republic of Trinidad and Tobago as amended by the Constitutional Amendment Act No.29 of 1999.

The Act stipulates that all Government Ministries are required to submit to the President of the Republic of Trinidad and Tobago an annual report on the exercise of their functions and powers. The MP&SD is therefore pleased to report on its functions, activities and achievement for fiscal year 2012-2013.

This report highlights the work of the Ministry over the fiscal year October 2012 to September 2013 as it continues to implement strategic priorities that are aligned with the government's development.

The Report is structured around the work of the core Divisions and support services Divisions. As such, the activities, achievements and challenges of these Divisions are covered in the report.



# TABLE OF CONTENTS

<b>FOREWORD</b> .....	<i>i</i>	<i>Major Achievement</i> .....	<i>15</i>
<b>TABLE OF CONTENTS</b> .....	<i>ii</i>	<i>Other Achievements</i> .....	<i>19</i>
<b>ACRONYMS AND ABBREVIATIONS</b> .....	<i>iv</i>	<i>Challenges</i> .....	<i>21</i>
.....	<i>1</i>	<b>TOWN AND COUNTRY PLANNING DIVISION</b> .....	<i>21</i>
<b>VISION</b> .....	<i>1</i>	<i>Mandate</i> .....	<i>21</i>
<b>MISSION</b> .....	<i>1</i>	<i>Core Function</i> .....	<i>21</i>
<b>CORE VALUES</b> .....	<i>1</i>	<i>Achievements</i> .....	<i>22</i>
<b>MANDATE</b> .....	<i>1</i>	<i>Challenge</i> .....	<i>26</i>
<b>GOALS/OBJECTIVES</b> .....	<i>1</i>	<b>ADVISORY TOWN PLANNING PANEL (ATPP)</b> .....	<i>26</i>
<b>EXECUTIVE SUMMARY</b> .....	<i>2</i>	<i>Mandate</i> .....	<i>26</i>
<b>OVERVIEW OF MP&amp;SD</b> .....	<i>3</i>	<i>Roles of the ATPP</i> .....	<i>26</i>
<b>CORE FUNCTIONS, MAJOR ACHIEVEMENTS AND CHALLENGES OF DIVISIONS / SUPPORT UNITS</b> .....	<i>5</i>	<i>Achievements</i> .....	<i>27</i>
<b>SOCIO ECONOMIC POLICY PLANNING DIVISION (SEPP)</b> .....	<i>5</i>	<i>Challenges</i> .....	<i>27</i>
<i>Mandate</i> .....	<i>5</i>	<b>PLANNING DIVISION</b> .....	<i>28</i>
<i>Roles of the SEPP</i> .....	<i>5</i>	<i>Mandate</i> .....	<i>28</i>
<i>Major Achievements</i> .....	<i>5</i>	<i>Core Functions</i> .....	<i>28</i>
<i>Challenges</i> .....	<i>9</i>	<i>Major Achievements</i> .....	<i>28</i>
<b>PROJECT PLANNING AND RECONSTRUCTION DIVISION (PPRD)</b> .....	<i>9</i>	<i>Challenges</i> .....	<i>28</i>
<i>Mandate</i> .....	<i>9</i>	<b>TECHNICAL CO-OPERATION UNIT (TCU)</b> .....	<i>29</i>
<i>Roles of the PPRD</i> .....	<i>10</i>	<i>Mandate</i> .....	<i>29</i>
<i>Achievements</i> .....	<i>10</i>	<i>Roles of the TCU</i> .....	<i>29</i>
<i>Challenges</i> .....	<i>12</i>	<i>Achievements</i> .....	<i>30</i>
<b>NATIONAL TRANSFORMATION UNIT (NTU)</b> .....	<i>12</i>	<i>Achievements (Multi-Lateral Section)</i> .....	<i>35</i>
<i>Mandate</i> .....	<i>12</i>	<i>Challenges</i> .....	<i>37</i>
<i>Roles of the NTU</i> .....	<i>13</i>	<b>THE EUROPEAN DEVELOPMENT FUND (EDF) UNIT</b> .....	<i>38</i>
<i>Major Achievements</i> .....	<i>13</i>	<i>Mandate</i> .....	<i>38</i>
<i>Challenges</i> .....	<i>15</i>	<i>Core Functions</i> .....	<i>38</i>
<b>CENTRAL STATISTICAL OFFICE (CSO)</b> .....	<i>15</i>	<i>Major Achievements</i> .....	<i>38</i>
<i>Mandate</i> .....	<i>15</i>	<b>THE GREEN FUND EXECUTING UNIT (GFEU)</b> .....	<i>43</i>
		<i>Mandate</i> .....	<i>43</i>

<i>Roles of the GFEU</i> .....	44	<i>Core Function</i> .....	67
<i>Achievements</i> .....	44	<i>Achievements</i> .....	67
<b>ECONOMIC DEVELOPMENT BOARD (EDB)</b> .....	47	<i>Challenges</i> .....	69
<i>Mandate and Core Functions</i> .....	47	<b>APPENDIX I</b> .....	70
<i>Achievements</i> .....	48	<b>FINANCIAL OPERATIONS</b> .....	70
<i>Challenges</i> .....	54	<b>APPENDIX II</b> .....	71
<b>COUNCIL FOR COMPETIVENESS AND INNOVATION (CCI)</b> .....	55	<b>MP&amp;SD ORGANISATIONAL STRUCTURE</b> .....	71
<i>Mandate and Core Functions</i> .....	55	.....	71
<i>Achievements</i> .....	55	<b>BIBLIOGRAPHY</b> .....	72
<b>GENERAL ADMINISTRATION</b> .....	58		
<i>Achievements</i> .....	59		
<i>Challenges</i> .....	59		
<b>LEGAL SERVICES UNIT</b> .....	60		
<i>Challenges</i> .....	62		
<i>Major Achievements</i> .....	63		
<i>Challenges</i> .....	63		
<b>INFORMATION &amp; COMMUNICATION TECHNOLOGY (ICT) UNIT</b> .....	63		
<i>Mandate</i> .....	63		
<i>Core Functions</i> .....	64		
<i>Achievements</i> .....	64		
<i>Challenges</i> .....	65		
<b>INTERNAL AUDIT</b> .....	65		
<i>Mandate</i> .....	65		
<i>Core Functions</i> .....	66		
<i>Achievements</i> .....	66		
<b>ACCOUNTING UNIT</b> .....	66		
<i>Mandate</i> .....	66		
<i>Core functions</i> .....	66		
<i>Major Achievements</i> .....	66		
<i>Challenges</i> .....	67		
<b>CORPORATE COMMUNICATIONS UNIT</b> .....	67		

## ACRONYMS AND ABBREVIATIONS

AGCI*	Chilean International Co-operation Agency	MICS	Multiple Indicator Cluster Survey
AP	Associate Professional	MIP	Multiannual Indicative Programme
ARP	Annual Report on Performance	MP&SD	Ministry of Planning and Sustainable Development
ALJGSB	Arthur LokJack Graduate School of Business	MTPF	Medium Term Policy Framework
ATPP	Advisory Town Planning Panel	NEDCO	National Entrepreneurial Development Company
ACP	African, Caribbean and Pacific	NGOs	Non-Governmental Organizations
CARIFORUM	Caribbean Forum	NIHERST	National Institute of Higher Education Research, Science and Technology
CARIRI	Caribbean Industrial Research Institute	NIP	National Innovation Policy
CBO	Community Based Organizations	NIS	National Innovation System
CCI	Council for Competitiveness and Innovation	NPF	National Performance Framework
CDA	Chaguaramas Development Authority	NPTF	National Planning Taskforce
CDB	Caribbean Development Bank	NTU	National Transformation Unit
CFTC	Commonwealth Fund for Technical Cooperation	OAS	Organization of American States
CELAC	Community of Latin America and Caribbean States	OECD	Organization for Economic Co-operation & Development
CLA	Collective Legal Agreement	OSHA	Occupational Safety and Health Act
CSSP	Continuous Sample Survey of Population	PADL	Planning and Development of Landing Bill
CISME	China Institute for Small and Medium-Sized Enterprises	PAFD	Planning and Facilitation of Development
CSO	Central Statistical Office	PES	Post Enumeration Survey
DCSC	Development Control Steering Committee	PMIS	Project Management Information System
DEF	Development Evaluation Forum	PPRD	Project Planning and Reconstruction Division
DEEP	Development Experience Exchange Partnership	PSIP	Public Sector Investment Programme
DP	Development Programme	PSMP	Public Sector Maintenance Programme
DPI	Domestic Production Index	PFM	Public Finance Management
EC	European Commission	PMBOK	Public Management Book of Knowledge
EDB	Economic Development Board	PMP	Project Management Professional
ECB	Enabling Competitive Business	RPI	Retail Price Index
EMS	Environmental Management System	SEGIB*	Secretaria General Iberoamericana *Ibero-American General Secretariat
EDF	European Development Fund	RRD	Red Ring Disease
EPOSDC	East Port of Spain Development Company	SEPPD	Socio Economic Policy Planning Division
ESC	Emerging and Sustainable Cities Program	TCPD	Town and Country Planning Division
EU	European Union	TCU	Technical Cooperation Unit
GFEU	Green Fund Executing Unit	TEDU	Technical Economic Development Unit
GHRM	Government Human Resource Services	THA	Tobago House of Assembly
GORTT	Government of the Republic of Trinidad and Tobago	TCF	Technical Co-operation Facility
HBS	Household Budget Survey	UNDP	United Nations Development Programme
HRMD	Human Resource Management Division	UNICEF	United Nations International Children Education Fund
ICT	Information and Communication Technology	UNIDO	United Nations Industrial Development Organization
I2I	Idea to Innovation	UWI	University of the West Indies
MDG	Millennium Development Goals	WHO	World Health Organization
M&E	Monitoring and Evaluation		

\*Acronym in original language other than English

# VISION, MISSION, CORE VALUES, GOALS AND OBJECTIVES

## VISION

“A dynamic, innovative organization providing visionary leadership in national planning, promoting gender equity and directing the course of sustainable development.”

## MISSION

“To drive the economic and social development of Trinidad & Tobago by implementing robust economic, social, spatial and gender policies using highly skilled personnel and incorporating dynamic and innovative methods throughout our Ministry.”

## CORE VALUES

- Transparency and Accountability
- Integrity of systems and procedures
- Fairness and equity
- Respect for the Law
- Respect for the Environment
- Professionalism
- Service excellence
- Customer focused
- Flexibility
- Innovation and creativity
- Sound spatial planning that supports modern physical infrastructure and promotes responsible social, economic and environmental planning.

## MANDATE

The Ministry's mandate is to:

- Develop a coordinated system for social, economic, environmental and physical planning
- Inform policy based on economic, social and environmental trends

- Facilitate the development of sustainable communities, raising the standard of living nationally and promoting a culture of responsible citizenship
- Set the policy direction for interface with regional and international organizations and foster global partnerships and development

## GOALS/OBJECTIVES

- Effective national strategic planning for sustainable development and improved quality of life.
- Institutionalization of a national development planning framework that is inclusive and reflective of good governance principles.
- Development of a service centered organisation.
- Establishment of a reliable population database which informs the decision-making process of all.

## EXECUTIVE SUMMARY

The Ministry of Planning and Sustainable Development (MP&SD) is entrusted to elevate the lives of the citizens of the Republic of Trinidad & Tobago as the country embarks on the journey towards progressive growth. This report serves to highlight the work of the Ministry during the 2013 fiscal year, with emphasis on the progress made in implementing key initiatives, policies and projects through the collective efforts of staff of the various Divisions and Units of the Ministry under its purview.

The Ministry's focus is not simply based on activities, but on understanding the need to be result oriented. Consequently, the Annual Report on Performance (ARP) was launched in February 2013. The ARP's objective is to report on the actual tracking of performance indicators outlined in the National Performance Framework (NPF), which is designed to monitor, measure and report on the performance of the Medium Term Policy Framework 2011-2014.

Crime, Unemployment, Human Rights and Health Care are just a few of the many pressing issues being addressed by the Government. The European Development Fund (EDF) Unit, in addressing area of unemployment, collaborated with the Civil Society and Non-Government Organisations (NGOs) in the conduct of workshops whereby the unemployed participants from geographical areas were educated and trained in life skills and entrepreneurship. Another focal area was that of Good and Effective Governance in the Civil Society. These workshops/training sessions were conducted in North East Tobago, one of the nation's identified Growth Poles. *The **Emerging and Sustainable Cities Program (ESC)** is the IDB's non-reimbursable Technical Assistance Program and provides direct support to*

*National and Subnational Governments in the development and execution of City Action Plans.* ESC employs a multidisciplinary approach to identify, organise and prioritise urban interventions to tackle the main roadblocks that prevent the sustainable growth of emerging cities in Latin America and the Caribbean. This transversal approach is based on three pillars: (i) environmental and climate change sustainability, (ii) urban sustainability, and (iii) fiscal sustainability and governance.

In 2013, the MP&SD proudly witnessed the Launch of the Trinidad & Tobago Human Development Atlas, a first of its kind in the region. The Atlas was produced as a joint effort between the Central Statistical Office and the United Nations Development Programme (UNDP) and provides an overview of key aspects of the Human Development at a country level.

Land preservation and human preservation go hand in hand. The Green Fund being the National Environmental Fund of the Republic of Trinidad & Tobago, provided financial assistance to community groups and organisations through the installation of collection bins. This initiative was undertaken in an effort to encourage and promote recycling through the Plastikeep Programme which aimed at ecologically preventing deforestation by aiding in Agroforestry as a prevention to flooding while providing a habitat for wildlife. While Trinidad is blessed to hold the second largest nesting site in the world for the Leatherback Turtles, hatcheries were successfully implemented and fishermen engaged in fishing trials with the view of reducing incidental capture and mortality.

While steady progress was made in the implementation of policies and projects, this was done amidst several challenges experienced within the Divisions. Major challenges being addressed were insufficient staffing, both at the executive and junior levels and retaining adequately trained staff on short term contracts.

As the Ministry continued to pursue its mandated priorities and strategies to stimulate economic and social development, the government has been emphasizing the need for creativity and innovation. In 2013, the Economic Development Board (EDB) completed a report entitled “The Resuscitation of the Cocoa Industry in Trinidad & Tobago”, with recommendations to revitalize the cocoa industry, and make it economically viable included (i) pilot farms in four regions of Trinidad, (ii) branding of cocoa by geographical location, (iii) restructuring of the cocoa industry through the Cocoa Industry Board Act and the creation of a T&T Cocoa Development Company, (iv) investing in our globally recognized Cocoa Research Unit in both basic and applied R&D and (v) changing the focus on the industry to value added products, among other reports like the Maritime Paper which focussed on addressing the long-term economic potential of this industry cluster.

In keeping with innovation, the Idea 2 Innovation (i2i) which was launched, provided participants with a toolkit for successful applicants. The aim of the competition was to tap into the creative and innovative potential of the citizens and promote the creation of employment, improve global competitiveness and long-term sustainability.

The work of the Ministry is far from over. Nevertheless, we will continue to build on the solid foundation laid, for the country’s transformation into

one where all citizens can enjoy a quality of life based on sustainable development strategies.

## OVERVIEW OF MP&SD

The MP&SD is the arm of the Government that is centrally responsible for the country’s medium and long-term economic policy planning, national human development, national manpower planning, national statistics, land use planning, urban development and technical cooperation. Summarily, the Ministry’s mandate remains to:

- Develop a coordinated system for social, economic, environmental and physical planning.
- Inform policy based on economic, social, and environmental trends.
- Facilitate the development of sustainable communities, raising the standard of living nationally, and promoting a culture of responsible citizenship.
- Set the policy direction for interface with Regional and International Organizations and foster global partnerships for development.

The Ministry is also responsible for:

- Coordinating and Monitoring of Strategic Plans
- Economic Management
- Economic Planning, Coordinating and Monitoring
- Five growth poles
- National Framework for Sustainable Development
- National Innovation System



- Population Social Sustainability
- Public Sector Investment Programme (PSIP)
- Public Sector Maintenance Programme (PSMP)
- Town and Country Planning

**Statutory Boards and Bodies:**

- Advisory Town Planning Panel (ATPP)
- Caribbean Industrial Research Institute (CARIRI)
- Chaguaramas Development Authority
- Council for Competitiveness and Innovation
- Economic Development Board

*The major functions of the Ministry are summarized as follows:*

- Advising on the allocation of financial resources consistent with national priorities
- Advising on Land Use and Land Development
- Coordinating the National Statistical System
- Planning and Policy Formulation and advising on national development priorities
- Preparation of statistical information to inform decision-making
- Liaising with Multi-lateral Agencies and Governments to secure loan and grant resources and technical cooperation services
- Preparation and monitoring the performance of the Public Sector Investment Programme

Given its mandate, the Ministry has established a working framework that facilitates the growth and development of the country and its people on a sustainable basis. The framework seeks to create the conditions for lasting prosperity, economic growth, human development, and general improvement in the lives of all citizens in Trinidad and Tobago. This is the **Medium Term Policy Framework 2011-2014** which outlines government’s priorities and are highlighted in **Box 1**

<p><b><i>Box I: Government’s five strategic priorities</i></b></p> <ul style="list-style-type: none"> <li>• <i>Agriculture and Food Security</i></li> <li>• <i>Health Care Services and Hospitals</i></li> <li>• <i>Economic Growth, Job Creation, Competitiveness and Innovation</i></li> <li>• <i>Poverty Reduction and Human Capital Development</i></li> <li>• <i>Crime and Law and Order</i></li> <li>• <i>Facilitative Priority Initiatives-Good Governance</i></li> </ul>
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## MECHANISMS FOR ACHIEVING THE MANDATE OF THE MINISTRY

Several Divisions of the MP&SD drive the core actions and address the needs of both external and internal clients. A number of Support Services Divisions work together with the core Divisions to guide national economic and social development, in collaboration with key stakeholders. The Divisions of the Ministry that facilitated the major achievement of the core activities, including the challenges faced in achieving its mandate are listed hereunder:

### CORE FUNCTIONS, MAJOR ACHIEVEMENTS AND CHALLENGES OF DIVISIONS / SUPPORT UNITS

#### SOCIO ECONOMIC POLICY PLANNING DIVISION (SEPP)

##### *Mandate*

The Socio-Economic Policy Planning Division (SEPPD) is responsible for the articulation and review of short, medium and long term Development Planning Frameworks, (through consultation with key stakeholders and Civil Society)

##### *Roles of the SEPP*

- Develop Sectoral Reform initiatives by Government Ministries and Agencies to address sectoral deficiencies
- Mobilise international financial and developmental support

- Ensure consistency between public policies, the Public Sector Investment Programme (PSIP) and Central Government Plans
- Coordinate inter-sectoral policy and strategies
- Coordinate the formulation of National Development Plans
- Research and analyse domestic and international social and economic trends and issues
- Facilitate the mobilisation of financial and technical resources from the multi-lateral financial institutions
- On-going review and assessment of the impact of policies, programmes and projects.

##### *Major Achievements*

#### **Millennium Development Goals (MDGs) Country Report**

A draft MDGs Country Report and the accompanying draft Note for Cabinet have both been completed.

#### **National Innovation Policy (NIP)**

Background papers for the formulation of a Concept Paper which will assist in the development of an NIP and National Innovation Systems have been produced in the following areas:

- (i) Finance
- (ii) Public Sector
- (iii) Intellectual Property, and
- (iv) Market and Commercialisation

In June, a draft Discussion Paper was completed.

A key undertaking is the analysis of the innovation system and contribution of the various innovation strategies to strengthening the competitiveness of

individuals and firms and to the country's development. As such, terms of references for the conduct of an Innovation Survey and a Qualitative Assessment of the innovation ecosystem of Trinidad and Tobago were finalised in August 2013.

### Quality of Life Index

Research was conducted into the feasibility of developing a Quality of Life Index for Trinidad and Tobago in 2012. This project was deferred to the next fiscal year October 2013-September 2014. However, preliminary discussions on the work already undertaken and the proposed way forward were held in June 2013.



A view of Woodbrook and Environs

### Planning for Sustainable Communities

The SEPPD was assisted by the Central Statistical Office (CSO) and as at August 2013, profiles for 555 communities within Trinidad and Tobago were completed.

### National Diversification Strategy

Coming out of the Conference on Developing a Diversification Strategy for Trinidad and Tobago held in July 2012, the Ministry in January 2013 hosted a meeting for the Committee of National stakeholders for the diversification of Trinidad and Tobago's

Industries. One of the seven (7) strategic business clusters identified for diversification, is that of Information and Communication Technology (ICT).



In that regard, the ICT Strategic Cluster Sub-Committee held its first meeting in May 2013. The SEPP Division performed technical secretariat and oversight duties for the ICT Sub-Committee which was chaired by the Minister of Planning and Sustainable Development. At its first meeting in May, the SEPP Division delivered a presentation on its paper entitled, *"Diversification and ICT in Trinidad and Tobago: A Paper on the possibilities of initiating ICT as a cluster."* Other activities undertaken in the context of diversification include the review of programmes and projects in the draft National ICT Plan. A copy of the revised draft National ICT Plan is under review by the SEPP Division.

### Caribbean Growth Forum

The SEPP Division was extensively involved in the launch of the Trinidad and Tobago Chapter of the Caribbean Growth Forum on May 8<sup>th</sup> 2013 and working group activities held subsequently. Officers provided rapporteuring services in the three (3) thematic groups: Logistics and Connectivity, Investment Climate and Skills and Productivity including the sub-groups set up under each broad

thematic area. Support services were provided for a six (6) week period after the launch in May 2013. Final reports by way of priority recommendations reports, for each thematic area, have been completed.

### **Sustainable Development Agenda**

The SEPPD represented the Ministry of Planning and Sustainable Development at the Regional Implementation Meeting on Rio + 20 which was held in Bogota, Columbia in March 7 to 9, 2013. The Minister of Foreign Affairs was Head of the Delegation. Prior to that meeting there was a Caribbean Forum meeting from March 5 to 6, 2013.

The following activities have been completed as part of the requirements of the 2014 International Conference of Small Island Developing States (SIDS) process:

- Prepared and submitted the National SIDS Report 2013 to the United Nations (UN) and presented the report at the Caribbean Regional Preparatory Meeting on SIDS in Jamaica during the period July 2 to 4 2013.
- Prepared and submitted a Post MDG 2015 National Report to the United Nations.
- Participated in discussions at the Inter-Regional Preparatory meeting in Barbados from 26 to 28, August 2013. Discussions emanating from this penultimate meeting would form the basis of the SIDS position going into discussions with the Group of 77 at the United Nations and then inform the Third International Conference on SIDS to be held in Apia, Samoa in September 2014.
- An officer from SEPPD was part of the Trinidad and Tobago Delegation to the 68<sup>th</sup> Session of the

United Nations General Assembly in New York during the period September 22 to 26, 2013. Activities involved attending meetings on the MDG and post-2015 Development Agenda.

- Towards the end of the year, SEPPD led the T&T delegation at the fifth session of the UNGA Open Working Group on Sustainable Development Goals (SDGs). Trinidad and Tobago spoke on behalf of CARICOM on the thematic area of energy.

### **Annual PSIP Preparation and Review**

Assisted the Project Planning and Reconstruction Division (PPRD) with the preparation of the Three Year Public Sector Investment Programme (PSIP) 2014 - 2016. The SEPPD was responsible for the following sections within the PSIP:

- Public Investment Strategy 2014 - 2016
- Macroeconomic Framework 2014 - 2016

### **Research Papers**

The Division was involved in the preparation of the following research papers over the past year:

- Diversification and ICT in Trinidad and Tobago: A Paper on the possibilities of initiating ICT as a cluster (April 2013).
- Establishment of the Constituency Development Fund (May 2013). Completed Research Paper and Submitted Note to Cabinet
- Concept Paper on National Innovation, a Consultative Document for Public Sector Agencies on developing a National Innovation Policy (on-going).

- State of Poverty in Trinidad and Tobago (September 2013)

### ***Regional and Multilateral Institutions***

#### ***Caribbean Development Bank (CDB)***

SEPPD continues to provide support to this country's representative on the Board of Directors of the **Caribbean Development Bank (CDB)** in the preparation of Meeting Briefs and other related activities. In 2013 the Division hosted a CDB Mission in May 2013, where the CDB met with Ministries and Government Agencies to discuss project proposals. A site visit was also incorporated during that visit.

#### ***Inter-America Development Bank (IADB)***

A meeting to discuss the Portfolio Performance of the IADB was held in May 2013. However, the SEPP continues to monitor loan activities. With respect to the IADB Draft Macroeconomic Report, comments have been received from the Ministry of Finance and the Central Bank. Official notification is yet to be received from the IDB in order to have comments submitted.

#### ***International Monetary Fund (IMF) ARTICLE IV CONSULTATIONS***

Officers of the Division participated together with the Ministry of Finance in attending meetings of the IMF Mission with key stakeholders on economic and social matters as part of the Article IV Consultations held in March 2013.

#### ***Major Conferences and Workshops***

SEPPD's activities under conferences and meetings were two-fold as the Division either participated in various conferences and meetings and/or assisted in conference planning and management. The Division

was involved in the following conferences and meetings over the past year:

- Consultation for the establishment of the food and nutrition security information and early warning system for the CARICOM Sub-Region. April 2013
- Accreditation Council of Trinidad and Tobago's First International Conference on Quality Assurance in Higher Education, NAPA, Port of Spain. April 30<sup>th</sup> to May 3<sup>rd</sup>, 2013
- "The Future We Want" – 2015 Development Agenda/SIDS Consultation Conference. May 10<sup>th</sup> 2013
- Caribbean Growth Forum, Trinidad and Tobago Chapter, Hyatt Regency. May 8<sup>th</sup> 2013
- The University of the West Indies, Trade and Economic Unit, Conference on "Achieving Sustainability in Regions with Extractive Industries", Paria Suites, La Romaine, San Fernando. June 14<sup>th</sup> 2013
- Caribbean Regional Preparatory Meeting for the Third International Conference on SIDS, Kingston, Jamaica. July 2<sup>nd</sup> to 4<sup>th</sup> 2013
- Partnership Forum conducted by the Ministry of Community Development to discuss community development issues in support of the Division's preparation of the Community profiles. July 2013
- Food Safety Modernization Act Stakeholder consultation. July 2013
- The Inter-Regional Preparatory Meeting for the Third International Conference on SIDS, Barbados. August 2013
- The 68<sup>th</sup> Session of the United Nations General Assembly. September 2013

## ***Representation on Committees, Boards and Taskforce***

The technical staff of the SEPPD continued to provide high quality representation on behalf of the Ministry on various Boards, Committees and Task Forces. As at July, 2013 these were as follows:

- Central Bank of Trinidad and Tobago
- Economic Development Board of Trinidad and Tobago
- Inter-Ministerial Social Policy Committee
- National Monitoring Committee on Enabling Competitive Business
- Inter-Ministerial Committee on the Implementation of the Trade Policy Review
- Inter-Ministerial Committee on Open Government Partnership
- Task Force on Social Dialogue Process
- National Advisory Committee on Local Economic Development
- Inter-Ministerial Committee on Tourism
- National Wastewater Revolving Fund
- TCC Specialised Sub-Committee on Trade in Services Multi-sectoral Committee to review the National Youth Policy
- Standing Committee on the GATE Programme
- National Labour Market Council
- National Children's Registry Planning Committee
- Fashion Industry Development Committee
- Corporate Social Responsibility Management Team
- Committee on the Interim HIV Agency
- Integrated Business Incubator Advisory Board
- Working Committee on Population Policy
- United Nations AIDS Committee
- ICT Strategic Cluster Strategy Committee
- Committee for development and implementation of Sustainable Food Production System

- Planning and Coordinating Committee – National Strengthening Our Families

## ***Challenges***

- The Human Resource factor continues to be a constraint as well as insufficient number of experienced staff in the field of socio-economic policy planning;
- Attrition of experienced staff members to other Ministries or Divisions;
- Insufficient numbers of the desired quantity, quality and skill mix in economic development, quantitative economics, social development, and rigorous sociological research techniques impairs the Division's ability to effectively carry out its mandate;
- Absence of planned efforts to develop the existing human resources on the regular establishment;
- Lack of disaggregated and timely data as inputs into the planning process;
- Limited systematic research is conducted due to inadequate staff resources and time constraints compounded by inadequate formal institutional linkages with research bodies including academia.

## **PROJECT PLANNING AND RECONSTRUCTION DIVISION (PPRD)**

### ***Mandate***

Enhancement of the system for Management of Public Investment Projects and Strengthening of the Project Management capability in the Public Sector

## *Roles of the PPRD*

- Improve the quality of DP submissions
- Improve the quality and timeliness of status reports of Line Ministries and Executing Agencies
- Upgrade skills of officers preparing and implementing Capital Programmes
- Provide PSIP documents to the General Public
- Improve Information Technology Infrastructure and establish an interface between the computer system of the Budget Division of the Ministry of Finance and the PPRD.

## *Achievements*

### **PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP 2012)**

#### **MONITORING THE IMPLEMENTATION OF THE 2012 PSIP**

The Project Planning and Reconstruction Division (PPRD) continued the monitoring of the projects and programmes funded under the 2012 PSIP, which were categorized under the seven (7) interconnected development pillars. The monitoring of implementation included:

- Preparation and updating of project profiles
- Conduct of meetings with Ministries and Departments
- Conduct of site visits to ensure project progress
- Preparation of monthly status reports on implementation progress, issues, and recommendations to facilitate efficient and effective resource utilization
- Provision of advice and assistance to the Ministries of Finance/Planning and Sustainable Development and Line Ministries on the management of PSIP resources and project execution

- Monitoring of performance of the 2012 PSIP through the First Quarter and Mid Term Reviews

#### **REVIEW AND REFINEMENT OF THE 2012 PSIP**

The Division undertook an exercise to review and refine the Public Sector Investment Programme, consistent with recommendations approved by Cabinet in March 2012. The exercise sought to transform the PSIP into a more robust planning tool, and re-establish it as an efficient development tool, linked to the achievement of national goals and objectives, and ensuring maximum impact. Several criteria were developed and applied to screen and select projects for inclusion in the PSIP. Among the most significant, were the following:

- Provision of a Capital Budget ceiling before the submission of annual Estimates by Line Ministries
- Provision of pre-determined PSIP ceilings to Ministries to guide the development of their Estimates via the Call Circular
- Improved system of project screening, appraisal and selection with an emphasis on identifying and removing projects and programmes which were long standing and on-going, duplicated and recurrent or operational in nature
- Inclusion and selection of projects with a potential for a high impact and generating employment creation opportunities.
- State of project readiness to execute
- Initiating moves to build capacity in the Public Sector

The findings were formally communicated to all Line Ministries and Departments and discussed fully during the 2013 PSIP preparatory meetings, as a basis for collaborating on reviewing and refining the PSIP. The one exception to this exercise was the

Tobago House of Assembly (THA), in deference to their peculiar circumstances. It was recognised however that they too should be encouraged to apply the same rigour to their PSIP. In recognising the short lead time available for implementing the New Approach, a decision was taken to adopt a flexible approach across the public sector for the 2013 PSIP and a more rigorous approach towards the 2014 PSIP.

The PPRD also had the opportunity to make a presentation to the Cabinet in June 2012, on the status of implementation of the 2012 PSIP identifying measures to facilitate and indeed accelerate implementation for the balance of the year in question. Also included in the presentation was an update of the review and refinement of the 2012 PSIP.

#### **CAPACITY BUILDING IN THE MINISTRY OF PLANNING AND SUSTAINABLE DEVELOPMENT**

In rolling out the Cabinet-approved recommendation to build capacity in the Public Sector in the area of Project Management, training in this area was initiated within the PPRD in particular and extended to the Ministry of Planning and Sustainable Development. Thirty (30) officers from across the Ministry were trained in the requirements of the Project Management Book of Knowledge (PMBOK) in preparation for the writing of the Project Management Professional (PMP) examinations. Officers were encouraged to undertake the actual examinations which were scheduled for June and September 2012, at their own expense. At the end of the reporting period, some of the officers opted to write this examination, of which four were successful.



Irwin Park - Completed Sub-Olympic Size Swimming Pool outside Facility

#### **Preparation of the 2013 PSIP**

The 2013 Public Sector Investment Programme (PSIP) was prepared within an overall ceiling of \$7,500 million of which \$3,371 million (45.0%) was provided under the Consolidated Fund and \$4,129 million (55%) under the IDF. As part of the 2013 National Budget exercise, three PSIP documents were prepared by the PPRD and approved by Parliament in October 2012. Copies of the approved documents were printed and disseminated to Government Ministries and Agencies, Statutory Bodies, the THA and other important stakeholders. The PSIP documents were:

1. Public Sector Investment Programme 2013
2. Public Sector Investment Programme 2013 – Tobago
3. Three Year Public Sector Investment Programme 2013- 2015

Within the context of the flexible approach referred to above, efforts were made to ensure that the 2013 PSIP was more closely aligned to the Medium Term Policy Framework (2011 – 2014) and that the determination of funding allocations for programmes and projects was made in accordance with the five (5) Strategic Priorities for national development as well as the Seven Developmental Pillars.



Work also continued towards the transformation of the PSIP into a more robust planning tool, and to re-establish it as an efficient development tool, linked to the achievement of national goals and objectives, and ensuring maximum impact.

### **Reintroduction of the three year PSIP**

It should be noted that in 2012, the Three-Year Public Sector Investment Programme 2013-2015 (referred to above) was re-introduced, outlining a three year investment portfolio of capital projects aligned to the Medium Term Policy Framework. The medium term approach to capital budgeting is intended to link policy, planning, budgeting and measurement of performance and will continue to be fine-tuned over time.

The Three-Year PSIP is a primary programming tool for identifying programmes and projects to achieve broad sectoral goals and targets, attract investment and for monitoring the progress of alignment of the allocation of resources to nationally identified priorities.

### *Challenges*

- Staffing, training and development

The work of the PPRD continues to be impacted by attrition of experienced officers which results in the continuous and untenable situation of inadequate skilled professionals.

One consequence of the shortage of experienced officers is the inability of officers to take advantage of training opportunities. In the rare instances where officers undergo training, others are required to fill the gap by undertaking additional work.

- Inadequate Development Programme submissions\Status Reports

- Late submission of Development Programmes proposals by line Ministries and Departments
- Inadequate project management capability in Ministries and Departments
- Inadequate IT technology to support Project Management Information System (PMIS)
- Information Management Technology

In February 2012, the PPRD was relocated which coincided with numerous IT hitches which severely affected the staff and the work of the PPRD, particularly, the Review and Refinement of the 2012 PSIP and the Preparation of the 2013-2015 PSIP exercises.

The current and future work and function of the PPRD continue to be impacted by staffing constraints. In general, while the Division is meant to be staffed by forty-six (46) officers, it currently has a complement of twenty-three (23) (or 50%). This includes five officers on contract. This does not augur well for the sustainability of the Division and for the continuity of its work. Moreover, since the majority of staff has recently joined the Division, the issue of depleting institutional memory is of great concern, especially since there are no operational manuals (Standard Operating Procedures) currently available.

## **NATIONAL TRANSFORMATION UNIT (NTU)**

### *Mandate*

The mandate of the NTU is to serve as the overarching Monitoring and Evaluation Unit in the public sector, with specific focus on the implementation of the Medium Term Action Plan for building assessment

and evaluation capacity in Trinidad and Tobago. Emphasis is also placed on coordination and implementation of national policy and strategic plans, and the establishment of a reporting framework against Government's Medium Term Policy Framework 2011-2014.

### *Roles of the NTU*

- Strengthen capacity for results-based monitoring and evaluation, including building a performance framework to measure Government's performance, as well as, the establishment of a robust national indicator system
- Monitor and evaluate national outputs, national outcomes and key result areas set out in the National Performance Framework 2012-2015
- Effective reporting on performance through the production of the annual reports on performance
- Administrative and technical support to Ministries/Departments and Agencies as it relates to the establishment and training in various monitoring and evaluation practices and procedures.

### *Major Achievements*

#### **I. Strengthening Capacity for Results-Based Monitoring and Evaluation**

a. Launch of the National Performance Framework (NPF) 2012-2015 – the NPF was designed to monitor, measure and report on the performance of the Medium Term Policy Framework 2011-2014, which was developed and officially launched in February 2013. The NPF outlines the measurement strategy for Government's performance identifying 8 key

result areas, 23 national outcomes and 51 national indicators

b. Institutionalising the NPF – working sessions were conducted with Ministries to strengthen reporting against the national outcomes, targets and indicators

c. Development of the Sectoral Performance Framework – preliminary work was undertaken to determine a sector to be used as an example to develop a sectoral performance framework that is aligned to the national agenda.



Launch of NPF & ARP

d. Development of the Integrated Information Technology Platform – work commenced to develop an M&E IT platform to monitor and track performance across the public sector which will rationalise the data collection within and across Ministries.

#### **II. Monitoring and Evaluation**

a. Launch of the National M&E Policy of Trinidad and Tobago, including guidelines – a draft National M&E Policy was completed. The Policy will be used as a guide to the development and institutionalization of M&E across the public sector. This Policy will provide

the framework as we move forward to better accountability and decision making in monitoring and evaluating Government's policies, projects and programmes.

### III. Effective Reporting on Performance

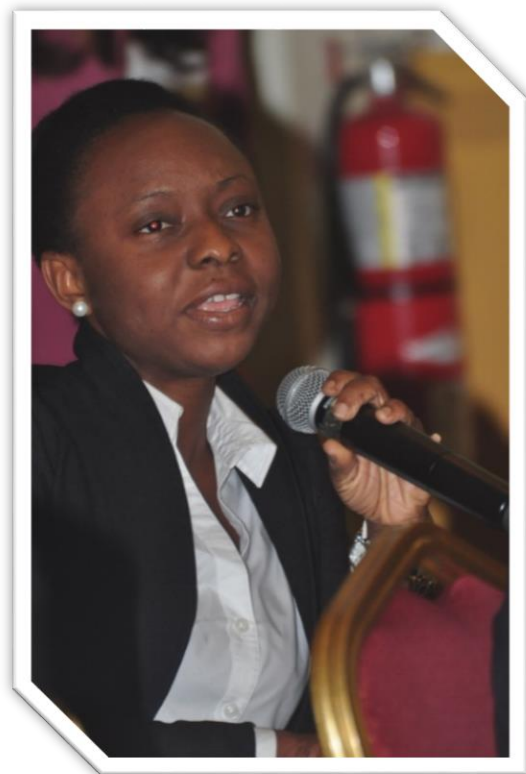
- a. Launch of Annual Report on Performance (ARP) 2012 - In February 2013, the first ARP 2012 was officially launched
- b. Production of ARP 2013 – this ARP represented a shift from reporting on activities to one that is focused on reporting on the 'results' of Government initiatives. Moreover, it is the first time that reporting is now being shifted to the actual tracking of performance indicators outlined in the NPF
- c. Creation of a Development Evaluation Website – a proposal for the development of the website was completed and consultants engaged for development of different aspects of the website. The purpose of the website is to establish communication networks; facilitate information dissemination; facilitate capacity development, and facilitate knowledge transfer and management. It is expected that the website will become a hub for development evaluation information.

### IV. Administrative and Technical Support

- a. Hosting of Annual Development Evaluation Forum (DEF) 2012
- b. The second DEF was held on November 21, 2012 at Capital Plaza, Trinidad. This Forum brought together representatives from Government Ministries and Agencies, the Tobago House of Assembly and the media, for the sharing of

information, joint reflection and exchange of ideas on the principal issues, challenges and the way forward in the field of Development Evaluation in Trinidad and Tobago. The theme of the Forum was "Output to Outcome: Moving Beyond the Traditional".

- c. *Planning of the DEF 2013* - the 3rd DEF is being planned and will be held in November 2013. This year's Forum will move towards a more collaborative approach, highlighting the progress of work of several Ministries in monitoring and evaluation and their alignment to the national planning process.



Audience member participates at the launch of the ARP

## Challenges

Within the period of reporting, several challenges were noted in the execution of the aforementioned projects:

- Lack of service providers that offer an adequate M&E IT Platform solution that would fulfil the needs of the Unit
- The late submission of reports from Ministries/Agencies/Departments for the completion of the ARP 2012 and 2013
- Limited number of staff within the Unit for optimum delivery of projects/programme

## CENTRAL STATISTICAL OFFICE (CSO)

The Central Statistical Office of Trinidad and Tobago (CSO) was established in 1952 by the passing of the Statistics Ordinance, Chapter 42, No. 11 of the Revised Ordinances 1952. The Ordinance was later replaced by the Statistics Act, Chapter 19:02 of the Revised Laws of the Republic of Trinidad and Tobago, 1982.

The Act provides for the taking of any Census and Survey and for the collection, compilation, analysis and publication of statistical information on the Social and Economic Conditions of the People of Trinidad and Tobago and for other matters relating thereto.[22nd May 1952].

The CSO as a Government Department reports to the Permanent Secretary, Ministry of Planning and Sustainable Development

## Mandate

- To conduct censuses in Trinidad & Tobago.

- To compile, analyse, extract and publish statistical information relating to the commercial, industrial, agricultural, mining, economic, social and general activities and conditions of the people of Trinidad and Tobago.
- To collaborate with other Government Departments in the collection, compilation, analysis and publication of statistical records of administration.
- To generally organise a co-ordinated scheme of economic and social statistics relating to Trinidad and Tobago.

## Major Achievement

### THE NATIONAL ECONOMIC INDICATORS DIVISION.

The National Economic Accounts Division comprises of:-

**The National Economic Accounts Section** – which compiles Annual Current and Constant Price Estimates of GDP, Value Added by Sector of Economic Activity; Estimates of Capital Formation; The Supply and Use Table (SUT) and the Integrated Economic Accounts for the nation and responds to numerous requests for information on a daily basis.

**The Business Surveys Section** - maintains the Central Register of Business Establishments and manages the Annual Sample Survey of Establishments (ASSE) which is used in compiling the National Economic Accounts. The section also responds to daily requests for information from the Central Business Register (CBR).

**The Quarterly GDP Section** – is a new and separate section which is being established with the responsibility of compiling quarterly estimates of nominal GDP to meet the obligations of subscription to the IMF's Special Data Dissemination Standards.

## **NATIONAL ECONOMIC INDICATORS DIVISION**

The Economic Statistics Division comprises of: -

### **The Economic Indicators and Prices Section**

The Economic Indicators Section collects data for compilation of Short-Term Economic Indicators useful in monitoring the performance of the Economy.

### **Retail Price Index (RPI)**

The RPI for July 2013 has been completed and preparation of the RPI for August 2013 is in progress

### **Domestic Production Index, Producer Price Index**

The 1<sup>st</sup> quarter 2013 Producer Price Index has been completed, however the questionnaires for the 2<sup>nd</sup> quarter have been dispatched and the preparation of the index for the 2<sup>nd</sup> quarter will commence shortly.

### **Index of Retail Sales, Index of Building Materials**

The 3<sup>rd</sup> quarter 2013 Index of Building Materials has been completed. The questionnaires for the 4<sup>th</sup> quarter are due on the field by the end of October 2013.

### **PPP – International Comparison Programme**

The draft indices for the ICP have been submitted to the CSO and are under review.

### **Trade Statistics Unit**

Trade data up to July 2013 is completed and are available.

### **Tourism Statistics Unit**

The Tourism Unit conducted the 'Survey of Departing Visitors' up to April 2013. The Airport

Service Quality Survey was conducted on behalf of the Airport Authority of Trinidad and Tobago.



## **AGRICULTURE STATISTICS DIVISION**

The Agriculture Division is responsible for censuses and surveys of primary agriculture. The data obtained from these censuses and surveys assist in the formulation, monitoring and evaluating of policies, programs and projects relating to food and agriculture. Users of the data includes Government, International Organizations, Researchers, Students, and Businesses etc.

The following surveys were conducted either Quarterly, tri-annually, bi-annually or annually:-

### **Food Crop Survey**

In Trinidad a sample survey is conducted using an area frame methodology, whereas in Tobago the sample survey uses a list frame methodology. It is conducted covering 29 major food crops, e.g. Vegetables, root crops, other pulses.

Some of the output data relates to:-

- Area under cultivation
- Quantity harvested
- Prices received by farmers
- Farm employment
- Production related problems, e.g. flooding, larceny

### **Pineapple, Pawpaw, Christophene and Watercress Surveys**

Data was collected through a census using a list frame on a quarterly basis during 2013. Output Data collected comprised:-

- Area under cultivation
- Quantity harvested
- Prices received by farmers
- Production related problems, e.g. flooding, larceny

### **Pig Survey**

A Census of pig farmers was conducted on a quarterly basis using a List Frame. Data was collected on:

- Number and type of pigs on farms
- Sales and expected sales and type of disposal
- Farm employment
- Production related problems

### **Small Ruminants (Sheep, Goats and Rabbits).**

The survey design is a combination of a census of large farms and a 10% sample of small farms. Data was collected on the following:

- Production
- Capacity
- Sales
- Employment
- Farming constraints

### **Broiler Survey**

A Census of Broiler Farms is conducted on a tri-annual basis using a list frame and provided data on:-

- Number of Farms
- Capacity
- Number of chicks placed on farms
- Number, live weight and value of broilers sold and expected to be sold
- Farm employment
- Farming constraints

### **Table Eggs**

A Census of Table Eggs Farms was conducted on a tri-annual basis using a list frame as data was collected on:

- Egg production
- Capacity
- Quantity of eggs sold
- Value of eggs

### **Apiculture and Aquaculture Surveys**

The survey design is a census of all farms in Trinidad and Tobago.

Data is collected on:

- Production
- Capacity
- Sales
- Employment
- Farming constraints

### **Administrative Surveys**

Data are collected on a quarterly basis from administrative records from the respective farming Organizations/Associations/Companies.

These Administrative Surveys includes:-

- Cocoa/Coffee
- Citrus
- Copra
- Sugar
- Abattoirs
- Feed mills
- Milk Production
- Fertilizer
- Hatcheries
- Import/Export data on Agriculture

### **SUPPORT TO OTHER MINISTRIES AND DEPARTMENTS**

**The Multiple Indicator Cluster Survey (MICS) 4** project of the UNICEF was managed by the Ministry of the People and Social Development and conducted by the CSO.

Functions performed included the following:

- Managed all aspects of questionnaire control and storage.
- Managed the conduct of data capture, editing and verification phases of MICS 4 data processing.
- Maintained and modified the CPro 4.1 data processing software where necessary.
- Managed Data processing staff (Data Entry Supervisor, Data Entry Operators, and Secondary Editors).
- Reported at MICS4 management meetings on the status of data processing activities.
- Produced datasets for the captured MICS4 data in ASCII and SPSS file formats.

### **Help Desk**

A computerized application (Spiceworks) was implemented in 2012.

### **DATA DISSEMINATION DIVISION**

The Data Dissemination Division was newly created and combines the Information and Library Section; The National Socio-Economic Database Section; The CSO Web Site Unit; The Composing and Illustration and the Printing Section.

**The Website Unit** - The Website has been identified as the principal medium for dissemination of the statistical products of the CSO and to improve the Public Image of the Organisation. Web Site development is being undertaken by the Ministry's IT Team until the CSO has the competency to maintain and develop its own web site. A graduate OJT has been providing support to the Ministry's Web Site development team.

### **The Publications and Information Section**

This section receives walk-in visitors and is the face of the CSO. The Library is the source of archived information, which researchers access when undertaking literature review. The Library hosts a special Collection of Historic Books, which needs to be preserved.

### **TOBAGO STATISTICS DIVISION**

**Several surveys are currently being done by the Tobago Division, these include:**

1. The Survey of Departing Visitors
2. The Continuous Sample Survey of the Population (CSSP)

3. The Survey of Establishments.
4. The Collection of Prices for the Retail Price Index
5. Agriculture Surveys that relate to Food Crop; Small Ruminants (Goat, Sheep & Rabbit); Apiculture (Bees); Pigs; Poultry; Broilers and Table Eggs; Ducks.
6. Household Budgetary Survey.

## **DISSEMINATION OF STATISTICS**

The CSO – Tobago serves as a hub for the distribution of all CSO's data to the THA and other Government Agencies, NGO's, all Stakeholders and members of the public. There is a wide variety of requests ranging from economic, demographic, social and vital statistics for both Trinidad & Tobago.

## **CENSUS PLANNING AND MANAGEMENT DIVISION**

### **Release of the 2011 Population and Housing Census Demographic Report**

Amendments were made to the final report based on suggestions from the Demographer – Dr. Godfrey St Bernard as well as Mr. Dave Clement, Director of Statistics. Analysis and data tables were checked for consistency and technical rigour. Comparative analysis was also undertaken in relation to other sources of data obtained from other sections of the CSO and other Departments in Trinidad and Tobago.

The first draft of the report was completed on November 30<sup>th</sup> 2012. The report underwent additional scrutiny and was eventually finalized on February 7<sup>th</sup> 2013. The Demographic Report was launched on 19<sup>th</sup> February, 2013 after an 18 months comprehensive process involving scanning, verifying, editing, validating, compiling and analyzing data

collected from the census questionnaires.

## *Other Achievements*

### **1. Human Development Atlas in Collaboration with UNDP**

The Trinidad and Tobago Human Development Atlas was produced as a joint effort between the CSO and the UNDP Trinidad and Tobago to map human development in Trinidad and Tobago. This collection of maps is the first of its kind in the region. The maps provide an overview of key aspects of Human Development at the country level, disaggregated by the fifteen (15) Regional Corporations. The information contained in the Human Development Atlas will be of great benefit to Government to inform decision making and allocation of funds.

### **2. The Poverty Estimates with Technical Assistance from UNDP**

The Central Statistical Office with technical assistance provided by UNDP Trinidad and Tobago country office revised the methodology used to estimate poverty measures using data collected from the Household Budget Survey (HBS).

### **3. The Helping Hands Committee**

Members of staff of the CSO formed the **Helping Hands Committee** (Together We Can), a non-profit committee. The mission of the committee is to be the hands that extend and expand to reach out to those in need. The committee aims to bring balance to work life, family and health by engaging in charitable activities and creating goodwill. In 2012 the Committee achieved the following:

- ✓ Hosted a number of fundraising activities
- ✓ Provided support to the Cyril Ross Nursery through the purchase of gifts for the children.



- ✓ Hosted a week long sexual health expo with the support of RAPPORT in celebration of International Women’s Day.
- ✓ Hosted a series of seminars entitled “The Power of Professional Personal Awareness and Projection” which was facilitated by Mrs. Maguerite Gordon.
- ✓ Produced and distributed staff magazine entitled “The Corner Report” to Staff and both Government and Non-Governmental Organisations (NGO).

#### 4. Revision of the Price Index

A revised Retail Price Index with new basket of indicator items and revised area and section weights was developed and has been released in the first quarter of 2013 following presentations to stakeholders and development of data processing application.

#### 5. Collaborations

The CSO has been able to further improve its image and the respect and appreciation of partners in the year 2012, by engaging in very successful collaborations with various Ministries, Government Departments and International Private Agencies, all of which have resulted in the production of new statistical products. Some of these include:

- The very first Trinidad and Tobago Human Development Atlas was produced as a joint effort between the Central Statistical Office and the UNDP Trinidad and Tobago to map human development in Trinidad and Tobago.



CSO launches Human Atlas

- Conducted the Multiple Indicator Cluster Survey IV (MICS) IV in collaboration with the Ministry of the People and Social Development and UNICEF. The MICS has enabled countries to produce statistically sound and internationally comparable estimates of a range of indicators in the areas of health, education, child protection, and HIV/AIDS. The data provides countries with the opportunity to monitor progress towards national goals and global commitments, including the Millennium Development Goals (MDGs) as the target year 2015 approaches.
- Ministry of Health - Methodology Development, Sample Selection, Questionnaire Design, recruitment and training of staff (Risk Factor Survey [STEPS]) and Health Needs Assessment. The Risk Factor Survey determined the number of people with risk factors for chronic diseases, through the collection of data on tobacco use, alcohol consumption, fruit and vegetable consumption and physical inactivity.
- Health Economics Unit UWI (advice on sampling methodology and survey design Alzheimer’s Study.
- UNDP Trinidad and Tobago Today an online Graphic representation of Time Series data on socioeconomic variables published on UNDP and CSO websites.

- Business Development Company (Annual Exporter of the Year Awards Ceremony- CSO computes the winners using its trade statistics database).
- The methodology used to estimate poverty measures were revised using data collected from the Household Budget Survey (HBS). The Poverty Estimates were calculated with Technical assistance from UNDP Trinidad and Tobago country Office.
- A preliminary census report was produced and released to the public.
- The Redesign of the CSO website with the Assistance of the Parent Ministry

### *Challenges*

- Limited floor space available to house staff
- Unavailability of conference room to conduct staff meetings
- Occurrences of misplaced documents
- Lack of consultations
- Incomplete Price Index due to the current accommodation status
- Vacant positions that needs to be filled
- Lack of available data due to a back log caused by the lengthy process between Immigration Department (processing of Immigration Cards and receipt of information by CSO data entry officers.
- Economic Indicators - Retail Price Index (RPI) -
- July 2013 RPI not completed. The officer responsible was in the process of preparing August 2013 index. The pricing sheets for September are currently on the field.

## TOWN AND COUNTRY PLANNING DIVISION

### *Mandate*

The TCPD is responsible for the administration of the Town and Country Planning Act Chapter 35:01 of the laws of Trinidad and Tobago, on behalf of the Minister responsible for Town and Country Planning.

### *Core Function*

The TCPD plays a critical role in the socio-development of the country, as all development takes place within the framework of the law, in the context of national and international imperatives.

It is also the only regulatory body with a statutory timeframe within which it must determine an application. The ability to enforce the provision of the law is also statute determined.

### **DEVELOPMENT PLANNING**

- Developing and keeping under review a comprehensive physical development planning framework which includes the preparation of development plans at the national level, regional and local levels, the review and formulation of land use policies and the development of codes and standards for development.

### **DEVELOPMENT MANAGEMENT**

- Evaluating and determining on behalf of the Minister, all applications for planning permission to develop land and for the display of advertisements in accordance with the comprehensive National planning framework.
- Enforcement of planning control.
- Providing data on development control activities to other private/public sector agencies.

- Maintaining public registers for planning applications.

### **DEVELOPMENT FACILITATION**

- Major public/private sector projects are provided with pre and post application advice, to increase the efficiency in the approvals process, decrease uncertainty for applicants and improve the ease of doing business and the investment climate.
- The complex facilitation and internal review committees have been convened to facilitate the application process.
- If permission is refused or an applicant is dissatisfied with conditions of approval, there is a right of appeal to the Minister. The Division prepares and submits a report and supporting documents to the Advisory Town Planning Panel, in accordance with statutory requirements.
- Assisting in the preparation and review of relevant planning legislation and related regulations.

### **PUBLIC INFORMATION/EDUCATION**

- The Division maintains statutory maps and alpha/numeric registers which lists all planning applications and decisions that are available for public inspection. The service facilitates transparency, open access and is a statutory requirement under the Town and Country Planning Act Chapter 35:01.

### **CO-ORDINATION AND ADVICE TO OTHER AGENCIES**

- The Division collaborates with the Regional Corporations on development within their regions.
- The Division serves on many Cabinet appointed and ad-hoc Technical coordinating committees, with respect to development planning and management matters.

- Provides technical advice on land use planning matters to the public and to other public/private sector Agencies.

### *Achievements*

#### **ACHEIVEMENTS IN IMPROVED PUBLIC SERVICE DELIVERY THROUGH PLANNING REFORM AND OTHER INITIATIVES**

##### **• Legislative Reform (Planning and Facilitation of Development Bill)**

The Planning and Facilitation of Development Bill (LPAFD) 2013, seeks to reform the Town and Country planning laws of Trinidad and Tobago by establishing:-

- a. A system for the preparation and approval of national and sub-national development plans;
- b. A system of planning and development approvals, which are designed to secure predictability, simplicity, promptness and transparency in the treatment of development applications.

To achieve these objectives, the Bill provides for the establishment of a National Physical Planning Authority (National Planning Authority) that will collaborate with the Environmental Management Authority (EMA) to safeguard the preservation of the environment as an integral part of the planning process.

The Bill also provides for the decentralization of certain decision-making powers to local government by the establishment of Municipal Planning Authorities. The following are proposed:

- One-stop shop mechanism for coordinating the elements of the regulatory process
- Devolution of specific planning functions to municipal government
- Transparent judicial appeal process

- Fast-tracking mechanism to initiate construction
- The use of Registered Professionals to reduce human resource constraints in the regulatory system
- Unification of planning and building approvals into one process
- The establishment of third party rights within the regulatory process
- Strengthened enforcement and stop development mechanisms

**The Bill will replace the Town and Country Planning Act, Chap 35:01. The Status of the Legislation is as follows:**

- (i) LPAFD was introduced to Parliament on 23<sup>rd</sup> September, 2013;
- (ii) Debate on the PAFD Bill commenced in the Senate on January 14<sup>th</sup>, 2014;
- (iii) Bill sent to Special Select Committee of the Senate on January 14<sup>th</sup>, 2014 and is currently before the Special Select Committee of the Senate

**• Pilot Projects for simple applications**

With effect from February 20, 2013, the Town and Country Planning Division has been collaborating with the Port of Spain City Corporation, to conduct a joint Pilot Project, aimed at expediting Planning and Building Approvals for '**Simple Applications**' within the City of Port of Spain, consistent with what is proposed in the PAFD Bill.

This is the first of four pilot projects which is expected to be followed by the Tunapuna/Piarco, San Fernando Municipal Corporations and the Tobago House of Assembly consistent with the mandate of Cabinet.

80 percent of all applications are simple and their processing is affected by a cumbersome system which creates duplication in the planning and building application process. The processing time from planning to building permit should be reduced.

There is also on-going collaboration with the IFC and the Ministry of Trade through the "Ease of Doing Business Project" to identify and remove bottlenecks in the regulatory system including WASA, Fire Service Division, Drainage Division and the EMA.

**• Public Day is now everyday**

With effect from February 21, 2013, Public Day conducted once weekly every Wednesday has been replaced by a daily customer technical service at all TCPD's Regional Offices. Applicants no longer have long waiting time on one day if they had matters in the various offices.

Pre-application checks and advice are provided to assist in the minimization of an application being refused and returned undetermined. A more transparent accountable process is achieved as one can now establish where the application is in the system and the time expected to receive a response.

**• Revised Residential Density Policy**

In the effort to alleviate the existing housing problems and curb urban sprawl, the TCPD revised the residential Density. The policy was revised to apply to those residential plots and developments within adequately serviced urban/rural centres, which conformed to present planning policy and standards. This policy promotes redevelopment and consolidation of sites.

- **Aranguez Policy Review**

A policy review for Aranguez is currently being undertaken. Field visits to ascertain the nature and characteristics of development in South and North Aranguez were undertaken in 2013 and early 2014 and the report was tabled.

- **Enforcement Unit**

The Enforcement unit of the Town and Country Planning Unit was re-established in May 2013 with the recruitment of twelve (12) enforcement officers. An in-house training programme was held for one (1) week in October 2013 to improve the capabilities of these officers.

A new mediation programme was also developed to assist the alleged offenders in complying with the requirements of the enforcement notices.

The Town and Country Planning Division also recorded the successful completion to enforcement proceedings against a well-known Tobago Hotelier, resulting in a charge of \$800,000, payable to the Government of Trinidad and Tobago. In addition, three (3) other alleged offenders complied with the steps required within the enforcement notice by the demolition of the unauthorized structures and restoration of the building to its former use.

The Enforcement Unit also deals with matters sent for attention from the Office of the Ombudsman and other correspondence from other Agencies and members of the public.

A total of 4,259 matters were assessed which resulted in approximately 2,327 matters being identified for attention.

## **EDUCATIONAL OUTREACH PROGRAMMES**

### **World Environment Day 2013**

World Environment Day (WED) is commemorated annually on June with a new theme each year in recognition of global issues related to the environment. The theme for 2013 was "Think, Eat, Save", an anti-food wastage and food loss campaign that encourages the reduction of *one's* footprint. As part of the promotional awareness of WED, the TCPD's public education outreach programme sought to engage fifteen (15) primary schools throughout the country. This captured approximately 1200 primary school students. Presentations were made to schools which aimed to sensitize the students on the importance of thinking wisely in order to limit wastage.

### **World Day to Combat Desertification 2013**

World Day to Combat Desertification is a United Nations (UN) day observed annually on June 17, to sensitize the public to the effects of desertification and the increasing dangers of land degradation and drought. As part of TCPD's public education outreach programme, presentations were made to fourteen (14) secondary schools, of which an estimated 1,500 students benefitted.

### **World Town Planning Day 2013**

World Town Planning Day is commemorated annually on November 8 and is used to create public awareness about current Planning issues and practices. The theme for 2013 was "Water". The TCPD held a scavenger hunt within Port of Spain that generated fifty (50) participants. The activity was used to test persons on their knowledge of the history of Port of Spain as well as planning practices. Participants were given a t-shirt, refreshments and

tokens. The winners of the hunt were provided with a cash prize.

## **TECHNICAL COMMITTEES REPRESENTATION**

### **Trinidad and Tobago Seismic Microzonation Studies Project**

This project is a collaborative effort between the TCPD and the Seismic Research Centre (UWI) to develop a Microzonation Database. This project will allow land-use planning to be informed by hazard assessments, so that mitigation planning can be filtered into land use policy conceptualization and design.

It will be used in the determination of land use patterns as well as the application of site development standards and building codes. The Trinidad and Tobago Seismic Microzonation Studies Project is an ongoing project of ten (10) years that has been implemented by the University of The West Indies (UWI) Seismic Research Centre (SRC) and funded by the Ministry of Planning and Sustainable Development.

This project seeks to establish and maintain a seismic microzonation database in Trinidad and Tobago ultimately aiding the implementation of effective disaster risk reduction measures for earthquakes in both islands. The major benefits of this project are as follows:-

- Microzonation maps that provide values on the fundamental periods or basic response of soil layers to vibration and/or the variation of such responses
- A foundation database of building and site response characteristics
- The creation of a catalogue of micro tremors and seismic refraction surveys in Trinidad and Tobago.

The Fifth Progress Report submitted by the University of the West Indies Seismic Research Centre indicated that for the period October 1 - 31, 2013 the ethos was to complete the development of seismic hazard maps for one urban center each year.

In 2013 the Port area which included Port of Spain, International Waterfront Centre, Flour Mills Wrightson Road, Cocorite, Sea Lots, Hasley Crawford Stadium and Movie Town was completed. To date, most of these milestones have been achieved to include Newtown, Down Town Port of Spain and its outskirts - Laventille and Belmont. It is expected that areas inclusive of Queen's Park Savannah, the Hasley Crawford Stadium and the St. James Police Barracks would have been undertaken by the end of 2014.

In 2013, the TCPD was represented on the following Committees:

- St Augustine Education City Centre Committee
- Joint Consultative Council
- Hillside Development Committee (The committee to address unauthorized development on Hillsides)
- Yachting Steering Committee
- Working Committee for the establishment of a Heroes Park and Museum- Fyzabad
- Integrated Coastal Zone Management (ICZM) Committee
- National Wetlands Committee
- Task Force to undertake the review and update of the Planning and Development of Land Bill
- Development Planning Steering Committee
- National Spatial Data Infrastructure (NSD I) Steering Committee Minerals Advisory Committee
- National Steering Committee for Programme for Ecosystem Services (ProEcoServ)
- Complex Development Facilitation Committee
- The redevelopment of the San Fernando Waterfront Steering Committee

- National Building Code
- Consultative Group- Chaguaramas Master Plan Development Project
- Archaeological Committee
- Land Reclamation Committee
- Integrated Water Resource Committee
- High Level Co-coordinating Committee to expedite Regulatory Approvals
- ODPM National Comprehensive Disaster Mitigation
- LSA Land For the Landless Committee

### *Challenge*

In December 2012, the Tobago Regional Office was relocated to Singh's building in Scarborough to upgrade the working environment of the TCPD Scarborough office. However, due to lack of space, the vault was not relocated which remains at the previous location of the old Works building at Castries Street, Scarborough. In January 2014, the Tobago Regional Office was again relocated from Singh's building to its present location at Pump Mill Plaza in Scarborough.

The Tobago Regional office continues to work at a disadvantage because of the lack of direct access to the vault which is still housed at Castries Street, Scarborough. Also the move to Singh's building resulted in the malfunctioning of the server. The reconnection to the database was not adequately addressed and is at present malfunctioning.

During the period 2013 the regional offices were faced with many OSHA considerations. Air testing at the North Regional office was undertaken by CARIRI due to concerns of a mold infestation and a sewer discharge. The North Regional Office operated from 8 am – 12 pm during this period while this issue was

being resolved, which hampered the productivity and output of this Office.

## ADVISORY TOWN PLANNING PANEL (ATPP)

### *Mandate*

The Advisory Town Planning Panel (ATPP) was established under the Town and Country Planning Act Chapter 35:01 for the express purpose of advising the Minister on any matter within their knowledge or on which the Minister may seek their advice, as it pertains to the proper carrying out of the provision/objects of this Act.

The Panel comprises private sector professionals from the Legal, Town Planning, Valuation and Engineering and, a representative from the Tobago House of Assembly, appointed by Cabinet. The current Panel was appointed for a period of two years with effect from February 17, 2013 (Minute 555 dated January 28, 2013 refers).

The Panel receives applications from members of the public requesting reviews on decisions made by the Town and Country Planning Division for Outline Planning Permission.

### *Roles of the ATPP*

- Review and provide recommendations to the Honourable Minister on matters regarding:
  - Decisions made on applications for planning permissions to develop lands,
  - Complaints against unauthorized development and enforcement of planning control.
- Advise the Honourable Minister on land use planning and land development matters.

- Provide resources to the Cabinet appointed Task Force with responsibility for the redrafting of the Planning and Development of Land Bill.

### *Achievements*

The Advisory Town Planning Panel completed drafting of the revised planning legislation that became the PADL Bill after attending more than forty (40) Legislature Review Committee meetings to refine the legislation.

Panel members have also assisted the Town and Country Planning Division in the implementation of a Pilot project to streamline planning approvals in Port of Spain

In November 2013, the Development Control Steering Committee (DCSC) was given responsibility for the development of a Subdivision Code to supplement the proposed PADL Bill.

The Panel conducted meetings once per week, every Thursday, where approximately ten (10) matters were heard. Applicants were interviewed, cases were reviewed, site visits undertaken (as required) and recommendations submitted to the Honourable Minister. A similar approach was utilized for matters of appeal in respect to Tobago.

At these meetings, the Panel is supported by representatives of the Town and Country Planning Division who provided background information, furnished advice and submitted written reports on matters. Matters were also referred by the Panel to relevant Agencies for their input. During the period January to December 2013 a total of two hundred and eighty (280) new applications for review were received by the Advisory Town Planning Secretariat. The Panel completed two hundred and forty-nine

(249) matters, of which approximately forty-four (44) matters were deferred. There were three hundred and twenty-nine (329) interviews scheduled/heard for the year 2013. This figure included interviews conducted in Tobago.



### *Challenges*

The Panel was constrained in its operations by several factors such as: absence of Town and Country Planning Division Reports; failure of applicants to attend interviews, and abuse of the review process by applicants to forestall enforcement action. These had the combined effect of reducing the number of applicants actually heard during the period under review.

The present staff of the Advisory Town Planning Panel comprises an Administrative Officer II, a Research Officer I, a Clerk I, and a Clerk Stenographer II. The post of Town Planner II is listed on the establishment but the post remains vacant to date. The absence of a Town Planner II in the Secretariat constrains the work of the Secretariat as technical advice has to be sought at times, from the Town and Country Planning Division.



## PLANNING DIVISION

### *Mandate*

The main objective of the Planning Division is to assist the Ministry's Divisions, Statutory Boards and State Enterprises in the planning, management and implementation of Development Programme projects, thereby improving the implementation rates of these projects. The Division's long-term goal is to improve the overall performance of the Ministry in keeping with the Seven Pillars of Sustainable Development as outlined in Government's Medium Term Policy Framework 2011-2014, specifically Pillar 1: People Centred Development and Pillar 2: Poverty Eradication and Social Justice.

### *Core Functions*

- Coordinating the preparation of the Ministry's and its Agencies' projects for the annual Development Programme;
- Monitoring and reporting on the implementation of projects of the Ministry and its Agencies;
- Providing oversight of projects developed by Agencies under the purview of the Ministry;
- Providing support to the Ministry's Units and Agencies in the execution of their projects;
- Preparation of the Ministry's annual Administrative Reports;
- Processing requests for funding for projects and carrying out other duties related to that task;
- Development and periodic review of a National Manpower Planning Framework and Policy for Trinidad and Tobago;
- Conducting research and reporting on issues that affect national manpower planning.

### *Major Achievements*

- Facilitated Project Management sessions for the Units and Agencies of the Ministry;
- Monitored projects under the purview of the Ministry;
- Coordinated and compiled Ministry's project submissions under the PSIP;
- Successfully processed funding requests from Ministry's Units and Agencies;
- Conducted and reported on site visits to projects.

### *Challenges*

- Although the Division obtained additional staff, they were inexperienced in Project Management and so the positive impact of their employment in the Division took some time to materialise;
- The Division share the same space and staff with the Technical Cooperation Unit (TCU) which sometimes led to conflict over duties and responsibilities among some members of the Administrative staff;
- Inability of the Division to achieve its goals and to become operationally efficient and effective because of the Division's urgent need for restructuring.
- Lack of analysis of the performance of the Development Programme caused by little or no reporting by Division/Agencies about status of projects;
- No provision in the organisational structure for national manpower planning.

## TECHNICAL CO-OPERATION UNIT (TCU)

### *Mandate*

The Technical Co-operation Unit (TCU) serves as the national focal point on matters of technical co-operation and technical assistance. As such, it is necessary to interface with other Governments, Regional and International Agencies, for accessing and facilitating transfer of technology and expertise towards sustainable development

### *Roles of the TCU*

- Coordinate with and provide assistance to Ministries and Agencies in the formulation and submission of project proposals for technical co-operation;
- Ensure that projects/ programmes proposed are in accordance with National Development Goals and development priorities are advanced by technical co-operation initiatives
- Monitor the implementation of approved projects;
- Channel information on technical co-operation opportunities to Public Sector Agencies and Civil Society
- Assess the demand and supply of technical co-operation to meet the priority needs of the Country
- Access all possible sources of technical co-operation to meet identified needs
- Coordinate among Donor Agencies to ensure there is no overlap of technical co-operation and minimize gaps
- Facilitate technical co-operation between Trinidad and Tobago and other developing countries identified in the (South-South Co-operation)

- Collaborate with Ministry of Foreign Affairs and relevant Agencies on Bi-lateral Technical Co-operation Agreements

- Liaise closely with International Organizations

The technical work of the TCU is managed through two Sub-units viz:

- Bi-lateral Co-operation
- Multi-lateral Co-operation

### **Bi-lateral Co-operation**

The Bi-lateral Section of the Technical Co-operation Unit assists in accessing, coordinating, and monitoring Technical Co-operation offered by donor countries and liaises closely with the Ministry of Foreign Affairs and Line Ministries who are interested in accessing Technical Co-operation.

The Republic of Trinidad and Tobago has ongoing bi-lateral agreements with approximately twenty seven (27) countries and continues to explore opportunities which may be beneficial for the country based on its overall priorities. The Unit examines opportunities that are presented to the country in such areas as training, scholarships, capacity building and sector-specific consultancies in education, information and communication technology, agriculture, tourism and health. There are also opportunities for the provision of tangibles such as equipment, materials, supplies, goods and services and the exchange of information through conferences and seminars.

### **Multi-lateral Co-operation**

The work of this Sub-unit involves the administration and implementation of technical assistance programmes and projects under the umbrella of the

United Nations (including UNDP), the Food and Agriculture Organization (FAO), the World Health Organization (WHO), the United Nations Children Fund (UNICEF), United Nations Population Fund (UNFPA)), the Organization of American States (OAS), the Commonwealth, and other international bodies. The staff in this Sub-Unit liaises closely with the Multi-lateral partners and other Line Ministries to ensure timely and efficient uptake of project submissions as well as monitoring the implementation of ongoing projects.

### *Achievements*

For the reporting period October 2012 to September 2013, activities were undertaken with regard to offers from Brazil, Cuba, Mexico, India, China, Chile, Korea and Japan.

#### **BRAZIL**

##### **1. Pests and Diseases in Coconuts**

In October 11, 2012, The Ministry of Food Production reiterated the necessity for a study tour to Brazil by five (5) officials of the Ministry to pursue the following:

- Coconut Agronomy
- Coconut Genetics
- Red Ring Disease (RRD) Management



##### **2. Honey Production**

The following recommendations for future co-operation in this area were submitted by the Ministry of Food Production on October 11, 2012:

- Quality control and traceability of honey from the laboratory perspective.
- Technical issues concerning improvement in beekeeping.
- Machinery and equipment in Honey House/Processing/Packing Facilities.

With respect to the status of further technical assistance in the areas of Biotechnology and Biodiversity, Pest and Diseases in coconuts and apiculture, no responses were received from the Embassy of Brazil, through the Ministry of Foreign Affairs.



Honey Bee project Trinidad and Tobago

#### **CUBA**

The Ministry of Sport employed (9) nine Cuban coaches for a period of two years with effect from October 03, 2011. Reports on all the sporting disciplines were submitted by the Ministry of Sport with the exception of boxing. However, additional information on the value of real resources (machinery, vehicles, etc.) detailing the related costs in respect of employment of the Cuban coaches was

not received by the Ministry of sport for submission to the Central Bank.

## **MEXICO**

### **1. Bio-Fertilizer Technology Project**

The Ministry of Food Production submitted a Technical Report and a Daily Summary on the visit of Dr. Oscar A. Cabrera Grageda, Bio- fertilizer Consultant from June 11-22, 2012.

Dr. Grageda assessed the Ministry's present bio-fertilizer programmes and made the following recommendations:

- a. Generate mycorrhizal inoculum.
- b. Evaluate the biological effectiveness of the selected strains of mycorrhizae in field conditions.
- c. Evaluate the biological effectiveness of Bradyrhizobium isolates under greenhouse conditions.
- d. Continue with the isolation of local strains of microorganisms (fungi and bacteria).
- e. Create a gene bank of microorganisms with potential for use as bio-fertilizers.

The Ministry of Food Production recommended one (1) more visit by the consultant in February/March 2013. However, that visit to Trinidad and Tobago by the consultant was postponed as the Ministry of Food Production had indicated that they were addressing some constraints affecting the Bio-fertilizer Technology Project. These constraints included:

- Non-development of potential mycorrhizal bio-fertilizer for field evaluation; and
- Additional works required for the Bio-fertilizer Laboratory and greenhouse facility.

## **INDIA**

### **1. Technical Assistance from the Indian Technical & Economic Co-operation (ITEC) – Setting up of an IT Audit Unit**

Mr. Chhering Angrup Bodh, IT Audit Specialist has received approval from the Government of India for an extension of deputation in the Auditor General's Department for the period November 19, 2012 to May 17, 2013.

The work plan of Mr. Chhering Angrup Bodh, included five (5) main areas which are currently on schedule. The expected outputs are as follows:

1. Conduct IT Audit Training Courses for twenty-eight (28) persons.
2. Draft Guidelines on IT Audit certifications.
3. Provide IT audit services to supplement the financial audit of a statutory body.
4. Conduct Interactive Data Extraction and Analysis (IDEA) Training

Mr. Bodh has completed his assignment within the Auditor General's Department and the TCU has requested the submission of a final report from the Auditor General's Department.

## **CHINA**

### **1. USD \$3 Billion Concessional Financing Facility**

During the State visit of His Excellency Xi Jinping, President of the People's Republic of China in June 2013, a USD\$3 billion concessional financing facility was offered to the Government of Trinidad and Tobago by the Government of the People's Republic of China.

(i) The Government of Trinidad and Tobago has identified two project proposals to utilize the \$3 billion concessional loan facility. They are as follows:

- Construction and design of the new Arima Hospital – Ministry of Health
- Development of the six (6) new economic zones in Trinidad – Ministry of Trade, Industry and Investment

(ii) The Technical Co-operation Unit has also engaged all Government Ministries in submitting project proposals for accessing the USD \$3 billion concessional financing facility.

**Proposals under the US \$3 Billion Concessional Loan for consideration were received from:**

• **Ministry of Land and Marine Resources**

- (i) Cluster Farm Development at Platenite
- (ii) Microenterprise Programme and Community Development Programme
- (iii) Upgrade and Infrastructure in Squatter Communities
- (iv) Land for Landless, Residential Lots Programme
- (v) Housing Support Centre

• **Ministry of Works & Infrastructure**

- (i) Manzanilla Beach Shoreline Management Project
- (ii) Matelot Shoreline Stabilization Project
- (iii) Port of Spain East West Corridor Transportation Project. Lady Young Road Overpass
- (iv) Port of Spain East West Corridor Transportation Project. Eastern Link Highway

• **Ministry of the Attorney General**

- (i) Construction of a South Office of the Ministry of the Attorney General

• **Ministry Tertiary Education and Skills Training**

- (i) Digital Academy (YTEPP LTD)
- (ii) UTT Archives at Main Campus Tamana
- (iii) UTT Varsity Centre at Main Campus Tamana
- (iv) Residences at UTT Main Campus Tamana
- (v) Student Information System (YTEPP)

▪ **University of the West Indies (UWI)**

- (i) Agricultural Innovation Park
- (ii) Application for funding for the upgrade of the Waste Water Network and Treatment Plant at the St. Augustine Campus
- (iii) Proposal for funding for Manufacture and sale of Percussive Harmonic Instrument (P.H.I.)
- (v) The construction of a Convocation Hall/Multi-Purpose Facility at the University of the West Indies, St. Augustine Campus

**Banking Agreement /Accounting Procedures for Accessing Grants:**

A Draft Banking Agreement on Accounting Procedures for implementation of the Technical Co-operation Agreements signed in 2005 and 2011, was received from the Government of the People's Republic of China in 2013.

In October 2013, the Ministry of Foreign Affairs in consultation with the Office of the Solicitor General agreed to the revised agreement as submitted by the Central Bank. It was agreed that separate Banking and Accounting Agreements be formalized with separate "Aid Accounts" for the disbursement

of the Grants identified by the Economic Technical Co-operation Agreements of 2005 and 2011 respectively.

The Ministry of Foreign Affairs is currently engaged in the process of finalizing a Banking and Accounting Procedures Agreement for the implementation of the 2005 Economic and Technical Agreement which would be conveyed to the Embassy of China.

#### **Other Areas for Consideration:**

The Caribbean Industrial Research Institute (CARIRI) has been working towards co-operation with the China Institute for Small and Medium-Sized Enterprises (CISME) in an effort to promote and improve technology development and transfer, as it applies to establish new, and strengthen existing small and medium-sized Enterprises in Trinidad and Tobago.

In 2011 the third China-Caribbean Economic and Trade Co-operation Forum took place in Trinidad under the theme “Facilitating the Economic Development between China and the Caribbean and Achieving Common Development in the spirit of Co-operation, Development and Win-for all.”

At this forum new possibilities for future bi-lateral collaboration between China and Trinidad and Tobago were identified. Areas which remain relevant to Trinidad and Tobago are:

- Co-operation with respect to Agriculture - Assistance to Small and Micro Enterprises involved in Agriculture.
- Hosting of training programmes to assist in building Disaster Management Capacity
- Assistance in the development of alternative sources of energy (hydropower and Biogas).

## **CHILE**

### **1. Co-operation Week - Chilean International Co-operation Agency (AGCI)**

Co-operation Week in Latin America and the Caribbean was held from October 1st to 3rd, 2012 in Santiago, Chile. This event was organized by the Chilean International Co-operation Agency (AGCI) – Ministry of Foreign Affairs. The events of the week are set against the background of South-South and trilateral co-operation gaining increasing prominence in the development assistance architecture and are becoming an important element for regional integration. International bodies are incorporating these approaches, which present challenges and opportunities for global partnerships as well as involving new actors, such as Civil Society and the public society.

The event was hosted in light of the fact that Chile held the Presidency Pro Tempore at the time of the CELAC, and in the context of CELAC and CELAC-EU Summits held in January 2013, the Chilean International Co-operation Agency organized events, which included:

#### **(i) High Level Forum: South-South and Trilateral Co-operation in Latin America and the Caribbean.**

This forum was an opportunity to reflect on these new forms of co-operation and will include the participation of the OECD, SEGIB and ECLAC, as well as representatives from the private sector and Civil Society;

#### **(ii) CELAC-EU Co-operation Seminar.**

Co-organized with the Economic Commission for Latin America and the Caribbean (ECLAC) this seminar allowed for the design of a road map for the future of bi-regional co-operation; and

**(iii) Preparatory meeting: Heads of Co-operation, CELAC Summit.**

This meeting aims to debate the co-operation document, presented at the 2nd Meeting of International Coordinators of CELAC which was held in Santa Cruz, Chile on July 7th, 2012.

A report on the High Level Forum: South-South and tri-lateral Co-operation in Latin America and the Caribbean was presented by Ms. Terry-Ann Atkins-Huggins, Assistant Director, Technical Co-operation Unit, who represented Trinidad and Tobago.

**2. Meeting between Government and AGCI**

In September, 2013 a meeting was held in Santiago, Chile between the Minister of Foreign Affairs of Trinidad and Tobago and Ambassador Jorge Daccarett, Executive Director of the Chilean Agency for International Co-operation, during which the functioning of the AGCI and its plan for engagement of Trinidad and Tobago as well as the region were highlighted.

It was indicated that:

- The AGCI is attempting to work with CARICOM Secretariat to develop an intra-regional plan for co-operation.
- The AGCI looks to Trinidad and Tobago as more of a provider than a recipient of technical co-operation and hoped that Trinidad and Tobago could seek more of a leadership role in the region in providing co-operation.
- The Ambassador indicated that it is his hope that Trinidad and Tobago could partner with Chile to provide technical co-operation to a third State in the Caribbean. He suggested that Trinidad and Tobago and Chile find areas of synergy where strengths are

shared and this could be used to develop a programme for a third “South” nation.

- The AGCI proposed that the Pacific Alliance could look into creating technical co-operation programmes with Observer States and suggested the idea of creating a Pacific Alliance-Caribbean connection in this regard.

**3. Technical Diagnostic Mission**

Ambassador Daccarett, by way of a letter to the Minister of Foreign Affairs dated November 18, 2013, proposed to lead an exploratory Technical Diagnostic Mission to Port of Spain to look into the possibility of assisting in the establishment of a single Technical Co-operation Agency of the Republic of Trinidad and Tobago. This proposed Mission will collect relevant information and data from the Ministries directly involved in technical co-operation processes and mechanisms, namely the Ministry of Planning and Sustainable Development, the Ministry of Foreign Affairs and the Ministry of Public Administration.

**KOREA**

**1. Offer of USD100, 000 from the Embassy of the Republic of Korea - Diplomatic Note KET 2012/126 dated August 22, 2012.**

Proposals submitted for assistance:

- **Trinidad and Tobago Blind and Visually Impaired Cricketers Association:** Twenty-five (25) Laptops, Bags and Software - USD 30,500.
- **Roxborough Police Youth Club:** Twelve (12) Seater Bus - USD 33,000.

- **Family Planning Association of Trinidad and Tobago:** Medical Equipment and Supplies - USD 36,500.

The above proposals were submitted to the Embassy of the Republic of Korea for approval for technical co-operation - Diplomatic Notes KET 2012/211 dated November 21, 2012 and KET 2012/219 dated December 4, 2012, respectively.

A ceremonial hand over of Laptops and Medical Equipment and Supplies by His Excellency Wonkun Hwang, Ambassador of the Republic of Korea, took place on March 20, 2013.

Vehicles for the Roxborough Police Youth Club to be presented at a date to be determined by the Embassy of the Republic of Korea.

## **2. Republic of Korea: Development Experience Exchange Partnership (DEEP) Programme**

An offer of technical co-operation to Trinidad and Tobago was made by - Diplomatic Note on January 9, 2013.

DEEP Programme aims to strengthen partner countries' capacity for knowledge based social and economic development in areas including public policy advice, development planning, social infrastructure, energy, agriculture and education.

Government Ministries were asked to submit project proposals for technical assistance. Proposals were received to be assessed and approved for technical co-operation.

### **Areas of Interest for future technical co-operation:**

1. Plant Conservation and Biodiversity
2. Alternative Refrigerants/Hydrocarbons

3. Sports
4. Technology: Training; Development of materials for the Worldwide Web
5. Environment/Waste Management
6. Urban Agriculture

## **JAPAN**

Revised Rolling Plan of Japan's Official Development Assistance for Trinidad and Tobago

(Proposed Project: Establishment of a Safety Programme in Primary Schools)

- In January 2012 seven (7) Government Ministries and the Tobago House of Assembly were invited to submit proposals for technical assistance in priority areas such as Environment and Disaster Prevention and Redress of Income Disparities. One (1) proposal was received from the Office of Disaster Preparedness (ODPM) of the Ministry of National Security

The proposal entitled 'Safer Schools Programme – 2012' was received in November 2012 and forwarded to the Ministry of Foreign Affairs for transmission to the Embassy of the People's Republic of Japan. The estimated project cost is TT\$640,000.00.

## *Achievements for October 2012 – September 2013 (Multi-Lateral Section)*

During the reporting period, activities were undertaken with respect to offers from the Perez-Guerrero Trust Fund and the Commonwealth Fund for Technical Co-operation.



## UNDP – Perez-Guerrero Trust Fund (PGTF)

In response to the UNDP- Perez-Guerrero Trust Fund's (PGTF's) 2013 call for project proposals, invitations to submit proposals were sent to the University of the West Indies (UWI) and the National Institute of Higher Education Research, Science and Technology (NIHERST).

The Project Proposal entitled "Increased Sustainability of Regional Small-Scale Aquaculture Production Systems through Enhancement of Health Monitoring and Extension Service Capability and Delivery" was submitted by UWI and forwarded to the Ministry of Foreign Affairs for onward transmission to the Permanent Representative to the United Nations, New York on June 7, 2013.

The Report of the Twenty-Eighth Meeting of the Committee of Experts of the Perez-Guerrero Trust Fund for South-South Co-operation did not list this proposal as having been reviewed. Follow ups were made with the Ministry of Foreign Affairs to determine if this proposal was received by the PGTF and this Ministry is still awaiting a response.



Minister Tewarie tours another key area for development

## Food & Agriculture Organization (FAO)

The Ministry of Planning and Sustainable Development accepted an invitation from Mr. Barton Clarke, representative from Food and Agriculture Organization of the United Nations, to co-host Workshops and Meetings entitled "Co-sponsoring for Regional Statistical Workshops and Meetings" to be held in Port of Spain, Trinidad and Tobago in June 2013. The Workshops and Meetings held were as follows:

- 2nd Meeting of the Regional Steering Committee for Regional Strategy (June 3 to 4, 2013)
- Green House Gas Emission Statistic Workshop (Jun 3 to 4, 2013)
- Inter-American Institute for Co-operation on Agriculture (IICA) - 26th Meeting of the Working Group on Agricultural Livestock Statistics for Latin America and the Caribbean (June 5 to 7, 2013)
- Regional Workshop on linking Population and Housing Censuses with Agricultural Censuses for Caribbean Countries (June 10 to 12, 2013)

On July 4, 2013, a meeting was held between the Director General of the United Nations Food and Agriculture Organization (FAO) and the Ministry of Planning and Sustainable Development, to discuss possible collaboration between United Nations Food and Agriculture Organization (FAO) and the Government of the Republic of Trinidad and Tobago on topics of interest which were as follows:

- A Strategy Plan for Poverty Eradication and Reform of the School Feeding Programme
- Development of the Cocoa and Coffee Industry
- Urban Fish Farms
- Youth Entrepreneurship

- Coordination and Integration across Sector and Institutions
- Development of the Honey Industry
- Memoranda were sent to various stakeholders.

### **Commonwealth Fund for Technical Co-operation (CFTC)**

The Government of Trinidad and Tobago through the Ministry of Public Administration embarked on a programme aimed at modernizing the Public Service's Human Resource Management (HRM) Architecture to improve service delivery to our citizens.

In this regard, by letter dated July 1, 2013, the Technical Co-operation Unit of the Ministry of Planning and Sustainable Development requested the assistance of the Commonwealth Secretariat in the provision of a Public Sector HRM Modernization Expert who will guide the Public Sector HRM Modernization Programme, as well as provide knowledge transfer to build the capacity of the local resources to implement the Programme. An advertisement for the employment of a Public Service Human Resources Management Modernization Expert was issued with a closing date for applications listed as October 28, 2014.

### **United Nations Children Fund (UNICEF)**

UNICEF initiated a discussion with the TCU and the Ministry of Gender, Youth and Child Development to organize a national consultative workshop to develop a strategic plan, between UNICEF and Government of Trinidad and Tobago, for the two-and-a-half-year work plan and UNICEF Multi-Country Action Plan (CPAP) 2012-2016. This national consultative workshop held on March 26, 2013, was

intended to assist UNICEF in aligning the joint work plan with the national priorities for children in Trinidad and Tobago.

The UNICEF, Office of the Eastern Caribbean extended an invitation to the Assistant Director, TCU to attend a Mid-Year Review Meeting held in Barbados over the period July 15-17, 2013. The Assistant Director, Technical Co-operation Unit participated in this review Meeting and made a ten (10) minute presentation on the joint work being done in the area of National Convention on the rights of the Child (CRC) in Trinidad and Tobago.

### **OTHER INITIATIVES**

#### **National Population Policy and Action Plan**

The TCU was tasked with the responsibility to develop a National Population Policy and Action Plan for Trinidad and Tobago. The goal of this project is to set national targets for the demographic processes of fertility, mortality and migration, so that the optimal population structure, can be realized. Work towards the development of the National Population Policy and Action Plan for Trinidad and Tobago began in 2013, with the recruitment of a United Nations Volunteer, Ms. Taresa Best-Downes with effect from September 1, 2013.

#### *Challenges*

The TCU has continued to carry out its mandate of coordinating and providing assistance to Line Ministries and Agencies in the area of Technical Co-operation. In so doing the Unit has experienced the following challenges during the period October 2012 to September 2013.

- Slow or no response by Line Ministries to offers of technical co-operation.
- Staffing of the TCU with adequate resources to efficiently and effectively discharge the work of the Unit.
- Streamlining the process of accessing and optimizing the benefits of the Ministry of Planning and Sustainable Development as the national focal point for Trinidad and Tobago.

## THE EUROPEAN DEVELOPMENT FUND (EDF) UNIT

### *Mandate*

The EDF Unit was established as part of the institutional strengthening of the Office of the National Authorising Officer. The unit was established in 2001 to support the National Authorising Officer as the focal point for all operations financed from Grant funds from the European Commission.

The mandate of the Unit is to reduce institutional bottlenecks, augment human resources and assume leadership role in the preparation of EDF projects so as to improve commitment and disbursement rates and achieve full and effective utilisation of the total Grant resources.

### *Core Functions*

The EDF unit is responsible for project identification/preparation and the submissions to the European Commission (EC) for approvals.

The unit is also required to:-

- Coordinate all aspects of implementation, specifically, the authorisation of expenditure

within the limits of the fund, procurement and contracting of short-term technical assistance as well as the monitoring and appraisal of programmes and projects.

- Manage technical assistance contracts for the preparation of feasibility studies and project documents
- Programme the Grant resources made available by the EC to the GoRTT
- Prepare the Country Support Strategy/ National Indicative Programme and other requisite documentation
- Prepare Work Programmes for the implementation of activities
- Effect financial and administrative control of the projects and programmes funded under the EDFs
- Monitor ongoing projects
- Fulfil the responsibilities of a national focal point on EDF matters, including matters relating to the Council of Ministers of the Caribbean Forum (CARIFORUM) projects
- Enhance the capacity of the implementing Ministries for preparing, implementing and monitoring EDF projects through training and seminars
- Report on EDF funded initiatives
- Facilitate evaluations and audits

### *Major Achievements*

#### **PROJECT PROCESSING TIME**

In spite of the lengthy bureaucratic procedures associated with the EDF and the Public Service,

the Office of the National Authorization Officer (NAO) continued to improve efficiency in project processing time from pre-feasibility to approval and signature and speeding up the time taken to begin implementation.

## **MONITORING AND EVALUATION OF ONGOING PROGRAMMES**

The EDF Unit was instrumental in improving the commitment and disbursement rates of Grant resources and reducing institutional bottlenecks. The Unit is also engaged in monitoring and evaluation of ongoing programmes. The Unit was successful in ensuring that they meet the stated objectives and were in keeping with the requisite procedures in the implementation of the following initiatives under the 10th EDF

### **The Technical Cooperation Facility**

The EDF Unit, via the Technical Cooperation Facility (TCF) provided assistance to Line Ministries and stakeholders to engage in programmes that support the focal area – Enabling Competitive Business and the non-focal area – Good and Effective Governance that focused on the Environment, Crime and Security and Human Rights. The Unit provided guidance in their formulation and monitored the implementation. Assistance in the form of a grant to a maximum sum of Euro 10,000 (appx. TT\$80,000) was provided to the following stakeholders:

#### **Focal Area – Environment**

- **Air Conditioning and Refrigeration Industry Association** – Conducted a Retraining programme for the Air Conditioning and Refrigeration Industry

in Good Refrigeration Practices. Two hundred and thirty-one (231) persons which included refrigeration and air conditioning technicians and other stakeholders, were trained in good refrigeration practices and alternative refrigerants.

- **The School of Veterinary Medicine** – produced a documentary and conducted a workshop on Animal Protection to improve awareness about the nature and extent of support for services that are available with respect to animal laws, domestic animal abuse and its effect on the environment. One hundred and fifty (150) persons attended the seminar and over five hundred (500) persons have viewed the documentary

#### • **Focal area – Entrepreneurship**

**(Enabling Competitive Business) Port of Spain Soroptimist International** – provided skills and entrepreneurial training to unemployed women in the Beetham and Chaguanas areas. Workshops were conducted which focused on vocational skills training, whereby participants acquired tools required for employment as well as vital life skills, self-sustainability and financial independence. The areas of training included cosmetology, manicures, pedicures and hairdressing. Thirteen (13) unemployed women benefitted from this training and were furnished with starter kits.

**The Esimaje Foundation** – conducted a social crime prevention and economic development intervention aimed at developing the entrepreneurial potential and capacity of male participants to undertake entrepreneurial ventures through the use of competency-based, entrepreneurial awareness and capacity building strategies. This project provided training in the formulation of small and micro

enterprise. Training workshops were conducted in a number of areas to provide capacity building and knowledge sharing. Selected areas included critical reasoning, value proposition, life skills for business and introduction to market analysis. Fifteen (15) young males, between the ages of 15 to 25 drawn from the neighbourhoods of Never Dirty and Mon Repos participated in the programme **Focal Area – (Human Right)**

- **Autistic Society of Trinidad and Tobago** - Conducted three (3) two-day workshops over a six-month period in Port-of Spain, Chaguanas and Tobago. This aimed to sensitise persons about autism and help change attitudes toward persons with autism using the latest information on the UN Conventions. Also, basic skill set needed to generate income in households with individuals with autism spectrum disorders were provided. Three workshops were held and attracted one hundred and twelve (112) participants. Outcomes of this project included but were not limited to the development of entrepreneurship and employment plans for the geographic areas covered. Individuals who would benefit were also identified.

- **Focal Area – Civil Society - Governance**

**Parlatuvier Village Council (PVC)**—Facilitated four workshops namely Participatory Planning, Communication, Good and Effective Governance and Micro Enterprise & Talent Fair. In total, fifty-two (52) participants from various communities attended the workshops including 16 artisans and 7 artistes from 8 communities in Tobago. This initiative noticeably increased the capacity of the Parlatuvier Village Council and its sister Civil Society Organisations in North East (NE) Tobago and strengthened the links between these organisations.



Autistic of Trinidad Participates in an EDF Workshop

## **Accompanying Measures for Sugar Protocol Countries**

The EDF Unit played an integral role in the formulation and finalisation of the Multi-annual Indicative Programme (MIP) 2011-2013. The Unit provided guidance to the line Ministry and assisted in defining and clarifying the indicators. The Financing Agreement for the MIP 2011-2013 was signed by the National Authorising Officer in April 2013. The first fixed tranche disbursement request was prepared and submitted for approval and disbursement.

The Unit assisted in the preparation and launch of two new Technical Assistance Contracts under Accompanying Measures for Sugar Protocol Countries:

- Training of Micro and Small Enterprises in Trinidad and Tobago in International Quality Standards. This Technical Assistance aims to aid in the training and expert support to Agencies involved in assisting micro and small agro-processing enterprises in setting quality standards.
- An assessment of the irrigation and drainage infrastructure on 800 hectares allocated to ex-Caroni (1975) Ltd workers at the Felicity Site, Central Trinidad was undertaken. This technical assistance aims to identify and recommend the preferred option for water management, preparation of detailed designs and contract documents for irrigation and drainage infrastructure in order to facilitate agricultural production.

## **Support to Enabling Competitive Business**

The EDF Unit:

- Reviewed and provided comments on the Monitoring and Evaluation Consultants Fourth Quarter Reports.
- Participated in preparation of and reviewed the status report on the sector strategy and indicators for the Enabling Competitive Business (ECB) programme.
- Reviewed and provided comments on the Rider to the Financing Agreement on Support to Enabling Competitive Business (ECB) Strategy.
- Provided comments on the selection criteria for the ECB Grant fund.
- Reviewed and monitored the NEDCO Technical Assistance project.
- Assisted in the preparation and launch of two new technical assistance in the areas of Social Marketing Plan and Project Management under the ECB Strategy.

## **Good and Effective Governance – Environment Programme.**

The Unit assisted in the preparation of the disbursement dossier for the release of the first fixed tranche of €2,130,000 under the Environment Programme.

## **Accompanying Measures for Sugar Protocol Countries**

The Unit, along with the EU Delegation, assisted the line Ministry, in the preparation of the NAO's address, in the execution of a media event held in February 2013. This activity sought to highlight the progress made on the exit strategies for sugar

farmers and sugar workers, as well as to further promote the programme.

### **Technical Cooperation Facility**

The Unit, along with the EU Delegation hosted an activity in which it presented the awardees of the short term Grants with letters of acceptance. This event also sought to highlight the work of the EU Delegation in Trinidad and Tobago as a development partner to the Government.

### **The Green Business Council of Trinidad and Tobago**

A service provider was contracted to conduct a visibility contract to promote awareness on the implementation of an Environment Management System (EMS) in Tobago. The Unit in collaboration with the EU prepared the requisite documents and the final report has been received.

### **11th EDF programming**

In preparation for the 11th EDF, an economic analysis of Trinidad and Tobago was completed. An innovation proposal was prepared and intensive research was conducted. In addition, the Unit hosted a key stakeholder consultation meeting, with respect to the formulation of the 11th EDF Programme and National Innovation Policy. The objective of this meeting was to encourage a collaborative approach amongst key actors and to generate ideas. A total of twenty-six (26) individuals were in attendance. The Unit also prepared the Multiannual Indicative Programme (MIP) (2014-2016) for the 11th EDF. The groundwork was also laid for a National Stakeholder Consultation for the MIP and National Innovation Policy, in which members of Ministries, Public Sector Organization, Private Sector Organizations and Civil Society will be invited.

### **Environmental Management System Project (Tobago)**

The Unit continued liaising with various parties involved to ensure the smooth operations to enable the delivery of the required equipment before the end of the Programme. Difficulty in sourcing the equipment delayed implementation of the project last year. Following the completion of this project in August 2013, the Assistant Programme Coordinator and Programme Officer participated in a site visit to the various sites in Tobago.

### **Support to the Ministry of Foreign Affairs**

Briefs were prepared by the Unit for the Trinidad and Tobago delegation to participate in the following Meetings:

- The First Summit of Heads of State and Government of the Community of Latin America and Caribbean States (CELAC) and the European Union (EU), Santiago, Chile, January 26-27, 2013 - Implications for the bi-regional partnership of the new Integration reality following the creation of CELAC and the post-Lisbon EU
- CARIFORUM-European Union (EU) Dialogue at the Level of Senior Officials and the 10th Ministerial Meeting of African, Caribbean and Pacific (ACP) National and Regional Authorising Officers - Preparatory Meeting of Senior Officials, Brussels, 15-18 April 2013
- Meeting of The Open-Ended Committee (Via Videoconference). Preparatory to The Special Meeting of CARIFORUM of ACP States (in Dominican Republic), June 7th, 2013
- 32nd Session of the ACP Parliamentary Assembly (ACP PA) and the 25th Session of the ACP-EU Joint Parliamentary Assembly (ACP-EU JPA), Brussels,

Belgium, 12-19 June 2013 – Prepared paper  
Natural Resources to Promote Development

### **Caribbean Investment Facility**

Briefs were prepared by the Unit for the Trinidad and Tobago delegation to participate in the Regional Launch of the Caribbean Investment Facility. The Ministry of Planning and Sustainable Development sought to obtain funding for Wind Farm Energy development. In this regard, research was undertaken on Wind Farms and a project proposal on development of wind farms on the North East Coast of Trinidad was prepared.

### **Small Island Developing States National Report**

The Unit vetted and edited this report which focused on Government's recognition that sustainable development is realised when there is an effective implementation of a visionary and proactive development agenda based on integrated development of the three pillars of development - economic, social and environmental. It discussed areas of assessment, implementation, challenges and commitment. It also discussed the role of government, corporate and civil society in the agenda.

### **Public Finance Management**

Public Finance Management (PFM) is one of the general conditions for the disbursement of EU grant resources. A country has to show progress in the reforming/upgrading of its PFM. There have been some challenges with the Public Finance Management Reform Process.

A Framework Contract procedure was launched to provide an update for the areas of weakness identified under the 2008 Public Expenditure and Financial Accountability study as well as an analysis

of the specific Public Financial Management matters in the sectors of EU assistance in Trinidad and Tobago. This exercise will provide a reference framework for government and development partners and will support the analysis on the PFM conditionality under the budget support operations.

### **Cotonou Agreement**

The Partnership Agreement between the members of the ACP Group of States and the European Community (EC) is known as the Cotonou Agreement. This agreement was signed for a twenty-year period from March 2000 to February 2020, and entered into force in April 2003. The Unit undertook an analysis of the impact of all the National Indicative Programmes under this agreement. This included:

- 9th EDF - Support to National HIV/AIDS Strategic Plan in Trinidad and Tobago
- 9th EDF - Support to the Non-University Tertiary Sector in Trinidad and Tobago
- 9th EDF – National Disaster Relief Policy
- 10th EDF - Support to Enabling Competitive Business in Trinidad and Tobago
- 10th EDF - Environment Programme
- Accompanying Measures for Sugar Protocol Countries

## **THE GREEN FUND EXECUTING UNIT (GFEU)**

### *Mandate*

The implementation of the Green Fund became operational through the establishment of the Green Fund Executing Unit (GFEU) (September 02, 2008) and the appointment of a Green Fund Advisory Committee (GFAC) in 2008, by the then Ministry of Planning, Housing and the Environment.



The Green Fund is the National Environmental Fund of the Republic of Trinidad and Tobago. According to The Miscellaneous Taxes Act – Chapter 77:01 Part XIV the purpose of the fund is to provide financial assistance to community groups and organisations for activities related to reforestation, remediation, environmental education and public awareness of environmental issues and conservation of the environment.

The delivery of the Green Fund through the Green Fund Executing Unit is inextricably linked to the achievement of Government’s plans and policies for sustainable people centred development

The Unit co-ordinates and monitors the implementation of activities certified for funding and maintains an appropriate financial system in keeping with requirements of the Green fund Regulations, 2007; the Green Fund (Amendment) Regulations, 2011; and the Ministry of Finance processes and procedures.

All applications received from members of the public are reviewed by the GFEU and then submitted to the GFAC. Satisfactory applications are then recommended to the Minister responsible for the Environment for approval.

### Roles of the GFEU

- Advises the Minister with responsibility for the environment with respect to certification of activities and disbursement of monies under the Green Fund;
- Coordinate all activities with respect to the administration of the Green Fund;
- Receive, process, screen and evaluate projects submitted for funding from the resources of the Green Fund;
- Monitor the implementation of projects approved for funding, including evaluation of performance, auditing and reporting;
- Financial management, including maintenance of an appropriate financial system in keeping with requirements of the Ministry of Finance;
- Provide timely reports in conformity with requirements of the Finance Act, 2004; and Green Fund Regulations, 2007;
- Network with community groups and organizations and other intended beneficiaries of the Green Fund.

### Achievements

Funding was provided from various Agencies to facilitate the undermentioned initiatives:

EMA:

- The CBO operated nurseries responsible for the supply of seedlings for plantings established to facilitate restoration of forest cover in the Nariva Swamp while maximizing capacity of this cover for carbon sequestration and wildlife habitat.
- Acquisition of equipment on behalf of UWI for use in water and soil testing

### THE GREEN FUND CYCLE



- Exhibition - EMA's Green Lifestyle Show
- Training for Fire prevention field officers within each CBO
- Continued tending and planting of designated areas

#### Greenlight Network:

- A total of 34 collection bins were installed. (18 new metal bins and 16 new plastic bins), to increase and improve current plastic collection and sorting effort in the move towards the promotion of recycling,
- Four (4) Metal bins have been installed in East Port of Spain. Regular collections and inspections continue
- Despite closure of Plastic Processing Organization the company continues to maintain its collection schedules, currently being warehoused in Arima.
- Active Education and Awareness programme initiated in 9 schools
- A total of 81,651 bags of post-consumer plastic collected, weighing 154,512 kg

#### Toco Foundation:

- Engaged community in the region to disseminate information about the concept of water harvesting as a regular and sustainable physical activity project and received applications from those wishing to participate in the rainwater harvesting project.
- Evaluated water harvesting and aquaculture technologies and developed a rainwater harvesting model suited to the intended beneficiary community.
- Built the knowledge base of persons in the area of rainwater harvesting through a training program which engaged 100 persons.

- Installed the Toco Foundation rainwater harvesting module at different locations in the region.

#### Nature Seekers:

- Seventeen (17) community members of Matura employed in the craft workshop developed 35 unique jewellery product lines using coconut, paper and glass materials. Sales continued to exceed targets.
- The project to protect the wild fauna and flora is on target in building capacity and promoting tourism.

#### The Turtle Village Trust:

The following development of specific management plans were executed with particular reference to endangered species of migratory sea turtles:

- Nightly patrols and morning crawl counts conducted across 42 Index and Survey beaches.
- Community members were trained in sea turtle tagging and data collection
- Engaged 14 Community groups to solicit feedback on the implementation of the project over the 2013 nesting season.

#### San Fernando Corporation:

Seventy three (73) exhibitors participated in an expo to sensitize the public on environmental products, services projects and education held during the period 22 to 25 April 2013. A total of 13,784 persons visited the exhibitions over the 5 day period. Over 6,000 cans of food were collected and donated to charitable Organizations in the community.

Institute of Marine Affairs:

- Successfully implemented hatchery for leatherback turtles and engaged fishermen in conducting fishing trials in north east Trinidad with a view to reducing sea turtle incidental capture and mortality
- Engaged L&S Surveying to conduct the relevant survey and produce a survey report to form the basis of collaboration with the Drainage Division to design engineering solutions.

## Environmental Pride is National Pride

The Green Fund is proud to support the efforts of the Greenlight Network – *Plastikeep Recovery Programme, Phases 2 and 3*

This certified activity sought to demonstrate sustainability of recycling through the promotion of education and awareness, plastic collection and sorting with a view to promoting recycling in Trinidad & Tobago.

The main activities of the project include the Action-Oriented Education and Awareness Programme to continue to build community capacity, to develop an appreciation for the environment in our nation's youth and to empower individuals; Community-Based Plastic Collection.

The existing activity sites are high-density residential neighbourhoods and schools with proportionately high volumes of plastic discard.

Visit them at <http://www.plastikeep.com/>



## Environmental Pride is National Pride

The Green Fund is proud to support the efforts of the Fondes Amandes Community Reforestation - *Sustainable Community Forestry Initiative, Phases 1 and 2*

This certified activity sought to demonstrate best practices in community forestry and the conservation and management work on the WASA block. Through its efforts, the FACRP aspired to increase the resilience of the Fondes Amandes Watershed; to protect the area from degradation caused by natural and man-made disasters; and to ensure that biodiversity is enriched and conserved.

Socially, the project provides training and employment opportunities to the Fondes Amandes community, seeks to improve the quality of life for its members through Eco-tourism, the Clean Trees Organic Nursery, Craft and Cottage Industry and the other modules executed at the FACRP.

Visit their website at <http://facrp1.webs.com/>



## Challenges

### Establishment of GFEU Tobago office

- The upper floor of a two-storey property at 44 Orange Hill Road, Scarborough, Tobago was leased for a three-year period from December 1, 2011 to house the GFEU Tobago office. The office was furnished and interviews for the nine contract staff allocated to the office were partially completed by September 30, 2012. This office is not yet operational mainly due to a legal claim filed by the Tobago House of Assembly against the Attorney General.
- Insufficient staffing for both executive and junior positions.

## ECONOMIC DEVELOPMENT BOARD (EDB)

### Mandate and Core Functions

- Consult with communities and stakeholder advisory councils in order to advise the Minister of Planning and Sustainable Development (PL&SD) on possible policy choices and actions;
- Provide technical advice and support for the development and implementation of a National Innovation Policy and the operationalization of the National Innovation System for Trinidad and Tobago including a results focused implementation plan;
- Perform an advisory role in the strategic management of the national economy and provide strategic advice to government agencies on economic development issues on demand or through its own initiative;
- Advise the Minister, PL&SD in the preparation of an Annual Performance Report on policy implementation by Ministries and Agencies and make recommendations for continuous improvement;
- Review and assess, where directed, major government programmes and projects related to economic and social transformation and assume responsibility for project execution which may be assigned for special projects of socio-economic value;
- Analyse the performance of emerging sectors in the economy and make recommendations, where necessary, for improvements in productivity and competitiveness and for new investments to support job creation;
- Identify new areas of investment within the National Diversification Strategy and support local and foreign investors in both manufacturing and services sectors, to move up the value chain to achieve higher sustainable returns as they seek out new business opportunities to support the diversification process;
- Collaborate with other co-coordinating investment agencies as may be required from time to time and to interact with foreign investors and promote investment opportunities in Trinidad and Tobago. This may be done on the initiative of the EDB or in collaboration with other entities;
- Continuously monitor and assess the business environment with a view towards making recommendations for improvement in investment facilitation;
- Play an advisory role at the National Innovation System chaired by the Honourable Prime Minister of Trinidad and Tobago.

## Achievements

### POLICIES AND DEVELOPMENT INITIATIVES

#### i) **New Business Sectors for Investment and Sustainable Growth**

Fiscal 2013 was characterised by strategy development and/or execution for the following business clusters:

##### a) Maritime

The EDB developed a Maritime Paper which focused on addressing the long-term economic potential of this industry cluster. The EDB also project managed the procurement of experts to undertake a Port Rationalisation Study, funded by the Inter-American Development Bank at a cost of TT\$500,000. The Study focused on developing discrete analyses of potential demand in 3 market sectors, namely (i) domestic T&T containerized cargo flows, (ii) secondary regional trans-shipment markets and (iii) regional trans-shipment hub port services. The analyses would seek to define the overall local and regional potential for the country's Ports until 2025.

Requests for Proposals were issued on March 1, 2013 and closed on April 11, 2013. Proposals were received by 14 firms and evaluation of the proposals commenced in May 2013. The Technical Evaluation Report submitted on July 26, 2013 received IDB and Central Tenders Board (CTB) approval. The top 4 firms were invited to view the public opening of their financial proposals on August 22, 2013 at CTB's offices. By September 30, 2013, selection of the first-ranked firm was completed and CTB's approval for said selection had been obtained. The Letter of Award and necessary documentation had been dispatched by

CTB to the Chief Solicitor's Office for review and preparation of the necessary contract. Estimated completion time for the study is December 2013.

##### b) Energy – Solar Industry Manufacturing Complex for the Central Growth Pole

Following EDB's attempts to debottleneck this long outstanding project and Cabinet's approval of EDB's proposed approach in Fiscal 2012, SiTek, under contract with InvestTT, continued work on the feasibility study. The first meeting of the steering committee, of which the EDB is a member, was held in July 2013 at which base case studies were presented for each of the four production facilities as well as market studies for the glass and PV Industries. The glass plant was identified as having some issues in terms of being a stand-alone profit centre based on relatively small demand from the available markets (CARICOM, Central America, Ecuador and Peru) but could become viable making glass for the PV plant. Site studies were undertaken to house this 250Ha project at Point Lisas North and Point Lisa South East. The estimated total invest cost of US\$1.6B was discussed along with the project's potential to create 3,000 permanent jobs. By September 30, 2013 Si-Tek and the steering committee focused on estimating the demand potential of export markets and the appropriate pricing strategy for these markets, as well as testing the appetite of potential investors for the project. Completion of the feasibility study is estimated as end of December 2013.

##### c) Energy – Downstream Petrochemicals Mitsubishi Projects

EDB supported Mitsubishi's pursuit of investment opportunities in the following 3 areas:

(1) Methanol to Di Methyl Ether (DME), (2) Ethane to Mono Ethylene Glycol (MEG) and (3) Propane to Acrylonitrile (AN). As at September 30, 2013, the DME project was under implementation while feasibility studies were being conducted of the MEG and AN options. Target date for final investment decision from Mitsubishi and its partners is end April 2014.

#### **d) Food Sustainability**

Trinidad cocoa has been identified as a strategic area of development along with honey and aquaculture by the Ministry of Food Production. The EDB took the initiative to research and work with the various stakeholders involved with the following outcome.

##### **1. Cocoa**

EDB completed a Report entitled ***“The Resuscitation of the Cocoa Industry in Trinidad and Tobago”*** in April 2013. Areas of recommendations to revitalize this industry and make it economically viable included (i) pilot farms in four regions of Trinidad, (ii) branding of cocoa by geographical location, (iii) restructuring of the Cocoa Industry through the Cocoa Industry Board Act and the creation of a T&T Cocoa Development Company, (iv) invest in our globally recognized Cocoa Research Unit in both basic and applied R&D and (v) changing the focus on the Industry to value added products. A Note was prepared for Cabinet to approve the repeal of the Coffee and Cocoa Industry Act and the formation of a Special Purpose Company (the Cocoa Development Company of Trinidad and Tobago) with responsibility for (i) funding the Industry, (ii) ensuring that the industry is properly incentivized, (iii) encouraging the

restoration of abandoned cocoa estates and (iv) promoting the development of downstream products from the local cocoa bean.

The Report reflected the first component (Restructuring of Industry) of the wider strategy EDB developed for revitalising the Cocoa industry. Critical issues for the other three components – Marketing, Research & Development and the Role of Government – were also specified. The EDB also developed (i) an Impact Matrix to show the impact of the proposed strategy upon the Industry as a whole and (ii) an Implementation Plan for the strategy.

The EDB also liaised with 2 potential investors wanting to develop new and/or enhanced products for the local and international markets. One investor was interested in establishing a joint venture arrangement for manufacturing value-added products, specifically chocolate bars using locally cultivated cocoa. The second investor wanted to establish a local cocoa liquor manufacturing facility using locally cultivated beans. Greater traction was achieved on the second investor’s initiative, with EDB convening a meeting of relevant stakeholders (the investor, the Ministry of Food Production, InvestTT and ExportTT). As at September 30, 2013, the investor was collaborating with relevant agencies on the implementation of this project.

##### **2. Aquaculture**

EDB reviewed and provided feedback on the draft business plan entitled Industrial Aquaculture Park in Trinidad and Tobago from the Seafood Industrial Development Company Limited (SIDC). The proposal focused on fish farming one species of fish

(the Pompano) at an estimated investment cost of US \$3.1Mn with projected revenues increasing from US \$1Mn (Year 1) to US \$4.3Mn and over (from Year 3). The business plan will be used by EDB, SIDC and InvestTT to test the appetite of private investors for this type of enterprise. As at September 30, 2013, EDB was awaiting the updated business plan, based on comments from its third review of SIDC's proposal.

The potential to pilot a small scale aquaculture facility in East Port-of-Spain was assessed with a view to test the commercial viability of small scale aquaculture farms as a means of developing entrepreneurs and job creation. However, the establishment of small aquafarms was deemed unfeasible since the high infrastructure cost made such an investment financially unattractive. This conclusion was supported by EPOSDC. The alternative option of developing a Business Plan for Hydroponics for the East Port-of-Spain was being investigated. EDB conducted an initial financial analysis for establishing a small-scale hydroponics facility which indicated positive net present value over a 5-year period. As at September 30, 2013 the financial analysis was to be refined and a presentation made to EPOSDC on the potential of small-scale hydroponic farming. A consultant was also to be engaged to support the piloting of a small scale hydroponic facility on land to be provided by the Port-of-Spain Regional Corporation.

### **3. Honey**

EDB initiated research on Honey towards the end of Fiscal 2013 (August 2013). Preliminary work included the conduct of a situational and marketing analysis of the local honey industry through consultations with the Inspector of Apiaries,

Ministry of Food Production, the Trinidad and Tobago Beekeepers Association and local research centres. Research on the world-wide production of and demand for honey and the relative performance of Latin American and Caribbean honey exporters was conducted, along with the SWOT analysis for the local industry.

### **4. Protected Agriculture**

EDB supported a proposal from partners Tucker Energy Services and Arava Technologies Limited (Israel) to develop a 12-acre greenhouse farm (phase one of a mega farm of approximately 270 acres) on land at Picton IV (owned by Tucker Energy Services). Israel is a leading exponent of modern greenhouse technologies and these will be applied in Trinidad in order to improve product quality and yield for a variety of crops and for supply to both domestic and export markets. Cabinet had previously approved this land for a mega farm and the Town and Country Planning Division approved the land for use. This project required only institutional support from GORTT, since the project partners will be utilising their own resources to establish and operate the greenhouse. If successful, the project will provide important lessons of experience which can be replicated to other sites and other products throughout Trinidad and Tobago.

### **5. Culture and the Creative Industries**

For Fiscal 2013, EDB identified 4 focus areas within the Culture and Creative Industries cluster that were considered to have significant potential for economic diversification, income generation and job creation. These areas were music, carnival, film and fashion. The EDB undertook primary and secondary research to understand the dynamics



and characteristics of this cluster and where the opportunities for strengthening the cluster's contribution to national income exist. The research revealed just how fragmented the cluster stood. As at September 30, 2013, a draft Discussion Paper entitled "Definition of Culture and Creative Industries in the Trinidad and Tobago context" was being prepared.

EDB also conducted research into the level of public sector investment into projects directly and indirectly related to Culture and Creative Industries. EDB found that an estimated 18 percent of Public Sector Investment resources for Fiscal 2014 has been allocated towards projects in this sector, with a noticeable lean towards highest spending on infrastructure projects. This issue is being further examined with assistance from the Project Planning and Reconstruction Division in order to provide recommendations which could be incorporated into the Mid-Term Review.

Work also commenced on the development of a Research Repository to establish a central, reference body of research done on this cluster with the aim of facilitating GORTT and public access to this information via an on-line portal. EDB also held discussions with the National Trust on Heritage Tourism sites located within the boundaries of the 4Cs Growth Pole. EPOSDC's strategic plans in terms of specific support for the cultural and creative cluster have been reviewed and projects are under discussion with EPOSDC.

## **The Development of the Five Growth Poles**

### **a) North Coast Trinidad**

#### **1. Project Five Zero**

In Fiscal 2013, the EDB identified the need to upgrade fish landing sites around Trinidad and Tobago as a developmental opportunity which also supported the strategic focus on Food Sustainability. In March 2013, Ministerial site visits were made to the fishing communities of Matelot and Toco, in order to physically see the sites, to hold discussions with the fisherfolk on their issues and to explain the proposed project. These visits, along with visits by EDB to other sites later that month, became the genesis for designing an intervention – Project Five Zero – aimed at re-development of the following 5 fishing communities along the North Coast – Toco, Matelot, Blanchisseuse, Las Cuevas and Maracas. By April 2013, the initial site layouts and scope of works for Matelot and Toco were prepared. The project's organisational arrangements were also in place and a project manager commenced duties on May 1, 2013.

By June 2013, immediate relief works were underway with the purchase and delivery to the Toco Fishing Association of a 20 foot container to serve as temporary storage for boat engines. The National Commission for Self-Help had also awarded a contract for the construction of a new Net Repair Facility at Matelot by June 13, 2013 and the contractor mobilised on-site in early July 2013. Contracts were also awarded for the refurbishment of the Engine Locker Room building at Matelot and for conducting geotechnical, hydrographical and topographical surveys at Matelot and Toco to inform procurement of the Design-Build

contractors. Training workshops were also held in July 2013 and September 2013 on Good Seafood Vending Practices and Basic Business Skills.

On August 29, 2013 Cabinet approved Project Five Zero at an estimated cost of \$36.6 million to be implemented by the Ministry of Food Production, in collaboration with the Ministry of Planning and Sustainable Development (EDB). By September 30, 2013, the physical site surveys had been completed, all the surveys for Matelot along with the topographical and hydrographical survey for Toco had been submitted. Additionally, EDB interviewed a suitable candidate to supervise the contractor for Matelot Net Repair Facility on a full-time basis, given expressed concerns about the quality of construction and NCSHL's limited supervision. A Bill of Quantities for construction material suitable for the marine environment was developed by Fisheries Division and relevant suppliers identified.

## **2. Land Use Plan**

During Fiscal 2013, the EDB commenced discussions with land use planners and potential private investors to guide the development of a Master Plan for the North Coast Growth Pole. EDB also engaged the services of a consultant, Mr. Lauglin, to facilitate the Plan's development. The boundaries governing the study area were delineated from Haleland Park/Moka to Blanchisseuse. By September 30, 2013, the proposal for the North Coast Land Use Plan study had been developed and submitted to the Permanent Secretary for approval.

EDB also met with a private investor to discuss the development of a 500 acre resort in Las Cuevas, a long-standing project idea for the past 5 years.

## **3. Economic Analysis**

EDB engaged the services of the Technical Economic Development Unit, UWI to determine the economic drivers of Trinidad's North Coast. By September 30, 2013, EDB conducted an initial review the Unit's findings on the area.

### **b) North East Tobago**

The EDB compiled and reviewed the major existing development plans for this Growth Pole and a proposal for an eco-tourism project by Eco Project Limited (a private Tobago-based investor) and conducted a site visit to North East Tobago (Speyside and Charlotteville). By June 2013, the development of mission, objectives, targets and an action plan for this Growth Pole had been completed. A meeting was held in August 2013 with the Ministry of Tobago Development at which bee keeping and goat milk were identified as possible investment opportunities for the area. Attempts were also made to meet with the Tobago House of Assembly, to discuss these plans for the development of the Growth Pole but these proved unsuccessful. By September 30, 2013 a decision had been made for the land owners in Speyside and Charlotteville to fund their own land use plan.

### **c) The 4C's and Cluster Mapping**

EDB consulted with the Chambers of Commerce within the 4C Growth Pole and was advised to extend the boundaries to include Pt. Lisas and Couva, which was endorsed by ALJGSB who was

undertaking a cluster mapping study as a joint initiative with EDB. The results of the study identified the following clusters for economic development within the 4Cs region: Business Services, Cultural Tourism, Retail Trade, Port and Logistics, Agri-Business, Energy Services and Pottery. As at June 2013, outlined action plans were being developed for each of the six business



concentrations, with priority placed on trade and logistics.

EDB also reached agreement for Special Purpose Company – Community Improvement Services Limited (CISL) to serve as Executing Agency for all programme and project initiatives generated out of the Cluster Mapping studies for the 4Cs Growth Pole. An MOU between MPL&SD and CISL was signed in September 2013 and the organisational structure and staffing needs were finalised. As at

September 30, 2013, EDB was in the process of recruiting a Research Assistant for the Project Implementation Unit at CISL to support the identification, design and execution of potential projects in the Central Growth Pole.

The EDB also engaged L&S Surveying to survey potential land space development for the 4Cs area, based on a detailed assessment of current infrastructure and as-built conditions. The results of the survey are expected to inform zoning decisions within the Central Growth Pole, provide useful information for physical planning and identify future infrastructural opportunities attractive to potential investors.

Development of the Pottery cluster began with the EDB holding consultations with industry stakeholders resulting in a draft implementation strategy and Programme Charter for developing the pottery industry.

#### **d) South-West Peninsula**

Cluster mapping of the South West Peninsula, funded in part by Compete Caribbean, was undertaken. As at June 2013, the EDB had reviewed the collected studies and determined the scope of work required for cluster mapping this Growth Pole.

ALJGSB, with the experience developed from the 4C's study, had been engaged to undertake the cluster mapping study with an estimated completion date of end of December 2013. A Business proposal was submitted to and approved by EDB.

As at September 30, 2013, the following 17 clusters had been identified across the Traded, Non-Traded

and Resource-Based sectors: Other Agriculture, Forestry, Hunting and Fishing; Construction; Finance, Insurance, Real Estate and Business Services; Community, Social and Personnel Services; Wholesale and Retail Trade; Restaurants and Hotels; Electricity and Water; Petroleum and Gas (including production, refining and service contractors). EDB highlighted the need to prioritise across sectors and recommended that clusters should either be combined or presented in a format that identified relevant linkages among them.

The EDB had also been engaging investors, in collaboration with InvestTT, to develop the region. One such investor, Mitsubishi, has initiated investing in the country's downstream hydro-carbon sector.

#### **e) East Port-of-Spain**

During Fiscal 2013, the strategic plan previously developed by the East Port-of-Spain Development Company Limited (EPOSDC) was re-defined into a focused Implementation strategy, which was endorsed by EPOSDC's Chairman.

#### **Challenges**

- Personnel Challenges - Fiscal 2013 witnessed the expansion of the Secretariat's staff component. The Secretariat also benefitted from the temporary engagement of three (3) interns from UWI during the July to August 2013 period and a Communications resource hired for a three (3) month short term contract to work on the communications strategy for improving the GCI ranking.

Notwithstanding the recruitment of these staff members, the need for the remaining staff complement to be hired, especially the Business Unit Managers remains critical as the work of the Secretariat has significantly expanded since Fiscal 2012. As work continues to find suitable candidates all positions are expected to be filled in Fiscal 2014.

Unavailability of Data - The nature of EDB's work requires the use of updated, good quality and disaggregated data for the purpose of research and general decision making. Sourcing such data has been difficult due to issues at the Central Statistical Office (CSO), which are being addressed by MPL&SD. These difficulties affected the timeframe for executing the Cluster Mapping Study for the South-West Peninsula and also the supply of hard data for the calculation of the GCI ranking.

These issues need to be urgently addressed to ensure that the research undertaken by EDB and the resulting recommendations/development plans are based upon the best quality data possible.

Office Space - The growth of the staff complement of EDB/CCI during Fiscal 2013 highlighted the need for additional office space to accommodate everyone. Exploration of alternative locations for EDB/CCI offices was initiated in July 2013, with the expectation of physical relocation in Fiscal 2014.

IT Systems Meetings of the new Board, which assumed duties in July 2013, were negatively impacted by IT challenges, conference calling limitations and Wi Fi problems due to bandwidth limitations which caused patchiness in the transmission. This issue frustrated each meeting of the new EDB members.

## COUNCIL FOR COMPETIVENESS AND INNOVATION (CCI)

### *Mandate and Core Functions*

- Improve global competitiveness and support an investment strategy for diversification;
- Improve the competitiveness of existing industries by facilitating higher levels of productivity;
- Identify industries in manufacturing and services outside the energy sector which can double exports over the next three (3) years and worked with them to achieve stretch targets;
- Strengthen human capital in existing firms and work with Educational Institutions to align education programmes with market demand and new investment strategies which migrate our industrial base upward in the value chain;
- Facilitate entrepreneurship and new business creation locally while stimulating small and medium business creation and development;
- Support the Ministerial Council to establish, build and strengthen a National Innovation System to facilitate an innovation driven economy;
- Create, develop and strengthen a National Innovation System in collaboration with other institutional parties and stakeholders.

### *Achievements*

#### **i) idea 2 innovation (i2i) 2013**

The 2013 programme was rebranded with the focus on providing participants with the toolkit for the successful development of their idea to proof of concept and commercialisation. The elements of the tool kit will be business planning, obtaining finance, business financials, market research etc. and will be executed through formal workshops and more informal gatherings such as speed-

networking, webinars and Pecha Kuchas (a method of selling an idea through a presentation of 20 slides with 20 seconds per slide).

The 2013 programme was launched on May 29, 2013 and the submissions period was closed on July 12, 2013. A total of 470 submissions were collected and evaluated with the aim of announcing results at the award ceremony initially targeted for September 18, 2013 (eventually held on October 1, 2013). Three Pecha Kuchas were held at destinations throughout Trinidad and Tobago. An evaluation process similar to that of the 2012 i2i competition was used, with adoption of the recommendations from the Chairman of the 2012 Evaluation Panel.

A Communications Strategy for the 2013 i2i competition was developed in collaboration with the MPL&SD's Communications Department and Lonsdale, Saatchi & Saatchi. The Strategy was initiated with advertisements on radio and Facebook going live on June 3, 2013, followed by television interviews, newspaper advertorials and additional promotion via radio, Facebook and Twitter profiles. The strategy contributed to an



I2I Awardees displays their Certificates

increase of 17.5 percent in the number of submissions from 400 (2012 competition) to 470 (2013 competition).

#### a) Results of the Competition

Out of the total 470 submissions, a total of 53 grants were awarded to 74 persons (individual, company/organisation and team awardees), covering 10 categories and totalling \$5,710,000. This reflected an increase of 6 percent over the number of grants awarded and a 21.2 percent increase in the total value of awards over the previous year (50 awards, \$4.71Mn). The administration of these grants will be handled by the National Entrepreneurship Development Company Limited (NEDCO), via an MOU with the MPL&SD.

#### b) Post Award Activities and the Administration of i2i



Guest Speaker addresses the i2i Audience

In Fiscal 2013, supporting workshops were held for the 2012 awardees, as follows:

- May 24, 2013 – Business planning and *financing*
- July 5, 2013 – Intellectual property, incorporating your business, talks from entrepreneurs.

Three webinars were also held, covering the following topics:

- (i) How to Write a Business Plan
- (ii) How to Market Your Product/Service
- (iii) How to Create a Comprehensive Financial Model.

The Caribbean Industrial Research Institution (CARIRI), under a MOU with MPL&SD, continued to provide technical assistance to 2012 i2i winners to bring their ideas to proof of concept. As at September 2013, twenty-three (23) persons completed their milestones for agreed i2i work plans, five (5) persons were inactive for the duration of the programme. Seventeen persons were granted short extensions of one month (to October 31, 2013) in order to attempt to take their projects to the proof of concept stage, while four (4) persons were granted additional funding of \$169,789.00 in excess of their awarded grant amounts. Of the twenty-three persons who achieved their work plan milestones, sixteen had begun commercialization of their products/services. Similar support is expected to be provided to the 2013 i2i winners.

#### **ii) National Innovation and Competitiveness Week**

As at September 2013, CCI was in the process of planning a National Innovation Week from November 19 – 25, 2013 with the aim of increasing awareness of innovation in Trinidad and Tobago. The forum would entail a series of events to engage stakeholders, policy makers, existing and aspiring entrepreneurs, members of the public service, and youths in discussions which highlighted the importance of innovation and enlightened them on

the role everyone can play in helping to create a more prosperous and sustainable economy which thrives on innovation.

The theme selected for the Innovation Forum in the first event of the National Innovation week was “Harnessing Human Ingenuity”. It would consist of two simultaneous tracks - one for aspiring entrepreneurs between the ages of 18-35 and developing their own businesses, and the other for policymakers and innovation stakeholders engaged in processes which make innovation possible. An exciting and educational Schools Innovation Road Show Series targeting students, in both Trinidad and Tobago, between the Form Five and Upper Six Levels was also planned for the National Innovation Week.

CCI and other key stakeholders linked with Youth Business of Trinidad and Tobago to provide activities to support developing entrepreneurs during Global Entrepreneurship Week (GEW). The CCI’s input was the Innovation Forum and the Schools Innovation Roadshow GEW was also supported by the EDB, which began planning for a Community Entrepreneurship Expo for North Coast communities from Matelot to Toco.

### **iii Global Competitiveness Ranking**

CCI developed a strategy for increasing participation in the Executive Opinion Survey administered by Arthur Lok Jack Graduate School of Business (ALJGSB) in order to make the country’s ranking in the Global Competitiveness Index (GCI) more representative. This strategy entailed expanding survey participation to the private sector and the GORTT’s Special Purpose Companies (public sector). CCI also provided ALJGSB with an updated list of private sector executives sourced

from the T&T Chamber of Industry and Commerce. CCI’s involvement helped increase the number of respondents from Special Purpose Companies to 28, a 22 percent increase from the previous year, notwithstanding the relatively low response from the public sector. CCI provided ALJGSB with recommendations for improving the administration of the Executive Opinion Survey going forward.

A draft report detailing proposed initiatives/activities for the CCI was also completed using Centres for Competitiveness from global comparator countries (including Washington DC and Japan). CCI also constructed a qualitative impact matrix which was used to develop proposed actions for improving those GCI indicators where T&T scored between 100 and 144. By September 30, 2013, reviews of the following documents commenced:

- (1) the 2014 PSIP to identify projects which could positively impact the GCI was implemented,
- (2) the World Investment Report 2013 to extract and determine the extent to which Trinidad and Tobago is attractive to the investing community.

A list of key stakeholders for the areas of competitiveness and innovation was also compiled, in preparation for a stakeholders meeting early in Fiscal 2014.

### **iv) National Innovation Policy**

#### **1. National Innovation Survey**

As the Project Manager for the National Innovation Policy, CCI collaborated with Compete

Caribbean and SEPP, the project's technical lead, to achieve the following results:

- (a) completion and approval of the TOR for the engagement of ALJGSB as the consultant for undertaking the National Innovation Survey;
- (b) completion of the TOR for the Qualitative Assessment of the National Innovation Ecosystem by an international senior consultant;
- (c) review of ALJGSB's draft proposal for the National Innovation Survey and submission of the following recommendations:
  - Consultations to be held with key stakeholders such as the Central Statistical Office, the Central Bank of Trinidad and Tobago, the National Institute of Higher Education, Research, Science and Technology, Caribbean Industrial Research Institute and Council for Competitiveness and Innovation;
  - Provision of training so that the expertise, knowledge, skills and capabilities which are developed in the project are transferred to build the competency of policy makers, data analysts and enumerators;
  - Implementation of awareness building activities including collaboration with key stakeholders to create maximum participation and sharing of technical expertise in the project.

## **2. Current Innovation Landscape**

By the end of Fiscal 2013, international consultants were in the process of being procured for the Qualitative Assessment of the National Innovation

Ecosystem in T&T for formulation of the National Innovation Policy.

### **v) Event Sponsorship – Mobile and Digital Technology**

The CCI was the Title Sponsor at the Caribbean Digital Expo 2.0 (CDX 2.0) on April 10<sup>th</sup> and 11<sup>th</sup>, 2013 at the Hyatt Regency Trinidad at a cost of TT\$350,000. The CCI saw this as an opportunity to further build awareness and to promote the importance of applying digital technology to private and public sectors to improve productivity and hence, improve competitiveness. There was a dedicated workshop in the programme targeted to the Public Sector.

### **vi) Entrepreneurship Ecosystem Mapping Project**

This project was initiated in August 2013 in response to our need for a tool to help with our work in supporting local innovators and entrepreneurs. The project started with the selection of an appropriate model to apply to the mapping exercise. Work has been ongoing on identifying the different entities within the ecosystem, understanding the nature of the work they do, and categorising these entities under the relevant domains of the selected model.

## **GENERAL ADMINISTRATION**

### *Mandate*

The mandate of the General Administration Division is to provide efficient and effective support services to the PL&SD to ensure the Ministry achieves its Mission.



### *Core Functions*

The General Administration Division is responsible for providing administrative support services for the efficient and effective functioning of the Ministry through the execution of the following services namely Finance and Accounts, Registry, Records Management, General Services and Procurement and Store Management.

#### **(i) Finance and Accounts:**

Preparation of estimates of recurrent expenditure, disbursements, virements/transfers, payment of bills and salaries, release of funds and other related financial responsibilities;

#### **(ii) Registry:**

Managing the daily maintenance, receipt and dispatch of all correspondence, establishment and maintenance of general administration files, filing and retrieval of documents;

#### **(iii) Records Management:**

Establishment and maintenance of all records of the Ministry. Expedites the filing and archiving of records of the PL&SD;

#### **(iv) General Administration:**

- a. Arrangement of official overseas travel for Minister, Permanent Secretary and other officers of the Ministry.
- b. Responsible for mail service and general housekeeping arrangements for meetings.
- c. Co-ordinates delivery and transport services of drivers and messengers.
- d. Responsible for finding accommodation for various Divisions of the Ministry.

#### **(v) PROCUREMENT AND STORE MANAGEMENT**

1. Purchasing, receiving and storage of goods and services
2. Preparation of document to seek approval for the payments of bills
3. Maintenance of stocks and goods in accordance with the Financial Regulations and Instructions
4. Acquisition of Minor Equipment for the Ministry of Planning and Sustainable Development
5. Management of the office inventory, furniture and equipment in accordance with Financial Regulations and Instructions
6. Maintenance of Ministry vehicles

### *Achievements*

1. Arrangements were made in respect of overseas travel for officers and the Minister travelling on official business.
2. Purchase of new Minor Equipment to be utilized by various Divisions within the Ministry.
3. The Division facilitated the attendance of Officers at the following training programmes in 2012.
  - a) Managing Electronic Records in Records Management Systems
  - b) Registry procedure including the role and function of the Registry.
4. Assisted in the relocation of Divisions from the Eric Williams Financial Building to International Waterfront Centre, Tower D, Level 17.

### *Challenges*

1. Impromptu travel arrangement for officers of the Ministry
2. Retaining adequately trained staff

3. Proper storage facilities and floor space for storing current and dormant records. Solutions for addressing this challenge are currently being investigated. One solution is outsourcing offsite private storage
4. Operating from multiple locations
5. Acquiring a single building to have the Ministry of Planning and Sustainable Development.
6. Establishment of a Safety and Health Committee to ensure that the Ministry is in compliance with Occupational Safety and Health Act (OSHA) standards in accordance with the OSHA Act of 2004 as amended by 2006.
7. The rapid changes which the Ministry has undergone in short periods of time have proven to be a challenge for the Registry System.

## LEGAL SERVICES UNIT

### *Mandate*

1. To provide sound legal advice to the Ministry and its Divisions, as required, on issues affecting the operations and responsibilities of the Ministry. This would include:
  - (a) Ensuring that the Ministry and its Divisions carry out their required statutory obligations and where relevant, within specified time frames;
  - b) Protecting the Ministry from litigation by ensuring that the policies and procedures of the Ministry and its Divisions are not inconsistent with established legal principles or contrary to law.

(b) To assist in the development of the laws relevant to the Ministry and its Divisions by reviewing existing legislation and making recommendations for amendments to, repeal and replacement of, or the creation of new legislation.

(c) To act as Instructing Attorneys to the Solicitor General's Department and the Director of Public Prosecutions with respect to all litigious matters.

### *Role and Responsibilities*

- Provide sound legal advice to the Ministry and its Divisions, as required, on issues affecting the operations and responsibilities of the Ministry.
- Investigate and advise on breaches of laws and agreements pertaining to and impacting on the responsibility of the Ministry.
- Conduct legal research and prepare legal briefs to legislation.
- Review existing legislation pertinent to the Ministry and make recommendations for amendments in collaboration with the Ministry of the Attorney General.
- Draft initial amendments to acts and subsidiary legislation pertinent to the Ministry.
- Prepare/vet papers, Cabinet Notes, reports and other documents relative to the legal aspects of issues under the Ministry.
- Draft and vet legal documents e.g. contracts
- Prepare documents for court including enforcement notices, complaints without oath, affidavits and other court documents
- Prepare briefs in cases of appeals against the Ministry's decisions and actions.
- Act as Instructing Attorneys to the Solicitor General's Department and Director of Public

Prosecutions with respect to all litigious matters involving the Ministry.

- Represent the Ministry at local and international meetings and conferences and provide legal advice as required.

Notwithstanding the forgoing, the Legal Services Unit also performs a specific legislative role in respect to the TCPD. A list of the duties performed is provided below.

- Prepare enforcement notices
- Prepare Complaint without oath and summons
- Attend court before trial
- Prepare for trial
- Attend the trial with respect to the Town and Country Planning Division matter

### *Major Achievements*

#### **Legislation**

The undermentioned legislation were completed by the Legal Services Unit of the Ministry:

- Procurement and Disposal of Property Bill 2012
- Urban and Regional Planning Bill 2013
- Planning and Facilitation of Development Bill 2013



#### **Freedom of Information Requests**

- Prepared responses to applicants re: Request for Information, under the Freedom of Information Act, Chapter 22:02

#### **Preparation/Reviewing of Agreements**

- Inter-American Development Bank - Loan Agreement prepared for the Ministry of Planning and Sustainable Development and the Water and Sewage Authority (WASA) to finance WASA Multi Phase Waste Water Program Phase 1
- Luis Alberto Rodriguez - consultancy agreement prepared for the Ministry of Planning and Sustainable Development in hosting the Eight American Competitiveness Forum, for specialized advisory and technical services
- Victoria Hobday – consultancy agreement prepared for the Ministry of Planning and Sustainable Development, to review, proof read and edit the National Spatial Development Strategy document in relating to the consultations involving key stakeholders
- Tracy Wilson – consultancy agreement prepared for the Ministry of Planning and Sustainable Development, to manage and support Five Public Consultations for the Development Planning Sub-Committee of the National Planning Task Force to support the preparation of the National Spatial Development Strategy.
- John Agard – consultancy agreement prepared for the Ministry of Planning and Sustainable Development, to review the deliverables of the National Spatial Development Strategy Phase II. [Environment and Sustainability Component].
- Lennox Austin - consultancy agreement prepared for the Ministry of Planning and

Sustainable Development, to review the deliverables of the National Spatial Development Strategy. Phase II [Planning Component].

- SOFTCOM- service contract to review the deliverables of the consultations engaged to develop the National Spatial Development Strategy. Phase II [Transportation Component]
- Digital Business Limited – consultancy agreement prepared for the Socio-Economic Policy Planning Division, of the Ministry, for services to design, develop and implement a portfolio management system for the management of projects based on Share Point.
- Magic Mist Services Limited – service contract prepared for the Ministry for janitorial services comprising of maintenance and or cleaning services.
- GOING FOR GOLD Limited – consultancy agreement prepared for service to develop the music industry and to optimize the potential of the creative industries of Trinidad and Tobago, as well as, to integrate music with other major sectors to include but not limited to manufacturing, services, trade, tourism, and finance, using the London Olympics 2012 as a forum to introduce our products to the global economy and making contact with the world.
- Ministry of Food Production – Memorandum of Understanding prepared for the Ministry of Food Production to conduct Geo-physical and Geo-technical Surveys for the Ministry to support ‘Project Five Zero’ entails the upgrading and enhancement of five depressed fishing facilities along the North Coast of Trinidad.
- Prepared short term agreements for the provision of services on behalf of the Ministry.

### **Pre-Litigation**

- Prepared enforcement notices, pursuant to sec.16 of the Town and Country Planning Act, Chapter 35:01.
- Prepared Complaints without Oath and Summonses, pursuant to sec 33(2) of the Summary Courts Act, Chapter 4:20.

### **Litigation**

- Instructed on three (3) judicial review matters before the High Court, in collaboration with the Attorney General’s Office and Senior Counsel.
- Attended the Court of Appeal on one (1) Magisterial Appeal. Judgment was held in favour of the Ministry of Planning and Sustainable Development.
- Attended Magistrates’ Courts as Prosecuting and Instructing Attorneys on over thirty (30) on-going Town and Country Planning matters.
- Obtained judgment on two (2) Town and Country Planning matter before the Magistrates’ Courts. In one matter, the Defendant was fined twelve thousand dollars (\$12,000.00). In the other matter, the defendant was found guilty; the Magistrate still needs to give his decision on the fine imposed after submissions are made.

### **Research and Opinions**

Conducted research and prepared opinions on matters referred to the Legal Services Unit

### ***Challenges***

The Unit is in need of Research tools (i.e.) Lexis Nexus and West Law to effectively fulfil its mandate.

## HUMAN RESOURCE MANAGEMENT DIVISION (HRMD)

### *Mandate and Core Functions*

The Human Resource Management Division provides effective Human Resource Services to all staff with transparency and equity and facilitate enhanced performance throughout the PL&SD.

The Division is sub-divided into the following sections:-

- HR Planning
- Employee Relations
- Performance Management
- Training and Development
- Contracts

The Division undertakes Human Resource functions consistent with the overall goals and objectives of the Ministry such as Human Resource Planning, development support services and policy formulation to ensure the optimal utilization of Human Resources.

### *Major Achievements*

- Appointments/ Promotions/Transfers were made by the Director of Public Administration (DPA) for a total of one hundred and fifty-six (156) officers in several Divisions of the Ministry.
- The Employee Assistance Programme was being utilized by the Ministry as approximately ten (10) persons utilized the EPA services in 2013.
- Eighty-one members of staff from the various Divisions of the Ministry were trained in the following disciplines:

- Workforce and Performance Administration;*
- Leadership and Management Development Programme for Directors;*
- Occupational Safety and Health Workshop;*
- Ethics, Accountability and Good governance;*
- Dispute Resolution Training;*
- HIV Aids in the workplace.*

- Cabinet approved twenty-five (25) new positions, on contract, fourteen (14) of which were filled after interviews were conducted.
- Nine (9) Associate Professionals were placed in several Divisions/Units in the Ministry.

### *Challenges*

- Backlog of requests for approvals from the Chief Personnel Officer with respect to (i) terms and conditions of employment and (ii) Officers who applied for leave of absence from duty without pay on the grounds of public policy.
- Difficulties faced in finding information from personal, confidential and general files due to the disaggregation of the Ministry of Planning, Housing and the Environment and, the formation of two new Ministries in June 2010.
- Inadequate fund made available for training of Ministry's staff.
- The efficiency/expediency of the work flow is restricted due to the location of the Human Resource Division and General Administration Division.

## INFORMATION & COMMUNICATION TECHNOLOGY (ICT) UNIT

### *Mandate*

The Information & Communication Technology (ICT) Unit provides information and communication

technology-focused services that are intended to improve operational effectiveness and enhance the Ministry's working environment.

### Core Functions

In 2013 the work of the ICT Unit focussed on the following strategic areas:

- Upgrading the IT infrastructure to meet the Ministry's computing needs and ensure availability of and access to information and communication systems and services.
- Enhancing operational effectiveness within the Ministry by reengineering and automating manual processes.
- Establishing and enhancing the web presence of the Ministry and its Divisions.

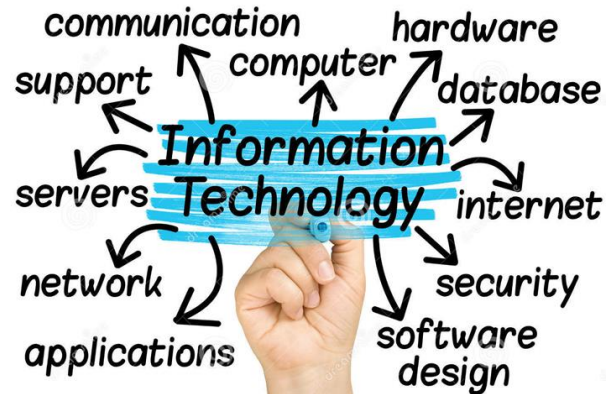
### Achievements

Technology changes rapidly, needs and requirements are constantly shifting, and more efficient solutions are being constantly sought in both private and public sectors. Within the constraints of insufficient professional and administrative staff and limited office space, the ICT Unit strives to provide reliability, efficiency and availability of performance-enhancing technologies and the most useful solutions available today. The major achievements during 2013 were:

- **PPRD – Project Monitoring and Evaluation System**

Initial steps being taken for the creation of a web application to facilitate the data upload of PSIP information from various Ministries. Once the data

is uploaded it will be automatically inserted into the database without the intervention of PPRD staff.



- **IDB Project Monitoring System:**

The IT Unit initiated the IDB project monitoring system that would be utilized to track all IDB projects and provide instantaneous information about any project for upper management.

- **Domain conversion from PHE.GOV.TT to PLANNING.GOV.TT**

Configuration of new Planning.gov.tt domain, which allows for users to log on to the Planning domain, as well as users' emails have changed to reflect [firstname.lastname@planning.gov.tt](mailto:firstname.lastname@planning.gov.tt).

- **Server Upgrade and Virtualization**

Virtualization of existing physical servers on a newly procured Blade infrastructure rack system was undertaken.

- **Desktop and Laptop Upgrade**

The IT Unit has undertaken an analysis and upgrade, or replacement of malfunctioning PC's & laptops in the Ministry.

- **GIS Upgrade and Configuration**

Configuration of the GISWeb Server and the GIS Db Server.

- **Video Conferencing and Communication**

Facilitating the staff of the Ministry to communicate with each other internally via chat, as well as video conferencing

- **Network Segmentation**

This activity was deemed a High Priority project which involved Segmenting Regional Offices and external Divisions within the Ministry. High Emphasis was placed on the Tower D, level 17 office. Segmentation basically addressed issues of security and Network Management. Isolating Regional offices facilitated increased bandwidth speed, as well as identified network issues encountered. Troubleshooting will be seamless in determining issues at these offices from a network perspective.

- **Tobago PSIP Reports**

Development of unique PSIP reports for Tobago projects.

- **Microsoft Excel Web Application**

Microsoft Excel Web Application is a simple but effective application which allows the user to work with workbooks directly on the web browser. This application is seamlessly integrated with excel and allows the users all the functions and commands of excel. The key feature of the Excel Web App is that it allows other users the ability to interact with live

data. This allows for greater sharing and collaboration among multiple users

- **TCPD Development Control Mobile Application**

The TCPD DCI Mobile Application is a fast, reliable and efficient real time data creation and transmission service to allow the Development Control Inspectors the ability to collect site information and update the database server in real time

- **Ministry Shared Document and Forms Library**

This is a shared repository where you can create, collect, and update files with others. These documents will be stored in the library — not on your own computers. Since the library is on a Web site, other people can easily access the files using a Web browser, provided they have the permissions to do so.

- **TCPD Online Application Status**

This allows the public the ability to check the status of their application for development of land online via a link on the Ministry's Web Site. Applicants can query the status of their application as well as get an indication as to how far the application has reached in the application process

### *Challenges*

- Insufficient professional and administrative staff
- Limited office space

## **INTERNAL AUDIT**

### *Mandate*

The Internal Audit provides an independent appraisal function established to examine and evaluate the activities of the Ministry.

### Core Functions

- Internal Audit examines, reviews and makes recommendations on the Internal Controls of the operational systems in accordance with the Financial Regulations and Instructions, the Audit and Exchequer Act, and circulars from the Chief Personnel Officer, Ministry of Finance and the Comptroller of Accounts.
- Reports directly to the Permanent Secretary who is the Accounting Officer of the PL&SD. As such, the Internal Audit is subject to the direction and control of the Accounting Officer.
- The Scope of works for the Internal Audit is determined by the Accounting Officer who has the authority to expand and/or limit its framework.
- The Auditor General mandates the Internal Audit of the Ministry to prepare and submit an Annual Work Programme which must be approved by the Accounting Officer. This work programme which is executed on a monthly basis consists of all functions undertaken by the Ministry in accordance with the Estimates of Expenditure for 2012/2013.



### Achievements

Approximately 90 percent of the approved Annual Work Programme was completed. All documents submitted to the Internal Audit Division were verified (with the exception of those queried) and returned promptly to the Accounting Unit. Audit queries were issued where deemed necessary.

## ACCOUNTING UNIT

### Mandate

The accounting unit forms part of the support services of the Ministry of Planning and Sustainable Development and assist the Ministry to achieve its vision, goals and strategic plan.

### Core functions

- Prepares the Annual Appropriation of Accounts i.e. statements of expenditure and savings, including reasons for savings where applicable.
- Ensures prompt payment to staff, contractors and suppliers of goods and services.
- Prepares daily monthly financial statements for submission to Budget Division and the Controller of Accounts
- Maintenance of proper records of all payments
- Collates the annual budgetary estimates for the PL&SD.

### Major Achievements

All deadlines were met.



## Challenges

### VOTE SECTION

- Bills are submitted late from various Departments/Divisions as they fail to adhere to the stipulated deadlines for payments.
- Documents submitted does not meet all the required criteria such as approvals and signatures. This causes unnecessary delays in payments as the correspondence must be returned for appropriate adjustments and corrections before they can be processed.
- The Department Heads do not check to see if the Accounts Department actually has funds to meet a payment before procurement of Goods and Services.
- Invoices are written without informing the Accounts Department so that the necessary funds are not committed.

### PAYSHEET

- Correspondence are submitted late thereby incurring overpayments.
- Short-term Officers fail to include periods of absences on the invoices even after numerous requests to do so. This delays payments.
- Approvals for Contract employment is not sent to the section in a timely manner which retards the payment process
- In general the Account Staff is not provided with necessary tools to effectively perform their duties.

## CORPORATE COMMUNICATIONS UNIT

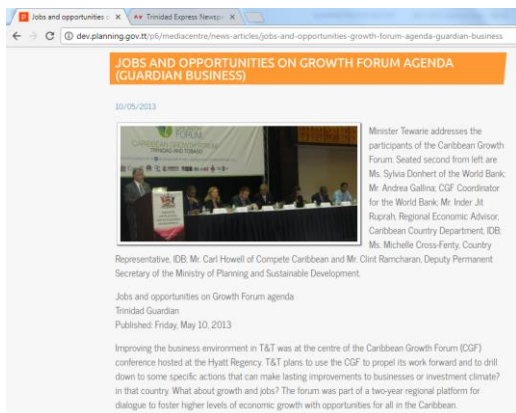
### Core Function

- To engage, educate and effect change in our internal and external stakeholders while delivering information about the achievements, services and contributions of the Ministry of Planning and Sustainable Development with meaningful impact.

### Achievements

The Corporate Communications Unit ensured adequate coverage for the following events mentioned in print, electronic and digital media.





The Division also provided Logistical support, media support, and social media coverage for the following programme/projects of Divisions:

### CARIRI'S, collaboration with the Scientific Research Council of Jamaica

An agreement with the World Bank to develop the Caribbean Climate and Innovation Centre with the role of engaging entrepreneurs in a space where viable commercial solutions can be achieved through engagement, incubation, nurturing, and support for the creation of sustainable businesses related to the relevant topic of climate change

### CCI

The launch of the (i2i): idea 2 innovation competition for inventions and innovations.

### EDB

The Corporate Communications Unit supported the EDB to have the following milestones significantly covered in the national media:

- US\$850-Mn Dimethyl Ether Plant in La Brea;
- Funding secured for feasibility study for a solar manufacturing plant;

- Collaboration with the Cocoa Research Unit to make recommendations for developing the full potential of T&T's cocoa industry;
- Launch of the National Performance Framework 2012-2015 and the Annual Report on Performance for 2012 on February 26, 2013;
- Launch of the first volume of the 2011 Population and Housing Census Demographic Report.

### Joint efforts between CSO and UNDP

An exercise in which the Human Development Atlas and the Human Development Index (HDI) has been produced for the first time in Trinidad and Tobago.

### The Centre for Enterprise Development (CED)

The official Launch of the Freeport Facility on June 26, 2013. Its focus is building capacity and capability for enterprise creation, consistent with

the Government's strategic priorities of Economic Growth, Job Creation, Competitiveness and Innovation as well as the development of new economic spaces across Trinidad and Tobago.

### **CDA**

Launch of the Chaguaramas Boardwalk Phase 1 and the Zip lining Eco Adventure Tours (ZIP-ITT) at Macqueripe Bay, Chaguaramas.

### **The East Port of Spain Development Company Ltd. (EPOS Ltd)**

Completion of approximately fourteen (14) projects as they played a major role in the development of East Port of Spain with the materialisation of vital infrastructure projects in the communities of Belmont, Laventille, Sea Lots, Beetham Gardens and other major communities.

The Corporate Communications Unit has also highlighted the following:

- Two instalments in a Human Imagination Forum series were staged at Central Bank on September 16 and November 18, 2013.
- The Corporate Communications Division produced a quarterly publication highlighting the work of the Ministry of Planning and Development encompassing a theme featuring the major projects accomplished by the Ministry for each quarter of this period. This was distributed via the print media and online to internal and external stakeholders of the Ministry.

During the 2012-2013 period the Division ensured that the Ministry was featured highly in the print press with appearances on talk television and radio programmes as well.

Media analysis during the period showed the Ministry received 66 percent positive media reporting, 20 percent negative media reporting and 14 percent neutral media reporting. The majority of the analyses was taken from newspaper reports.

Other activities of the Corporate Communications Division included:

- The Division arranged media appearances for members of the Executive and Heads of Department to speak on the work of the Ministry of Planning and Development. These included radio appearances, television appearances and newspaper interviews.
- Staff was kept abreast of what was happening within the various units via a monthly electronic news update called Planning Newsmatters

### ***Challenges***

The challenges during this period included limited resources and training to push the agenda of content creation.

Although the skill of staff was increasing during this time frame with technical capacity being developed among some staff members in the area of social media marketing and video production, however, a lot more was needed.

## FINANCIAL OPERATIONS

### Expenditure versus Budget

For the fiscal year 2012/2013, actual expenditure of the Ministry of Planning and Sustainable Development for the period was Two Hundred and Forty-Four Million, Six Hundred and Seven Thousand, Sixty Dollars and Three Cents (\$244,607,060.03) from a budgetary allocation of Three Hundred and Forty-Seven Million, Four Hundred and Seventy Eight Thousand, Eight Hundred and Sixty-Six Dollars (\$347,478,866.00).

### Budgetary Process

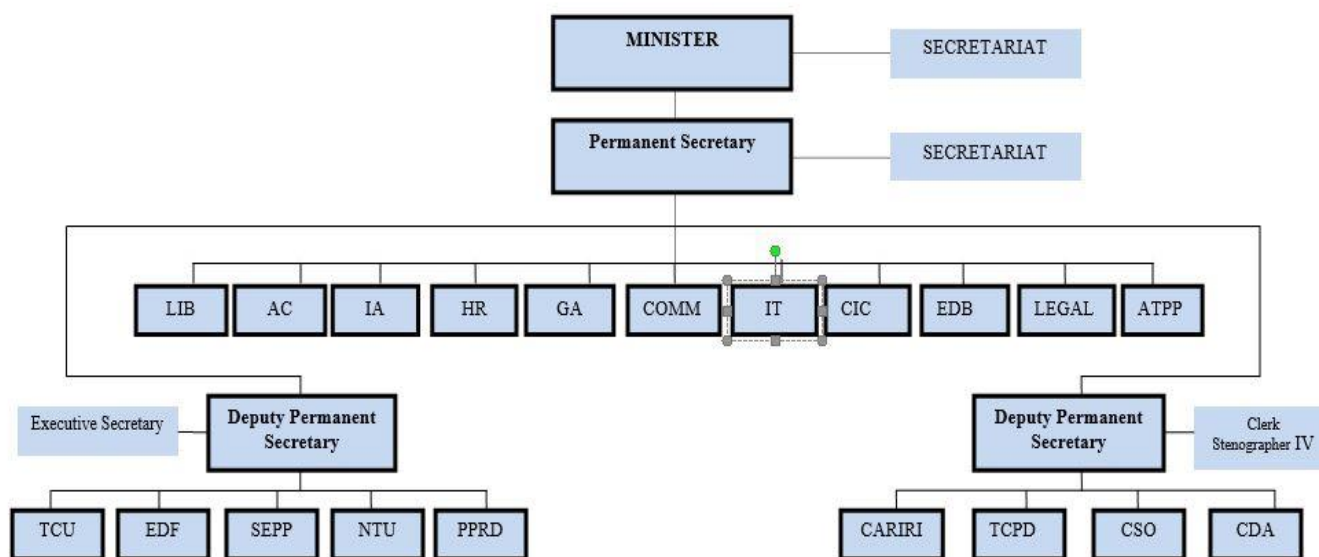
The Ministry of Planning and Sustainable Development is funded through the system of Parliamentary appropriations, where approved funds identified under the various sub-heads are disbursed through the Ministry of Finance. The Ministry of Finance releases funds to the Ministry of Planning and Sustainable Development from the Consolidated Fund. Cheques can only be issued on the Exchequer Account on receipt credit, approved by the Comptroller of Accounts.

#### SECTION A - SUMMARY OF EXPENDITURE

SUB-HEADS	ESTIMATES FINANCIAL YEAR 2013		ACTUAL EXPENDITURE FINANCIAL YEAR 2013	V A R I A N C E				
	LESS THAN ESTIMATES	MORE THAN ESTIMATES						
	\$	c	\$	c	\$	c		
<b>01 PERSONNEL EXPENDITURE</b>	(350,000.00)		52113,500.00		48772,770.40		3340,729.60	0.00
<b>02 GOODS AND SERVICES</b>	350,000.00		49475,285.00		42784,775.81		6690,509.19	0.00
<b>03 MINOR EQUIPMENT PURCHASES</b>			3057,631.00		1691,361.65		1366,269.35	0.00
<b>04 CURRENT TRANSFERS AND SUBSIDIES</b>	11500,000.00		58362,450.00		58101,281.34		261,168.66	0.00
<b>06 CURRENT TRANSFERS TO STATUTORY BOARDS AND SIMILAR BODIES</b>			4500,000.00		0.00		4500,000.00	0.00
<b>09 DEVELOPMENT PROGRAMME</b>			179970,000.00		93256,870.83		86713129.17	0.00
<b>T O T A L</b>			347478,866.00		244607,060.03		102871,805.97	0.00

## MP&SD ORGANISATIONAL STRUCTURE

ORGANISATIONAL STRUCTURE OF THE MINISTRY OF PLANNING AND SUSTAINABLE DEVELOPMENT



TCU	Technical Corporation Unit	HR	Human Resource	CARIRI	Caribbean Industrial Research Institute
COMM	Communication	LEGAL	Legal Services Unit	CIC	Council for Competiveness
EDF	European Development Fund	LIB	Library Services Unit	CDA	Chaguaramas Development Authority
GA	General Administration	NTU	National Transformation Unit	EDB	Economic Development Board
AC	Accounts	IT	Information Technology		
SEPP	Soci-Economic Policy Planning Division	ATPP	Advisory Town Planning Panel		
CSO	Central Statistical Office	IA	Internal Audit		
PPRD	Project Planning & Reconstruction Division	TCPD	Town and Country Planning Division		

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