



MINISTRY OF PLANNING & SUSTAINABLE DEVELOPMENT

Administrative Report

OCTOBER 2013 - SEPTEMBER 2014

FOREWORD

This Administrative Report on the performance of Ministry of Planning and Sustainable Development (MP&SD) for the fiscal year 2013-2014 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 2013-2014.

This report highlights the work of the Ministry over the fiscal year October 2013 to September 2014 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.

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ACRONYMS AND ABBREVIATIONS

ACF	<i>American Competitiveness Forum</i>	GDP	<i>Gross Domestic Product</i>
ACP	<i>African Caribbean and Pacific Secretariat</i>	GFEU	<i>Green Fund Executing Unit</i>
AMMBCON	<i>Artiste Management Music Business Conference and Artiste Showcasing</i>	GORTT	<i>Government of the Republic of Trinidad and Tobago</i>
ARP	<i>Annual Report on Performance</i>	GVA	<i>Gross Value Added</i>
ATPP	<i>Advisory Town Planning Panel</i>	HBS	<i>Household Budget Survey</i>
CAPA	<i>Crime and Problem Analysis Data</i>	HRMD	<i>Human Resource Management Division</i>
CAPAM	<i>Commonwealth Association of Public Administration and Management</i>	ICT	<i>Information and Communication Technologies</i>
CARIRI	<i>Caribbean Industrial Research Institute</i>	ICPD	<i>International Conference on Population and Development</i>
CBO	<i>Community Based Organizations</i>	IDB	<i>Inter-American Development Bank</i>
CCI	<i>Council for Competitiveness and Innovation</i>	IFC	<i>International Finance Corporation</i>
CCIB	<i>Cocoa and Coffee Industry Board</i>	I2I	<i>Idea to Innovation</i>
CDA	<i>Chaguaramas Development Authority</i>	MDG	<i>Millennium Development Goals</i>
CDB	<i>Caribbean development Bank</i>	M&E	<i>Monitoring and Evaluation</i>
CDCTT	<i>Cocoa Development company of Trinidad & Tobago</i>	MICS	<i>Multiple Indicator Cluster Survey</i>
CFTC	<i>Commonwealth Fund for Technical Cooperation</i>	MIP	<i>Multi Indicative Programme</i>
CLA	<i>Collective Legal Agreement</i>	MP&SD	<i>Ministry of Planning and Sustainable Development</i>
CLCP	<i>Closed Looped Cycle Production</i>	MTPF	<i>Medium Term Policy Framework</i>
CSSP	<i>Continuous Sample Survey of Population</i>	NAAC	<i>National Agricultural Advisory Committee</i>
CSO	<i>Central Statistical Office</i>	NEDCO	<i>National Entrepreneurial Development Company</i>
DCSC	<i>Development Control Steering Committee</i>	NDR	<i>The National Data Repository</i>
DEF	<i>Development Evaluation Forum</i>	NGOs	<i>Non-Governmental Organizations</i>
DP	<i>Development Programme</i>	NIHERST	<i>National Institute of Higher Education Research, Science and Technology</i>
DPI	<i>Domestic Production Index</i>	NIP	<i>National Innovation Policy</i>
EC	<i>European Commission</i>	NIP	<i>National Innovation System</i>
EDB	<i>Economic Development Board</i>	NIS	<i>National Innovation System</i>
EDF	<i>European Development Fund</i>	NPF	<i>National Performance Framework</i>
EPOSDC	<i>East Port of Spain Development Company</i>	NPTF	<i>National Planning Taskforce</i>
ESC	<i>Emerging and Sustainable Cities Program</i>	NSDI	<i>National Spatial Data Infrastructure</i>
EU	<i>European Union</i>	NSDS	<i>National Spatial Development Strategy</i>
		NTU	<i>National Transformation Unit</i>

<i>OAS</i>	<i>Organization of American States</i>
<i>OSHA</i>	<i>Occupational Safety and Health Act</i>
<i>PADL</i>	<i>Planning and Development of Landing Bill</i>
<i>PAFD</i>	<i>Planning and Facilitation of Development Bill</i>
<i>PES</i>	<i>Post Enumeration Survey</i>
<i>PICTT</i>	<i>Petroleum Intelligence Centre of Trinidad and Tobago</i>
<i>PMIS</i>	<i>Project Management Information System</i>
<i>PPRD</i>	<i>Project Planning and Reconstruction Division</i>
<i>PSIP</i>	<i>Public Sector Investment Programme</i>
<i>PSMP</i>	<i>Public Sector Maintenance Programme</i>
<i>RPI</i>	<i>Retail Price Index</i>
<i>SEPPD</i>	<i>Socio Economic Policy Planning Division</i>
<i>TCPD</i>	<i>Town and Country Planning Division</i>
<i>TCU</i>	<i>Technical Cooperation Unit</i>
<i>THA</i>	<i>Tobago House of Assembly</i>
<i>TOR</i>	<i>Terms of Reference</i>
<i>UNDP</i>	<i>United Nations Development Programme</i>
<i>UNICEF</i>	<i>United Nations International Children Education Fund</i>
<i>UNIDO</i>	<i>United Nations Industrial Development Organization</i>
<i>UWI</i>	<i>University of the West Indies</i>
<i>UPR</i>	<i>Universal Periodic Review</i>

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

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.
- 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.

EXECUTIVE SUMMARY

This report serves to highlight the work of the Ministry of Planning and Sustainable Development (MP&SD) during the 2014 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 under the purview of the Ministry.

Since the Ministry's focus is on the need to be results oriented, the MP&SD undertook an exercise to transform the Public-Sector Investment Programme (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.

The 2013 Annual Report on Performance (ARP) - Measuring Progress, Identifying Challenges and Actioning Solutions was completed, launched and laid in Parliament. Production of the ARP represents a shift in reporting on activities to one that focuses on results of Government initiatives, specifically those related to the Medium Term Policy Framework (MTPF) 2011-2014.

Efforts were made to ensure that the 2014 PSIP was aligned to the Medium-Term Policy Framework (MTPF) (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 (7) Developmental Pillars.

Likewise, the National Spatial Development Strategy (NSDS) has been upgraded to conceptualize a strategic framework which guides the sustainable use of our country's resources, by the integration of national socio-economic goals with spatial planning, placing the needs of people at the heart of strategies for sustainable development. In addition, a National Spatial Data Infrastructure was also created.

In October 2014, the Republic of Korea extended an invitation to the Government of Trinidad and Tobago to attend a High-Level Forum on Korea-Caribbean Partnership that was held in Seoul, Korea. The forum was held in three (3) sessions namely:- political/diplomatic, economic/trade and cultural affairs under the theme of "Promoting mutual cooperation for the common prosperity of Korea and the Caribbean"

The benefits of this bilateral relationship is in the context of advancing the strategic developmental goals for the Republic of Trinidad and Tobago, as outlined in the MTPF (2011-2014) and the foreign policy objectives.

In keeping with the objectives of the MTPF (2011-2014), the United Nations (UN) and the Government of Trinidad and Tobago signed the United Nations Development Assistance Framework (UNDAF) for (2013-2015). It articulates a coherent and coordinated strategy for the delivery of UN assistance in line with our National Development. In addition to the continued commitment to address the issues related to our youths, the following three (3) documents were signed:-

- i. The programme of Cooperation between the Governments of the Eastern Caribbean and UNICEF – Multi – Country Programme Action Plan 2012 – 2016.
- ii. Trinidad and Tobago Strategic Actions for Children and Government of Trinidad and Tobago – UNICEF Work Plan 2013 – 2016.
- iii. Memorandum of Understanding between the Institute of International Relations, University of the West Indies (UWI) and UNICEF

The MP&SD was engaged in several Consultations, both locally and internationally, tailored to meet the needs of our people and country. The National, International Conference on Population and Development (ICPD) Roadmap Consultation,

highlighted several key themes that set the foundation for building the Country Roadmap. The agenda involved identifying the key areas of focus pertinent to Trinidad and Tobago for development planning aligned to the ICPD Programme of Action.

In Tobago, Stakeholders were engaged in the population planning process, specifically in the development of the Population Situation Analysis document which will set the foundation for the National Population Policy.

Several initiatives with particular reference to endangered species of migratory sea turtles were employed. These included the conduct of a nationwide “National Sea Turtle Census” across forty two (42) beaches in Trinidad & Tobago where nesting was monitored nightly during the peak of the nesting season. Training and certification of one hundred and forty eight (148) community members from Trinidad and eighty five (85) in Tobago in Sea Turtle Biology and Tagger training towards the art of data collection and public awareness was completed.

Conservation and preservation is a key aspect to a safe and healthy environment and in this regard, various communities collaborated and conducted beach ‘clean-ups’. The Turtle Village Trust was honoured with a Green Leaf Award at the EMA World Environment Day Celebration on 5th June, 2014. This Award recognised the significant and positive contributions to the environment and success in highlighting substantial environmental issues.

Tobago hosted the first Lionfish Derby where a combined forty-nine (49) divers and free divers participated in the competition. A total of two hundred and ninety-five (295) lionfish were removed from the waters from Castara to Charlotteville. The purpose of the project was to minimize the impact of the lionfish invasion in

Trinidad & Tobago through an effective public outreach campaign and monitoring.

The EDB commissioned a study aimed at analysing the operational efficiency and effectiveness of the existing maritime ports of entry and the potential for future additional port services specifically in light of the expansion of the Panama Canal.

The Council for Competitiveness and Innovation (CCI) also embarked upon an initiative known as the Creative Hub Project, a public-private collaborative project designed to invigorate the creative industry in Trinidad and Tobago by creating and managing a physical space for working, exhibiting, collaborating, sharing and meeting.

The underlying purpose of this project is to prioritize creative entrepreneurship, giving today’s office-less entrepreneurs a space to allow full immersion in commercial space with other business professionals from the creative sector.

In keeping with innovation, the launch of the 2014 Idea 2 Innovation (i2i) provided participants with the tools 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 T&T Entrepreneurship Ecosystem Directory was completed in September 2014. This online tool, categorises all the known organisations, initiatives, events and programmes that exist in Trinidad and Tobago to support or enable entrepreneurship, and is available online via the CCI website: <http://cci.planning.gov.tt>.

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

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 (NIS)
- 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 established the Medium Term Policy Framework (MTPF) 2011-2014 to facilitate 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.

The Medium Term Policy Framework (MTPF)

2011-2014: Government's Strategic Priorities are highlighted in **Box 1**.

Box 1: Government's five strategic priorities

- *Agriculture and Food Security*
- *Health Care Services and Hospitals*
- *Economic Growth, Job Creation, Competitiveness and Innovation*
- *Poverty Reduction and Human Capital Development*
- *Crime and Law and Order*
- *Facilitative Priority Initiatives – Good Governance*

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 OF DIVISIONS

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 Civils 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 Second Draft of MDGs Country Report was prepared and submitted for ministerial comments/approval in October 2013. Advanced preparatory work for the public launch of the Report was completed.

Annual Administrative Report

The 2012 Administrative Report was completed in November 2013.

Regional and Multilateral Institutions

- **Caribbean Development Bank (CDB)**
Preliminary discussions between CDB consultant and Ministry officials commenced on the 1st April, 2014, regarding the development of a new National Strategic Plan.

Major Conferences and Workshops

SEPPD's activities under conferences and meetings were two-fold; 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:

- National Science and Technology Policy, Government Consultations, Capital Plaza, November 21, 2013.
- Fifth Session of the UNGA Open Working Group on Sustainable Development Goals, November 2013.
- Collaborated with the Ministry of Foreign Affairs in the preparation of Briefs for Trinidad and Tobago Delegation to the **Third International Conference on Small Island Developing States (UNSIDIS), Samoa, September 2014** and the **69th Session of the United Nations General Assembly (UNGA)**.

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 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 Strengthen 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 report 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

MONITORING OF THE 2013 PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP)

The Project Planning and Reconstruction Division (PPRD) continued the monitoring of the projects and programmes funded under the 2013 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 and preparation of site visit reports
- 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 2013 PSIP through the First Quarter and Mid Term Reviews

REVIEW AND REFINEMENT OF THE 2013 PSIP

The Division undertook an exercise to review and refine the Public-Sector Investment Programme, consistent with recommendations previously approved by Cabinet in 2012. The exercise sought to transform 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. 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 reviewing and refining the PSIP. The Tobago House of Assembly (THA) was also encouraged to apply the same rigour to their PSIP.

CAPACITY BUILDING AND DEVELOPMENT IN THE PUBLIC SECTOR

In conforming to the Cabinet-approved recommendation, to build capacity in the Public Sector in Project Management, a comprehensive Operating Procedures Manual was developed by the Ministry, to provide formal guidelines for the effective development and management of projects in the Public Sector. To strengthen the capacity within the public sector and by extension improve the efficiency of the PSIP, the Division conducted a comprehensive intensive public sector wide training programme in Project

Development and Management for the Public Sector and the use of the Operating Procedures Manual.

The main objectives are to:

- Train participants in all aspects of the project cycle.
- Assist participants with the identification, preparation, appraisal and implementation of projects for inclusion in the PSIP.
- Address the critical skills gap across the public sector in the areas of project identification and assessment, project design and project execution.

As part of the reform and restructuring of the PSIP, this training will continue in fiscal year 2014/2015.

PREPARATION OF THE 2014 PSIP

The 2014 Public Sector Investment Programme (PSIP) was prepared within an overall ceiling of \$8,000 million of which \$3,829.6 million (47.9%) was provided under the Consolidated Fund and \$4,170.4 million (52.1%) under the IDF. As part of the 2014 National Budget exercise, three PSIP documents were prepared by the PPRD and approved by Parliament in October 2014 and 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 2014 - Trinidad

2. Public Sector Investment Programme 2014 - Tobago
3. Three Year Public Sector Investment Programme

Within the context of the flexible approach referred to above, efforts were made to ensure that the 2014 PSIP was 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.

The introduction of the Ministry's National Performance Framework 2012-2015 (NPF) would ensure that the outcomes and impacts of the developmental initiatives of the PSIP are measurable. The NPF focuses on the achievement of key result areas against the five priorities – ensuring that there is alignment with the budget priorities in the PSIP.

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.

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)

NATIONAL TRANSFORMATION UNIT (NTU)

Mandate

The mandate of the National Transformation Unit (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.

Core Functions

- 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. Monitoring and evaluation

- a. Completion of the Annual Report on Performance 2013: Measuring Progress, Identifying Challenges, Actioning Solutions. This Report was launched in February 2014 and subsequently laid in Parliament
- b. Prepared submission for the Commonwealth Association of Public Administration and Management (CAPAM) Innovation Awards. The submission was based on Trinidad and Tobago's National Performance Framework 2012-2015 and was selected among the top three (3) finalists in the Commonwealth in the category 'Innovation in Public Administration'
- c. Developed the Achievement Report for Government entitled: Achievements Aligned to Government's Framework for Sustainable Development Commitments –

Review of Government's 2010 Official Policy Framework

- d. Facilitated the Evaluation of the IDB's funded Public Sector Reform Initiation Programme (PSRIP).
- e. Facilitated the conduct of Monitoring and Evaluation Training in collaboration with the Public Service Academy of the Ministry of Public Administration
- f. Successfully hosted the 4th Annual Development Evaluation Forum to build capacity and the network of Monitoring and Evaluation professional locally.
- g. Developed the Development Evaluation Website as a repository of Government's performance information and progress based on the National Indicators (www.transforme.gov.tt)
- h. Initiated work on the development of a National Monitoring and Evaluation Policy for Trinidad and Tobago

II. Effective reporting on performance

- a. Production of ARP 2013 – this ARP represents a shift in reporting on activities to one that focuses on results of Government initiatives, specifically those related to the Medium Term Policy Framework (MTPF) 2011-2015
- b. The National Transformation Unit is in the process of compiling data sent from Ministries in preparation for the production of the Annual Report on Performance 2014

- c. Development of website – Redesign of the development evaluation website was undertaken. The NTU's website (www.transforme.gov.tt) is 100% completed and operational.

iii. Administrative and technical support

- a. Hosting of the 3rdth Annual Development Evaluation Forum in November 2013. Ministries were presented with the National Monitoring & Evaluation Policy of Trinidad and Tobago. Motivated Monitoring and Evaluation practitioners to advocate for the use of Results Based Management in their Ministries
- b. Participation of Mr. Dinesh Ragoo in Meeting of the M&E Network of Latin America and the Caribbean

Challenges

- There continues to be several vacancies for technical positions within the Unit. These positions are critical to ensuring the increased effectiveness of the Unit to deliver on its mandate.

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, abstract 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
- Generally organise a co-ordinated scheme of economic and social statistics relating to Trinidad and Tobago

Major Achievements

NATIONAL ACCOUNTS DIVISION

National Income Section

- Incorporation of new and revised data into the Gross Domestic Product (GDP) estimates

- Compiled and disseminated annual statistics on Gross Value-Added (GVA) and Gross Domestic Product (GDP).
- Provisional Estimates of GVA by Industry and GDP for total economy for 2014 in constant prices
- Revised Estimates of GVA by Industry and GDP for total economy for 2011-2013 in current and constant prices
- Produced the following tables:
 - Gross Domestic Product of Trinidad and Tobago at Current and Constant (2000) Prices in TT\$ Millions
 - Gross Domestic Product of Trinidad and Tobago by Percentage change and Percentage contribution at Current and Constant (2000) Prices

Business Surveys Section

- Conducted both the 2012 and 2013 Annual Survey of Establishments and completed the update of the Register of Establishments using annual survey data, returned mail etc.
- Compiled annual statistics on number of business establishments by size and industry for periods 2011 and 2012

ECONOMIC STATISTICS DIVISION

- The 1st quarter 2014 of the Index of Retail Sales and the 2nd quarter Retail Prices of Building Materials Index have been completed.
- The 2nd quarter 2014 of the Domestic Production Index and its Ancillary Indices and the Index of Producers' Prices for the 3rd quarter has been completed.

- The Index of Retail Prices has been released on a monthly basis up to September 2014. However, this was being accomplished alongside the revision of the Retail Price Index exercise. All data requests received during the year were completed and submitted.

VITAL AND SOCIAL STATISTICS SECTION

Births and Deaths

- Reference year 2009 - All of the deaths and births have been edited, coded and captured.
- Reference year 2010 - Currently 7000 birth records have been edited and coded, with approximately 40 percent of these records captured by the Computer Division. Approximately 90 percent of the death records have been edited, coded and entered on the computer.
- Reference year 2011- Approximately 75 percent of the death records have been edited, coded and entered on the computer.
- Reference year 2012 - Approximately 60 percent of the death records have been edited, coded and entered on the computer.

Marriage and Divorces

- *Reference year 2009* - All marriages and divorces have been extracted, edited and tables generated.
- *Reference year 2010* - Almost all of the marriage data has been extracted and edited. Approximately 75 percent of the divorce data has been extracted.

AGRICULTURE STATISTICS DIVISION

Surveys

Data for this period ending 30th September 2014 has been processed in respect of the undermentioned surveys:

- **Food Crop Survey**
- **Small Ruminants Survey**
- **Table Egg Survey**
- **Apiculture Survey**
- **Aquaculture Survey**
- **Paw Paw Survey**
- **Pineapple Survey**
- **Watercress Survey**
- **Christophene Survey**
- **Slaughterhouse Survey**
- **Feed Millers Survey**

CENTRAL STATISTICAL OFFICE TOBAGO

- **The Index of Retail Prices (RPI)**
 - Calculated the RPI for each month within the calendar year
- **Agriculture Surveys**
 - All agriculture surveys are carried out in the field for the year and the technical staff of the office enters and computes statistics for the food crop and small ruminant's surveys.
- **Survey of Departing Visitors**
 - This survey is conducted every two months using external field staff.

THE COMPUTER DIVISION

- Assessment/analysis to relocate the Division to Furness Building was completed and relocation of office and IT equipment completed.

- PREY Antivirus installed on tablets for tracking and virus protection.

CENSUS AND SURVEYS DIVISION

- The current surveys for Business Surveys (Retail Prices, Market Prices and Financial Accounts for Establishments) as well as twenty Agriculture surveys were conducted as scheduled.
- The data collection process was conducted by administering questionnaires to businesses that subscribed to the Trinidad and Tobago Coalition Services Industries.

GEOGRAPHIC INFORMATION SECTION

- Maps for quarters 1 to 4 periods 1 to 6, 2014
- Sorted all incoming enumeration district CSSP field that have been received

Challenges

- Accommodation issues continued to persist due to the limited space afforded to the Division at Park Street, Port of Spain.
- Insufficient Human Resource resulted in the Division's operations being severely impacted and the excess workload is now placed on the existing staff.
- The Director of Statistics took the decision in July 2014 to suspend the work of the Register Unit until further notice due to limited accommodation.
- Permanent breakdown of CSO's internal server and disruptions in internet affected communication with firms in dealing with queries and/or inadequate/missing

information on forms submitted. Submission of financial statements electronically was also affected.

- Limited access to telephone lines provided a challenge in trying to source data when preparing GDP estimates.
- The lack of access to VAT data resulted in the Division having to use alternative value indicators which were less than ideal or appropriate.
- Compilation issues using current software
 - The Index of Retail Prices compiler often experienced difficulties with the program.
- Unable to update redraw enumeration district maps as all equipment was left at Edward Street building was not replaced

TOWN AND COUNTRY PLANNING DIVISION (TCPD)

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

To develop and keep 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

- Evaluate and determine 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.
- Provide data on development control activities to other private/public sector agencies.
- Maintain 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.
- Assist 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 and 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

SEVERAL INITIATIVES ARE BEING UNDERTAKEN AIMED AS IMPROVING PUBLIC SERVICE DELIVERY THROUGH PLANNING REFORM AND OTHER INITIATIVES

The role of the regulatory system is to facilitate good development, creating an open, transparent and accountable regulatory system for all applicants. It facilitates improvement of the regulatory system for investment.

Present reforms include legislative, administrative and the development of codes and standards. However, we continue to implement measures to provide short term relief.

- **Legislative Reform (Planning and Facilitation of Development Bill)**

The Planning and Facilitation of Development Bill, 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 were 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

- **Status of the Legislation**

The Planning and Facilitation of Development Bill (PAFD) was introduced to Parliament on 23rd September, 2013. The Debate commenced on the PAFD Bill in the Senate on January 14th, 2014 and is currently before the Special Select Committee of the Senate.

- **Automation of the Regulatory Process**

The physical movement of files between agencies is inefficient. The International Finance Corporation (IFC) is working with the National Planning Taskforce (NPTF) and the National Spatial Data Infrastructure (NSDI) Committee to implement an automated system for the overall regulatory process.

The front end of this system will allow applicants to monitor the status of applications within and between agencies. All policy information will be available digitally, this will use unique identification numbers while protecting the confidentiality of all applications. The back end will allow the state to identify the throughputs and bottlenecks in the system for remedial action

National Spatial Development Strategy (NSDS)

Anticipating the proposals of the new legislation, the (PAFD) Bill, an updated development planning framework, appropriate to the national context, was required to guide spatial development. The existing National Development Planning Framework (NPDF) was outdated (29 years old) and ineffective in the regulation of development.

The National Spatial Development Strategy (NSDS) was conceptualized as a strategic framework to guide the sustainable use of our country's resources, by the integration of national socio-economic goals with spatial planning. It is a broad policy agenda to chart the development of the country for the next twenty (20) years.

Policy reviews on land use and development standards are being initiated in priority areas such

as the St Augustine Education City and the 5 Growth Poles

The NSDS was tabled in Parliament on January 14th 2014, subsequent to eleven (11) stakeholder consultations during the period November 2012 to May 2013.

Process Re-engineering at TCPD

Outdated policy framework slows down decision time and burdens the appeals system. Over the last 5 years, only 1 in 4 applications was processed within the statutory 2 month period and approximately 1 in 3 of all applications was refused.

The Re-engineering included the:

- Re-alignment of staff to reduce backlog of processing
- Reviewing potential refusals of planning permission
- Updating policies and standards

Internal Review System: - Reduction of Refusal and Appeals:-

An internal review system has been implemented to ensure all matters recommended for refusal, are reviewed to ensure applications are processed towards the facilitation of good development and to minimize matters that have to be appealed.

- **Customer Service: Diamond Standard programme**

The North Regional Office Pilot project has been signed up to the Diamond Standard programme, with the aim of improving the customer

experience. The nature of the programme has already been communicated to the staff and workshops are soon to be held with TCPD's customers to assess the quality of service delivery and areas for improvement.

- **Policy Reviews and Land and Building Use Surveys**

In an effort to improve the efficiency, transparency and consistency in decision making, the Division continues to update its Land Use Policies and standards to guide development. The following are some initiatives in this regard:

- **St. Augustine Education City Land Use Planning And Urban Design Strategy**

The Ministry of Planning and Sustainable Development in collaboration with the Ministry of Tertiary Education and Skills Training via a Cabinet appointed committee were given the mandate to "oversee the establishment of the St. Augustine Education City as an *"integrated centre for academic excellence"*.

St. Augustine and environs are seen as a strategic zone, with a diversity of economic activity, aligned to major educational facilities, transit nodes and corridors. The existing assets and comparative advantage, creates the opportunity for urban re-development and renewal. Policies and standards are being reviewed to create a high quality built environment and diversified economy related to the education sector towards:

- Development of the area as a regional education destination
- Provision of education services
- Facilitation of research opportunities

- Provision of the environment for technological innovation and business activity

The Situational Analysis and Draft Land Use Planning and Urban Design Strategy have been completed subsequent to various Stakeholder Consultations and launched in May 2014.

- **Adoption of the 2009 Updated Land Use Policy**

The Hon. Minister of Planning and Sustainable Development has also approved the updated 2009 Land Use policy, as the operative policy to be implemented nationally, to discourage the present practice of inconsistencies in the application of using various dated Land Use Policies. This policy is to be adopted by the Town and Country Planning Division with immediate effect.

- **Bournes Road and Patna Street, St James**

This survey was undertaken to provide advice to the Advisory Town Planning Panel (ATPP) via the appeals process. The Field Survey commenced in December 2013 and a report submitted by February 2014 to facilitate the policy review.

- **Montrose Crown Trace**

A review of Development Standards on Montrose Crown Trace from Endeavour Road - Egypt Extension Trace to Southern Main Road was undertaken. The agreed standards were approved by the Hon. Minister of Planning and Sustainable Development on 14th March 2014 to be implemented immediately.

- **Barataria Policy Review Survey**

Various parts of Barataria have seen significant development, namely the creation of a sub-light industrial area along the Churchill Roosevelt Highway. A Land and Building Use Survey of Barataria was conducted to identify the current land uses, to determine whether there was need for a policy change to better accommodate the recent development trends taking place.

- **The San Fernando Special Use District 2014**

A request was made by the Office of the Attorney General for the review of Land Use Policies in and around the Police and Court Administration Facilities in the city of San Fernando, to supply the demand for supporting facilities and services. A Land and Building Use Survey was conducted and completed on 11th February 11, 2014. The defined special-use district boundaries are:

- North - Court Street,
- South - Rush worth Street,
- East - Freeling Street, West - Independence Avenue.

A draft revised land Use Policy is presently being reviewed.

- **Town and Country Planning Division**

- **Commemoration of World Wetlands Day 2014**

World Wetlands Day (WWD) is celebrated annually in February to promote awareness about the global issues affecting wetlands and the environment. The theme for 2014 was "Wetlands and Agriculture" which highlighted the role of wetlands in providing sustainable livelihoods and food security for many countries. World Wetlands Day 2014 formed part of the TCPD's public education

programme whereby visits were made to fifteen (15) primary schools throughout the country over the period January 27 - February 05, 2014. The target audience of over seven hundred (700) students, from the standards 3 - 5 classes, was sensitized on the interdependence of wetlands and agriculture, emphasizing the function of wetlands in providing natural infrastructure to support agriculture for food production.

- The Department continues in its efforts to sensitize relevant stakeholders of the impending PAFD Bill.
- The Division hosted several public consultations on the National Spatial Development Strategy.

- **Land Settlement Agency - Construction Skills Development Fair**

The Town and Country Planning Division (TCPD) was invited to participate in this initiative by the Land Settlement Agency (LSA) of the Ministry of Housing and Urban Development. Four (4) Construction Skills Development Fairs were held for the benefit of small-scale contractors and individuals interested in training for the LSA's Land for the Landless Programme. Members of the public were provided with information on the TCPD's regulatory guidelines as well as supplemental information packages outlining the TCPD's approval processes. The four (4) areas in which the fairs were conducted were Chaguanas, Port of Spain, Trincity, and San Fernando

- **Administrative Matters - Registry Department**

- Appointments**

- After being vacant for over eight years, the positions of Acting Director and two Assistant Directors of TCPD have been filled.

- **Tobago Regional Office**

- **Minor Equipment Acquired** - New items were purchased for staff within the Town and Country Planning Division.
- **Institutional Strengthening** - In its effort to ensure quality output and service, staff were exposed to a range of training comprising twenty-eight (28) workshops/seminars these were as follows:-

Challenges

- East Regional Office has been continuously plagued by issues regarding the general office environment. Office closures for power outages, water shortages, pest spraying exercises, faulty AC and a bomb scare at one of the courthouses occupying the building. These issues have not been effectively addressed and as such have continued to affect the overall productivity of the office.
- The vault, which houses the material record of the majority of applications received, is overcrowded. The building which houses the
- East Office, by virtue of its location within the Tunapuna CBD and proximity to food outlets, is often subject to pest infestations.
- It is suggested that in order to have maximum output the working environment must be

improved so as to reduce employee complaints and absenteeism. Research was undertaken to support the statements and the following was revealed:

Of the 184 potential hours of working productivity in October, approximately 33.5 hours were lost due to circumstances external to the work of the Division.

South Regional Office (SRO) - Challenges

The major challenges which continue to disrupt the work of the south regional office is the continued servicing of the air-condition unit. The land lord which is the Oilfield Workers' Trade Union (OWTU) has indicated that it is expensive to replace the unit for the South Regional Office (SRO) and therefore the only feasible avenue is to continue to service the unit. This by all accounts is not a viable option for the SRO in terms of hours of work being lost.

Tobago Regional Office - Challenges

During the course of 2013 the Tobago Regional office worked at a disadvantage because of the lack of direct access to the vault which was still housed at the Old Works building, Castries Street, Scarborough. Also the move to Singh's Building, Dutch Fort, Scarborough resulted in the malfunctioning of the TCPD server which plagued the regional office during the period.

TCPD's Regional office Tobago was subsequently relocated by 2014 to Pump Mill Plaza and all problems related to the server that experienced many technological difficulties in 2013 were resolved in January 2014. However, the reconnection to the database was not adequately addressed and is at present malfunctioning. A major portion of the vault is still housed at Castries Street, Scarborough

and this could become problematic in the future.

The Town and Country Planning Division still grapples with the issue of fraud and the impersonation of Town and Country Planning Officers with the sole purpose to extract, from members of the public, monies for unauthorized developments. However in April 2014 the Town and Country Planning Division submitted a Media Advisory to inform the public of the rules and regulations which guide all public officers and the actions they may take if faced with this dilemma.

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 Sector and a representative from the Tobago House of Assembly (THA), 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.

Core Functions

- 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.
- 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.

Major Achievements

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 2014 to December 2014 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 2014. This figure included interviews conducted with applicants when the Panel visited 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 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.

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.

Major Achievements

Maritime

The Ministry of Planning and Sustainable Development, through the Economic Development Board commissioned a study which aimed at analysing the operational efficiency and organisational effectiveness of the existing maritime ports of entry. The study also sought to forecast potential additional port services that would be required in the future, particularly in light of the expansion of the Panama Canal. The report has underscored, among other things, the benefits of modernized port facilities that would, to a greater degree than exists at present, capitalize upon Trinidad and Tobago's strategic geographic location as a trans-shipment point.

Energy – Solar Industry Manufacturing Complex for the Central Growth Pole

The SiTek feasibility study, which was completed in December 2013, was approved by the Steering Committee and is awaiting Cabinet approval.

Cocoa

The EDB and the National Agricultural Advisory Committee (NAAC) started the process of repealing the Cocoa and Coffee Industry Board (CCIB) Act and establishing the Cocoa Development Company of Trinidad and Tobago (CDCTT) in January 2014. The CDCTT Board was established in July 2014 and sub-committees were put in place as the transition from the CCIB to the CDCTT progressed. Board committees formed included Marketing and Communications, Human Resource and Finance. The NAAC developed the policy document for CDCTT and the proposed roles for CDCTT included:

- (i) the CDCTT would not place any price control on cocoa farmers, instead the company would research the price of cocoa on the international market and would advise farmers of a minimum price for their use in negotiations with buyers; and
- (ii) the company would also link buyers to cocoa farmers

Honey

The EDB completed a Report entitled ***"The Development of the Honey Sector in Trinidad and Tobago"*** in May 2014. Areas of recommendation to develop the honey sector into a small-scale niche industry included:

- (i) focus on increasing honey production to satisfy local demand;
- (ii) facilitating the production of local beekeeping equipment;
- (iii) setting up local testing facilities for honey to ensure local honey remains of a high quality;

- (iv) keeping restrictions on imports of honey and bee products;
- (v) providing educational training courses for beekeepers which include technical training and business training (marketing and branding); and
- (v) connecting beekeepers to the government so that there will be a more efficient flow of information from the local industry to the government and vice versa.

The Report included research on the world-wide production and demand for honey and the relative performance of Latin American and Caribbean honey exporters. A SWOT analysis as well as a situational, marketing and financial analysis of the local honey industry was conducted.

Culture and the Creative Industries

For Fiscal 2014, the EDB/CCI began consultative dialogues with other stakeholders within the public sector relevant to the Culture and Creative Industries cluster. The EDB/CCI's engagement with stakeholders was focused on coordination of activities and projects, in order to enhance cooperation and minimise duplication.

In addition, the CCI made the decision to sponsor the Artiste Management Music Business Conference and Artiste Showcasing (AMMBCON). The event was held in order to serve as the nexus for creating a sustainable infrastructure for the development, commercializing and branding of music from Trinidad and Tobago in the global market whilst promoting our nation as the premier Music and Creative destination and centre of the Caribbean.

The EDB/CCI also embarked upon an initiative known as the Creative Hub Project. The Creative

Hub is a public-private collaborative project that was designed to invigorate the creative industry in Trinidad and Tobago by creating and managing a physical space for working, exhibiting, collaborating, sharing and meeting.

The underlying purpose of this project is to prioritize creative entrepreneurship, giving today's office-less entrepreneurs a space to allow full immersion in commercial space with other business professionals from the creative sector.

Tourism

In the period under examination the EDB undertook to develop a Tourism Circuit exclusively within Couva, Carapichaima, Chaguanas and Charlieville (the 4Cs region). To this end, a Tourism Steering Committee was formed in order to review cultural and heritage sites in the 4C's with a view to recommending a viable one day tourism circuit for international and local visitors. The committee, which was chaired by the EDB sought to engage representatives from the Ministry of Tourism, the Tourism Development Company (TDC), T&T Cricket Board, InvestTT, Community Improvement Services Limited (CISL), SporTT, National Trust, Sugar Heritage and Village Museum (SHVM), Carapichaima Business Association, and the Couva Business Chamber. The EDB was therefore able to collect relevant information related to various tourism sites throughout the 4Cs region.

Closed Loop Cycle Production

The EDB was also pivotal to the commencement of the Closed Looped Cycle Production (CLCP) in Trinidad and Tobago. In April 2014, the EDB began liaising directly with the Organisation of American

States (which is providing grant funding for this initiative) to ensure that CLCP technology could be effectively deployed locally. CLCP is the development of industrial processes or manufacturing systems in which materials utilised for creating a product become valuable nutrients upon reaching the end of their useful life. This technology does not only seek to rationalise the use of materials and resources, but involves a fundamental focus on the sustainable design of products and services to leap frog towards a closed-cycle sustainable manufacturing industry that will be able to deliver high-quality environmentally-friendly products to its customers. Closed Loop Cycle technology is inspired by the innovative and increasingly evolving Cradle-to-Cradle design and manufacturing paradigm. The processes involved in employing this method of production forces us to think more deeply about how natural resources can be truly optimized.

Petroleum Intelligence Centre of Trinidad and Tobago (PICTT)

The Economic Development Board (EDB) also analysed, and subsequently endorsed the case for the establishment of a PICTT. Such a centre would act as a globally competitive, data-driven initiative that seeks to harness and leverage more than 100 years of Trinidad and Tobago's petroleum-related data. The main instrument within the PICTT that will accelerate knowledge transfer and optimize data access is the National Data Repository (NDR) for the Petroleum Industry. This state-of-the art Tier III facility will be the country's first and only purpose-built, digital Energy Data Centre for all of T&T's National Petroleum heritage and Intellectual Property.

The development of a Petroleum Intelligence Centre of Trinidad and Tobago is fully aligned with the mandates of both the EDB and CCI as it represents the opportunity for a significant investment geared toward enhancing the innovation capacity of the energy sector, one of the seven new strategic business sectors capable of delivering long term sustainable socio-economic growth identified in the Medium Term Policy Framework (MTPF) 2011-2014. In light of this, the EDB sought to engage both the Minister of Planning and Sustainable Development and the Minister of Energy in order to advance this project. Both Ministers subsequently expressed their interest in implementing the initiative. Preparatory work and meetings were therefore held in order to commence Phase I of the project.

The Development of the Five Growth Poles

- North Coast Trinidad
- North East Tobago
- The 4C's and Cluster Mapping
- South-West Peninsula
- East Port of Spain

COUNCIL FOR COMPETITIVENESS 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.

Major Achievements

i) idea 2 innovation (i2i) 2014

The 2014 Programme was launched on the 1st May, 2014 and subsequently the submissions period ran for a period of 7 weeks, closing off on 13th June, 2014. During the submissions period a total of 493 applications were received, the most applications received compared to previous years.

The administrative process had some improvements with the introduction of an online judging system, “You Noodle”. All applications were encouraged to apply online where evaluators had each submission available to them immediately upon submission. Additionally, with “You Noodle” the mass use of paper and stationery had been tremendously reduced. The online based system allowed for analytical findings to be done during and after each system

as well as the ability to have complete anonymity during the evaluation stage.

A Communications Strategy for the 2014 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 followed by television interviews, newspaper advertorials and additional promotion via Facebook and Twitter profiles that resulted in a 4.9 increase in the number of submissions from 470 (2013 competition) to 493 (2014 competition).

Out of the submissions received, 42 projects were awarded in various categories. The evaluation Panel awarded a total of \$3,750,000.00 in grant funding to go towards bringing each idea to the proof of concept stage.

The i2i Programme’s mandate does not only provide financial assistance but also technical support and project monitoring for each awardee at post award and programme phase of i2i 2014. As such partnership between the Caribbean Industrial Research Institution (CARIRI) was maintained. The Programme aspect of i2i 2014 begins shortly after the Kick Off Workshop which is scheduled for Fiscal 2015.

ii) Global Competitiveness Ranking

CCI developed a strategy for increasing participation in the Executive Opinion Survey administered by 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.

Trinidad and Tobago improved by 3 places from 92nd to 89th in the 2014-2015 GCI ranking.

iii) National Innovation Policy

Two Compete Caribbean-funded studies – Qualitative Assessment of the National Innovation Ecosystem and a National Innovation Survey commenced in 2014. These studies were intended to provide the data necessary to inform the development of the National Innovation Policy.

iv) Entrepreneurship Ecosystem Mapping Project

The T&T Entrepreneurship Ecosystem Directory was completed in September 2014. This is an online tool that categorises all the known organisations, initiatives, events and programmes that exist in Trinidad and Tobago to support or enable entrepreneurship, and is available online via the CCI website: <http://cci.planning.gov.tt>

v) Sponsorships

The CCI funded 8 innovative activities at a total amount of \$168,121. This funding supported individuals or organisations that were doing work that complemented or furthered CCI objectives, including:

- Kiran Akal's product launch of Chai Rum (Feb 2014)
- CARIRI's Exhibition of i2i 2012 awardees (Mar 2014)
- 3rd Startup Weekend (June 2014)
- Attendance at the INPEX International Trade Exhibition for two i2i 2012/2013 awardees, Jomo Wahtuse and Ancel Bhagwandeem

- Participation of one T&T student in the SPISE (Student Program for Innovation in Science and Engineering)
- AMMBCON/CIDA 2014 – a Business Symposium that Educates, Demonstrates and Motivates Artists
- Support for telemarketing services to encourage attendance at the VIII American Competitiveness Forum (ACF)

Challenges

The following challenges were specific to the Communications Unit:-

- Juggling of multiple projects within a short time frame with a view to delivering on results in time for the next Board meeting
- Inadequate resources and fairly inexperienced communications staff in a high demand work environment
- Public service procedures and processes which must be factored into the project plan in order to achieve the desired results since these can derail a project and the desired results are undermined
- Difficulty of guaranteeing delivery of results in the media. Some media houses often have priorities which are different from ours.

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. The operational weaknesses with CSO 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, but physical relocation did not take place.

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;
- Compiled data relating to manpower in the country;
- Monitored projects under the purview of the Ministry;
- Mentored students under the Vacation; Internship Programme;
- Successfully processed funding requests from Ministry's Units and Agencies;
- Conducted and reported on site visits to projects.

Challenges

- Inexperienced staff so some of the Division's objectives were not achieved;
- The Division continues to share the same equipment, space, which is cramped, and staff with the Technical Cooperation Unit (TCU) resulting at times in conflict;
- 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 non-reporting or sketchy information from most of the Divisions/Agencies about the 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 for interfacing with Governments, Regional and International Agencies on technical co-operation and for accessing and facilitating transfer of technology and expertise towards sustainable development.

Core Functions

- Coordinate with and provide assistance to Ministries and Agencies with 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 (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 that 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.

Achievements (Bi-Lateral Co-operation)

- **4th High Level Forum on Caribbean-Korea Partnership, Seoul, South Korea, October 20-24, 2014.**

The Embassy of the Republic of Korea extended an invitation to the Republic of Trinidad and Tobago to attend a High-Level Forum on Korea-Caribbean Partnership that was held in Seoul, Korea. The forum was held in three (3) sessions namely political/diplomatic, economic/trade and cultural affairs under the theme of “Promoting mutual cooperation for the common prosperity of Korea and the Caribbean”.

The expected benefits for the Republic of Trinidad and Tobago include strengthening the bilateral relationship between the Republic of Korea and

this country in the context of advancing the strategic developmental goals for the Republic of Trinidad and Tobago, as outlined in the Medium Term Policy Framework for 2011-2014, and the foreign policy objectives of the Republic of Trinidad and Tobago.

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 the United Nations Development Programme (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 (Multi-Lateral Co-operation)

- **United Nations- Participatory Slum Upgrading Programme (PSUP)**

The Participatory Slum Upgrading Programme (PSUP) is an initiative of the African, Caribbean and Pacific Secretariat (ACP), funded by the European Commission (EC) and implemented by the UN-Habitat. The PSUP targets Millennium Development Goal 7, Target 11: to improve the lives of 100 million slum dwellers by the year 2020, and is designed to address urban

development strategies including slum upgrading and prevention at local, national, regional and global levels.

Trinidad and Tobago embarked on and successfully completed Phase I of the PSUP in 2011, which involved the development of city profiles for Port of Spain, San Fernando and Scarborough and was invited to participate in Phase II of the PSUP. A draft MoU was prepared and submitted to the Office of the Attorney General for review.

- **United Nations Development Programme**

An invitation from the Minister of Social Development of Mexico, the United Nations Assistant Secretary General, the UNDP Regional Director for Latin America and the Caribbean was made to the Honourable Minister of Planning and

Sustainable Development to participate in the VII Ministerial Forum on Development in Latin America and the Caribbean to be held in Mexico City, Mexico from October 30 – 31, 2014.

- **Development of the (2013-2015) United Nations Development Assistance Framework (UNDAF)**

The TCU proposed the establishment of a Joint Development Assistance Programme/Facility (J-DAP/F) with the United Nations Country Team (UNCT) in Trinidad and Tobago. The goal of the project is to offer joint strategic and predictable support in the implementation of selected project components of the United

Nations Development Assistance Framework (UNDAF).

On December 20, 2013, the UNDAF covering the period 2013-2015 was signed between the Government of Trinidad and Tobago and the United Nations in Trinidad and Tobago. The UNDAF articulates a coherent and coordinated strategy for the delivery of UN assistance in line with Trinidad and Tobago's national development priorities as outlined in the Medium Term Policy Framework (MTPF) 2011-2014:

1. Poverty Reduction;
2. Health and Well Being;
3. Citizen Security and Gender Equality; and
4. Food Security and Environment.

- **UNICEF** - On January 14, 2014 three (3) documents were signed indicating Government's continued commitment to dealing with issues related to children.

These include:-

1. The programme of Cooperation between the Governments of the Eastern Caribbean and UNICEF – Multi – Country Programme Action Plan 2012 – 2016.
2. Trinidad and Tobago Strategic Actions for Children and Government of Trinidad and Tobago – UNICEF Work Plan 2013 – 2016.
3. Memorandum of Understanding between the Institute of International Relations, University of the West Indies (UWI) and UNICEF

- **National ICPD Beyond 2014 Consultation, Building a Roadmap for the Future: Making People Count**

The National ICPD Roadmap Consultation was held at the then Capital Plaza Hotel, February 19-20, 2014. This Consultation set the stage for our country's position in achieving development based on tailoring the ICPD goals to develop recommendations specific to T&T. The Consultation highlighted several key themes that set the foundation for building the Country Roadmap. The agenda involved identifying the key areas of focus pertinent to Trinidad and Tobago for development planning aligned to the ICPD Programme of Action. It is intended to use the outcome of this Consultation to inform the Population Situation Analysis towards the National Population Policy and Action Plan.

- **Population Situation Analysis, Tobago Consultation Meeting**

This meeting took place in Tobago on March 21, 2014. It was an attempt to engage Tobago Stakeholders in the population planning process, specifically in the development of the Population Situation Analysis document which will set the foundation for the National Population Policy.

Stakeholders were encouraged to identify issues specific to Tobago and assist in the sourcing of relevant documents to guide the PSA from a Tobago perspective.

- **Tobago Consultation on the Development of a National Population Policy**

In recognizing the importance of our sister isle, the first National Population Policy Consultation was held at Mount Irvine Hotel, Tobago, on May 23, 2014. This Consultation presented an opportunity to share with stakeholders the findings of the Population Situation Analysis specific to Tobago. The Consultation also gave the opportunity to learn more about the priorities, culture, approach to population growth and the critical population challenges experienced in Tobago, in order to better address these issues.

- **North Trinidad Consultation on the Development of a National Population Policy**

This Consultation was held at the Radisson Hotel on May 26, 2014. The findings of the Population Situation Analysis were explored on both Trinidad and Tobago. It was also an opportunity to engage with key stakeholders on specific population themes.

The population themes on which the stakeholders focused were:

- Spatial Development and Growth
- Fertility and Sexual and Reproductive Health
- International Migration
- Quality of Life and Health Care
- Social and Economically Vulnerable Populations.

The utilization of group work allowed persons to determine whether an implicit or explicit policy was suitable for the country, identify country progress, actors and strategies and gave them an opportunity to come up with recommendations.

- **South Trinidad Consultation on the Development of a National Population Policy**

The final Consultation on the National Population Policy was held at the Paria Suites Hotel on May 28, 2014 to engage with stakeholders in South Trinidad. This Consultation allowed stakeholders to voice challenges specific to persons living in South Trinidad including issues of family life and commuting. The key themes coming out of this Consultation were Spatial Development and Quality of Life and Health.

- **World Population Day - “Investing in Young People”**

The Ministry of Planning and Sustainable Development, Technical Cooperation Unit and the Ministry of Gender, Youth and Child Development in collaboration with the United Nations Population Fund (UNFPA) hosted a breakfast meeting to commemorate World Population Day held on July 11, 2014.

The 2014 theme focused on “Investing in Young People”. This event contributed to national efforts to advance youth development; draw attention to issues affecting youth and their wellbeing; and build consensus on actions to be taken to ensure that young people’s needs are

prominently positioned in the population policy and on the Post 2015 Development Agenda.

- **Completion of the Draft National Population Policy**

A first draft of the National Population Policy was presented on August 19, 2014 to the Population Steering Committee as well as the Minister of Planning and Sustainable Development for review, to finalize the Policy and onward submission to Cabinet for approval.

- **Post 2015 Development Agenda**

The Technical Cooperation Unit in Collaboration with the Tobago House of Assembly and the United Nations System hosted a Consultation on the Post 2015 Tobago Development Agenda on May 6th, 2014 in Tobago. The Consultation themed “The Tobago We want” aimed at engaging civil society in dialogue so that they can share their vision about the future and ensure that Tobago contributes to national debate in preparation for the Post 2015 Development Agenda/ UN World Conference on Small Island Developing States (SIDS).

The consultation ensured that Tobago contributed to an inclusive debate on a Post 2015 Development Agenda and national debate by providing an analytical base, inputs and ideas that:

- a) Contribute to the shared global vision on “The Tobago We Want”, with clear recommendations for government, civil

society and broad stakeholders in the context of SIDS;

- b) Amplify the voices of the poor and other marginalized groups in formal negotiation and processes; and
- c) Influence the intergovernmental processes so that they align with the aspirations of civil society for a Post – 2015 agenda.

A combined total of ten (10) thematic areas which stakeholders found key to the country's development prospects were addressed and include the following:

- Poverty Eradication and Gender Equality
 - Managed Migration
 - Climate Change – Alternative Energy, Disaster Risk Reduction, Waste Water Management and Waste Water Systems;
 - Food Security
 - Human Security – Citizen Security and Gender Based Violence;
 - Health and Wellbeing;
 - Youth & Ageing
 - Diversification Growth & Employment
 - Good Governance and Institutional Reform
 - Environment Preservation
- **Human Rights Workshop**

The Technical Cooperation Unit in collaboration with the United Nations hosted a workshop on Human Rights with Government Partners on June 13, 2014. The purpose of the workshop was to strengthen the knowledge on universal and regional human rights instruments, the Universal Periodic Review (UPR) and other universal and regional human rights mechanisms among key stakeholders.

Outcomes included: (i) the dissemination of the universal and regional human rights instruments among governmental officials and the UN, (ii) the clarification of the UPR process, (iii) the dissemination of the recommendations made to the country, (iv) provision of best ways to its effective implementation and; (v) agreement upon steps to collaborate with relevant ministries in the preparation of the Trinidad and Tobago Report to UPR and UN treaty bodies reporting.

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 (NAO). 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 a leadership role in the preparation of EDF projects 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 Union Delegation to Trinidad and Tobago for approvals. The unit also coordinates 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.

Additional functions of the Unit include:-

- Managing technical assistance contracts for the preparation of feasibility studies and project documents
- Programming the Grant resources made available by the European Commission (EC) to the GoRTT,
- Preparing the Country Support Strategy/National Indicative Programme and other requisite documentation
- Preparing Work Programmes for the implementation of activities

- Monitoring ongoing projects
- Effecting financial and administrative control of the projects and programmes funded under the EDFs
- Fulfilling the responsibilities of a national focal point on EDF matters, including matters relating to the CARIFORUM projects
- Enhancing the capacity of the implementing Ministries for preparing, implementing and monitoring EDF projects through training and seminars
- Reporting on EDF funded initiatives
- Facilitating evaluations and audits

Major Achievements

1. PROJECT PROCESSING TIME

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

2. MONITORING AND EVALUATION OF ONGOING PROGRAMMES

The Unit was successful in ensuring that the programmes had been able to meet the stated objectives and in keeping with the requisite procedures in the implementation of initiatives under 10th EDF, including the disbursement of funding in a timely manner and submission of requested Technical Assistance contracts.

3. DEVELOPMENT OF THE 11TH EDF MULTI-ANNUAL INDICATIVE PROGRAMME 2014-2020

The Multi-Annual Indicative Programme (MIP) 2014-2020 which focuses on Innovation and

provides support for the development of Civil Society was finalised with input from stakeholder's consultations on Innovation. These consultations assisted in identifying the areas of intervention as follows:

- Governance structures for innovation
- Stronger non-energy clusters
- Increased research activity
- Improved financing of research and innovation

The maximum allocation of €9.7 million for the 11th EDF Multiannual Indicative Programme (MIP) 2014-2020 was successfully negotiated with the EU. The MIP 2014-2020 was approved by both parties and the Financing Agreement was signed at the SIDS Conference in SAMOA.

4. AUDIT

An audit into the 10th EDF Technical Cooperation Facility was conducted. The results found minor queries which were all successfully addressed

5. REGIONAL INDICATIVE PROGRAMME

Discussions on the Regional Indicative Programme with CARIFORUM and EU has commenced with negotiations with these parties for Trinidad and Tobago's participation in the Multi-Country Programme of the 11th EDF Regional Programme.

Multi-Country Programme:

Trinidad and Tobago's Multi-Country Proposal – "Establishment of a Regional Private-Public Partnership Centre of Excellence will be incorporated into the overall Regional Indicative Programme under Focal Area 1 - Regional Economic Cooperation and Integration Support under the sub theme Private Sector Development, Investment Facilitation and External Trade Capacity.

Trinidad and Tobago will be participating in the following Multi-Country Programmes:

- a. Project to Strengthen Relations between CARIFORUM and Central America (Dominican Republic, Belize, Trinidad & Tobago)
- b. Coconut Industry Revitalization Project (Guyana, Trinidad and Tobago and Belize)

Key activities for 2014-2015

- Develop the Multi-Annual Indicative Programme which allows for the formulation of programme/project(s) for the 11th EDF in the focal area of innovation.
- Continue negotiations with CARIFORUM and the EU for Trinidad and Tobago's participation in the 11th EDF Regional Programme with a view to advance the country's trade and development interests.
- Held discussions/meetings with key stakeholders for the Accompanying Measures for Sugar Protocol Countries.
- Participate in training activities to enhance the technical capacity of the Unit, including Training in EU Financial and Contractual Procedures, Cabinet note Writing and Financial Management System of Public Service.

Challenges

Inadequate number of staff in the Unit remains a critical issue. The positions of Assistant Programme Co-ordinator and Programme Officer are currently filled. However, all other positions are vacant. The work of the Unit is supported temporarily by two (2) Associate Professionals assigned to the EDF Unit.

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

The Turtle Village Trust (TVT):

Specific management plans for economically and ecologically important species, with particular reference to endangered species of migratory sea turtles were developed and executed.

Several initiatives include:-

- TVT collaborated with the Ministry of the Environment and Water Resources at the Valencia Visitor Centre to officially open the 2014 Turtle Season. The Environmental Management Authority (EMA) designated the following sea turtles as Environmentally Sensitive Species: *Chelonia mydas* (Green Turtle), *Eretmochelys imbricata* (Hawksbill turtle), *Dermochelys coriacea* (Leatherback turtle), *Caretta caretta* (Loggerhead Turtle) and *Lepidochelys olivacea* (Olive Ridley).
- TVT received its “Sea Turtle Van” graphed with images of nesting and hatching sea turtles and its Logo. Its primary use would be to transport persons to various events that the organisation would be involved in and also to promote TVT by having a conspicuous presence on the road.
- A nationwide “National Sea Turtle Census” was conducted across forty two (42) beaches in Trinidad & Tobago where nesting is monitored nightly during the peak of the nesting season.
- A total of one hundred and forty eight (148) community members from Trinidad and eighty five (85) in Tobago were trained and certified in Sea Turtle Biology and Tagger training. The purpose of the training was to certify CBO participants in the art of data collection and public awareness.

- Trinidad & Tobago Hospitality & Tourism Institute and Tobago Hospitality & Tourism Institute hosted a 6-8 weeks tour guide training course (12 March to 1 May 2014) for twelve persons from community groups in Trinidad & Tobago.
- Collaborated with various communities and conducted beach clean-ups.
- Corporate Sponsor Atlantic LNG has developed a media campaign geared at promoting the values of conservation and awareness of our natural environment.
- Turtle Village Trust was honoured with a Green Leaf Award at the EMA World Environment Day Celebration on 5th June, 2014. This Award recognises the significant and positive contributions to the environment and success in highlighting substantial environmental issues to the wider public, community.

Institute of Marine Affairs:

- Five (5) hatchery nests relocated to hatcheries with temperature loggers and incubated for seventy (70) days had a successful hatching rate.
- Natural nests were located, GPS coordinates taken, and temperature loggers were used to log temperatures throughout the incubatory period.
- The first Lionfish Derby was held in Tobago on September 27th & 28th where a combined 49 divers and free divers participated in the competition. A total of 295 lionfish were removed from the waters from Castara to Charlotteville. The largest fish caught was 38.3 cm. The purpose of the project was to minimize the impact of the

lionfish invasion in Trinidad & Tobago through an effective public outreach campaign and monitoring and culling program with its objective to:

- Increase public awareness of possible lionfish impacts in Trinidad and Tobago
 - Increase the removal of the lionfish to reduce local populations
 - Involve a wide cross section of stakeholders in lionfish management.
 - Link lionfish research to management strategies
- On September 29th the first three day "Train the Trainer" Workshop on the Control and Management of Lionfish was held in Tobago. 8 persons were certified as official trainers

St. Andrews Golf Club:

L&S Surveying conducted a survey and produced a report to form the basis of collaboration with the Drainage Division to design engineering solutions to the flood mitigation and erosion alleviation of a portion of the Maraval River falling into the boundaries of the St. Andrews Golf Club. The survey was completed and the final report submitted

The University of the West Indies:

- An inventory of plants and mammals within the Aripo Savannas environmentally sensitive area was taken to implement in situ and ex situ conservation strategies for rare or endangered species
- All field work data was completed

- Field work for the matrix modelling aspect of work is completed and data analysis to commence
- Additional field work has begun to investigate predation of Moriche
- The plants at Savanna 5, 7 and 8 continue to be monitored for breeding, survival and vegetative state
- Lepidoptera (butterflies and moths) and Odonata (dragonflies and damselflies) continue to be identified in the ASES. Approximately thirty five (35) have been recorded to date
- 20 cameras were deployed to record a wide diversity of small mammals including deer, agouti, armadillo, anteater and ocelot. Many pouching activities have also been observed
- the first Knowledge, Attitudes, Practices and KAPB survey was completed and the data analyzed
- Two (2) trap lines were set one (1) each in Cumuto and Valencia where the most productive areas have been identified as having the most abundant species.
- **Environmental Management Authority:**
- Three collection sites were established across Trinidad at Forres Park, Guanapo and National Agricultural Marketing Development
- Company (NAMDEVCO P.O.S), as the National Cleanup of Beverage Containers, aimed at removal of all waste beverage containers over an eight (8) month period to proceed the enactment of the Beverage Containers Bill 2012.
- Sorting and bailing operations commenced at NAMDEVCO on 25th August, 2014. In the month of September, SWMCOL hosted a media briefing at NAMDEVCO's compound where the beverage containers are processed. In attendance was the

Minister of the Environment and Water Resources and other Senior officials and stakeholders.

- IMA completed all training with SWMCOL data collectors and labourers, both in Trinidad and Tobago on data collection and sorting methods and began its data collation in preparation for data analysis.
- CEPEP successfully deployed all seventy-one (71) contractors across Trinidad to collect beverage containers from the environment. Collection is due to be completed by 31st December 2014.

Challenges

Establishment of GFEU Tobago office

- This office is not yet operational mainly due to a legal claim filed by the Tobago House of Assembly against the Attorney General. The three (3) year lease expires November 30th, 2014 and the Ministry will not be renewing the lease.
- Insufficient staffing at both the Executive and Junior level.

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.

Finance and Accounts:

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

Registry:

Manage the daily maintenance, receipt and dispatch of all correspondence, establishment and maintenance of General Administration files, filing and retrieval of documents;

Records Management:

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

General Administration:

- a) Arrangement for 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
- e) Responding to requests under the Freedom of Information Act. (FOIA).

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. Attendance of officer of the Unit at the following training programmes in 2013:
 - a) Managing Electronic Records in Records Management Systems
 - b) Registry procedure including the role and function of the Registry.
 - c) Records Retention and Disposition
 - d) Cabinet Note writing workshop
 - e) Retirement workshop
 - f) Leadership Intervention workshop

Challenges

1. Impromptu travel arrangement for officers of the Ministry
2. Inadequate storage facilities and space for filing
3. Retaining adequately trained staff
4. Operating from multiple locations with storage of computer equipment also posed a challenge
5. Retaining trained staff.
6. Receiving timely responses from Divisions/Units on request under the Freedom of Information Act.(FOIA)

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.
2. 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.

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

Roles 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 Division matters

Major Achievements

Legislation

- Procurement and Disposal of Property Bill 2014
- Urban and Regional Planning Bill 2014
- Planning and Facilitation of Development Bill 2014

Freedom of Information Requests

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

Reviewing of IDB Technical Cooperation and Loan Agreements

- Inter-American Development Bank – Non-Reimbursable Loan Agreements.
- Amendatory Contract – Citizen Security Program.
- Non-Reimbursable Investment Financing Agreement of Global Environment Facility Trust Fund.
- Non-Reimbursable Technical Cooperation – Preparation for the Rehabilitation of Sewage Infrastructure in Trinidad and Tobago.

- Loan Contract - Flooding Alleviation and Drainage Program for the City of Port of Spain.
- Letter of Agreement - PROPEF – Grant to support the Proposed Health Services Support Program.
- Global Services Promotion Program.
- Registrar General – Strengthened Information Management at the Registrar General’s Department.
- Non-Reimbursable Technical Cooperation - Feasibility Studies for a risk resilient coastal zone management program.
- Non-Reimbursable Technical Cooperation - Support to the design and implementation of a Trinidad and Tobago’s Women’s City Centre.
- Non-Reimbursable Technical Cooperation - Preparation for the Flood Alleviation and Drainage Program for the city of Port-of-Spain.

Memoranda of Understanding (MOU)

- MOU was prepared for the Ministry of Food Production to conduct Geophysical and Geotechnical Surveys for the Ministry to support ‘Project Five Zero’ through the upgrading and enhancement of five depressed fishing facilities along the North Coast of Trinidad.
- MOU between the Ministry of Planning and Sustainable Development and the Community Improvement Services Limited (CISL) - the 4 c’s Growth Pole.
- MOU between – Ministry of Planning and Sustainable Development and UDeCOTT – Mobilization.
- MOU between the Ministry of Planning and Sustainable Development and UDeCOTT – Invaders Bay Mariners.

Memoranda of Agreement (MOA)

- MOA between the Ministry of Planning and Sustainable Development and the University of the West Indies through its Seismic Research Centre for seismic microzonation study of defined areas of Trinidad and Tobago.

Contracts

- Prepared agreements between the Ministry and staff for the supply and use of cellular phones, laptops, galaxy tablets, iPads and wireless devices
- Prepared short term agreements for the provision of services on behalf of the Ministry
- Prepared service agreements for the American Competitiveness Forum [ACF]
- “Project Five Zero” between the Ministry of Planning and Sustainable Development and CSCL (2 – geographical surveys; 2 hydrographic and topographic surveys).
- “Project Five Zero” between the Ministry of Planning and Sustainable Development and Carl Company Limited (refurbishment of the Engine Locker Room at the Matelot Fishing Facility)
- Prepared contracts for employment of officers for a term of three (3) years.
- 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.

- GOING FOR GOLD Limited (Amended) – 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.
- Caribbean Industrial Research Institute (CARIRI) – ‘Idea 2 Innovation’ 2013 Programme
- Ross Advertising – Conceptualization of Logo for the Americas Competitiveness Forum VIII hosted by the Government of the Republic of Trinidad and Tobago.
- Abovegroup – service contract to develop and manage the ACF brand, to increase awareness and support the forum in Trinidad and Tobago, Latin America and Caribbean.
- Pepper Advertising Limited – service contract to engage the media through the dissemination of information and developing an integrated marketing and communication plan.

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 four to five (4-5) judicial review matters before the High Court, in collaboration with the Attorney General’s Office and Senior Counsel
- Attended Magistrates’ Courts as Prosecuting and Instructing Attorneys on over thirty (30) on-going Town and Country Planning matters

Research and Opinions

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

Challenges

Filling of vacant post of Legal Officer (in the capacity of Legal Officer II) and extending the life of that post to full 3 years.

HUMAN RESOURCE MANAGEMENT

Mandate and Core Functions

The Human Resource Management Division provides effective Human Resources Services to all staff with transparency and equity and facilitates 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

- During the fiscal, one hundred and ninety (190) Performance Appraisal Reports were prepared and dispatched throughout the Ministry for completion
- Two hundred and nine (209) awards of increments were approved and twelve (12) confirmations were processed.
- Training was conducted internally by consultants who were invited to administer training in accordance with the needs of the Ministry
- Ministry of Public Administration also conducted a series of training for all levels of staff. Emphasis was placed on intense training in Financial Management System of the Public Service for the Staff in the Accounting Unit.
- External training was also conducted by consultants and other agencies.

Challenges

- Inadequate funds for training Ministry's staff
- Senior staff members faced difficulties participating in the trainings sessions due to work commitments
- Due to the realignment with the Ministry of Housing and the Environment in 2007 to 2010 retrieving a number of records continue to delay the processing of Pension and Leave records for several officers. Additionally, the

- Human Resource Management Division's (HRMD) work performance continued to be negatively impacted as a result of the realignments.
- Insufficient experienced and technical staff for example the Registry system requires an additional Records Manager to treat with the challenges of accurate record keeping after 2010 realignment.
- High rate of staff turn-over resulting in a lack of continuity which impacts negatively on the productivity of HRMD
- The building which houses the HRMD, Finance and Accounts Branch and Internal Audit has a number of problems that impact on productivity as well as being in contravention with OSHA. For example the staircase leading to and from the Human Resource Management Division. The location is also a "high risk area" and is a challenge at the Division, with staff who are required to work beyond normal working hours in order to meet deadlines.
- The Ministry is still awaiting outstanding acting approvals from the Service Commissions Department for persons performing in the positions of Director. These approvals are outstanding for the period 2010 to 2013. This also impacts on the consequential acting arrangements, which causes financial distress and demotivates the affected officers.

INFORMATION & COMMUNICATION TECHNOLOGIES (ICT) DIVISION

Mandate

Information and Communication Technology (ICT) is widely regarded as an enabler of socio-economic development and innovation. The IT Services Division plays a significant role in the provision of IT services to facilitate the capture, processing and dissemination of data to the entire Ministry and stakeholders. This Division provides Information and Communication Technology-focused services that are intended to improve operational effectiveness and enhance the Ministry's working environment.

Core Functions

In 2014 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.
- Building Human Capacity

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 IT Services Division strives to provide reliability, efficiency and availability of performance-enhancing technologies and the most useful solutions available today. The major achievements during 2014 were:

- Automation of File Registry System from existing manual File registry system.
- Automation of File Movement Application to include Ministry's file tracking system. Also request, search and view file history and generation of status reports on files.
- Enhancement of the IT Inventory System utilized by the Ministry to manage and locate all Information Technology (IT) Equipment. The system provides detailed information about all IT equipment and the user to whom it is assigned, therefore ensuring all equipment can be tracked and accounted for at all times. Enhancements to systems done.
- IPMIS Project (PPRD, NTU and SEPP Cognos Project) - The purpose of the IPMIS system is to provide improved access to information, hence fostering more informed decision-making. This application would be able to track and monitor Public Sector Investment Programme (PSIP) projects and as well as achievement of national development goals. A major objective of the project is to streamline the analysis and reporting process by leveraging the reporting and analytic capabilities of Cognos Express (CX). Analysis includes aggregation of all allocated funds for

all ministries, as well as projected future funding.

- TCPD East Regional Office Log Application - Database for the TCPD Development Control Unit to log applications and generate Reports.
- HR Training Records Applications – This application would allow the Human Resources Department to better manage the training programs for employees and track training employees attended and related information.
- Advisory Town Planning Panel (ATPP) Appeals Management Information System – This system is a central repository that records data of appellant and correspondence.
- Town and Country Planning Division (TCPD) Complaints Database – An upgrade to the MS Access database that contains complaints from applicants lodged at the north TCPD Office.
- Ministry Shared Document and Forms Library - This is a shared repository where you can create, collect, and update files. These documents will be stored in the library on a website that can easily be accessed using a web browser, provided they have the permissions to do so.
- Upgrade of desktops, laptops and tablets - Upgrade of obsolete and malfunctioning computers and laptops.
- Ministry's Hotspot - Provide secure managed wireless connectivity throughout the Ministry to members of the public such as consultants and access to internal staff who have laptops, Ipads, tablets etc.

- E-Waste – Record and discard old and obsolete equipment for Board of Survey
- Network maintenance – Monitor network and add new network drops to facilitate connectivity as necessary
- VPN Solution – Facilitated access of Ministry's resources externally via a stable internet resource to certain members of staff
- Analysis and design of new CSO and TCPD Websites
- Support to Planning Website
- Creation of IT Policies
- Continue Helpdesk, networking, applications and systems support

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 consisted of all functions undertaken by the Ministry in accordance with the Estimates of Expenditure for 2013/2014.

Achievements

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

Audit queries were issued where deemed necessary

- Annual Work Programme was prepared, approved by the Permanent Secretary and submitted to the Auditor General as mandated.

ACCOUNTS 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

- Collates the annual budgetary estimates for the PL&SD.
- 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 and monthly financial statements for submission to Budget Division and the Controller of Accounts
- Maintenance of proper records of all payments

Major Achievements

Significant training for middle management staff was effected through the Ministry of Public Administration.

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 correspondents must be returned for appropriate adjustments and corrections before they can be processed.
- The Department Heads do not ensure that funds are available in the Department to meet a payment prior to 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 timely manner which retards the payment process.
- In general the Account Staff is not provided with necessary stationery and tools to effectively perform their duties. Some members of staff have resorted to purchasing their own supplies in order to carry out their daily functions.

CORPORATE COMMUNICATIONS DIVISION

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 Development with meaningful impact.

Achievements

Provided logistical support, media support, and social media coverage for the following Divisions and programme/projects:

- The Unit ensured that the Ministry featured highly in the print press with appearances on talk television and radio programmes as well.

- Media analysis during the period shows the Ministry received 77 percent positive media reporting, 9 percent negative media reporting and 14 percent neutral media reporting. The majority of the analyses were taken from newspaper reports. (*Key performers of at least one media release per week was achieved very well throughout this time frame, and the reputation of the Ministry was managed with a 77 percent positive news paper publication rating*).

Media Analysis of the Ministry of Planning and Development 2013-2014



- The Unit also engaged staff via the Planning Newsletter which provided monthly highlights of the Ministry's achievements.





Some other topics in which the Corporate Communications Division worked to place in the media included the following:

- The Planning and Facilitation of Development Bill (TCPD).



- Controversial matters related to the CSO, including the relocation from their original building due to health and safety concerns. This was managed by engaging the Ministry's Executives in one on one media interviews; carefully planned media releases; and the use

of social media to keep the public informed of developments.



- The Ministry's work with the IDB and other International Agencies was covered in the media with the Unit disseminating media releases on achievements and projects.

The Unit applied our expertise to collaborate with the various Divisions to plan and roll out and manage events. In many cases, event managers were not hired as the Unit exercised its capacity to ensure that the events ran smoothly.

One such event was a cheque distribution ceremony for former Caroni Cane Farmers which was held with the European Development Fund (EDF) Unit in Princes Town. The Prime Minister of the day was also a part of this ceremony. This was also widely covered in the media.

- The launch of the Caribbean Climate Innovation Centre (CCIC) at CARIRI's Centre for

Enterprise Development in Freeport was a regional collaboration among the Ministry.

- The Caribbean Industrial Research Institute and the Government of Jamaica. The Minister of Science, Technology, Energy and Mining of Jamaica was on hand for this launch and the Unit supported by providing media management, social media coverage and protocol support for this event.



Challenges

Although the experience of the team as a whole grew, there were still some areas such as media release writing that needed some work.

There was not much technical experience regarding content creation through graphic design and video production and editing within the team, but some of the members began to utilize online resources to become self-taught.

- During this period, there was a 20 percent increase in social media participation on Facebook, the Unit's followers crossed 2000. The website was also enhanced with the Information Technology Unit's support. This also received positive reviews from Price Waterhouse and Coopers representatives who used the site to conduct research on the work of the Ministry.

FINANCIAL OPERATIONS

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.

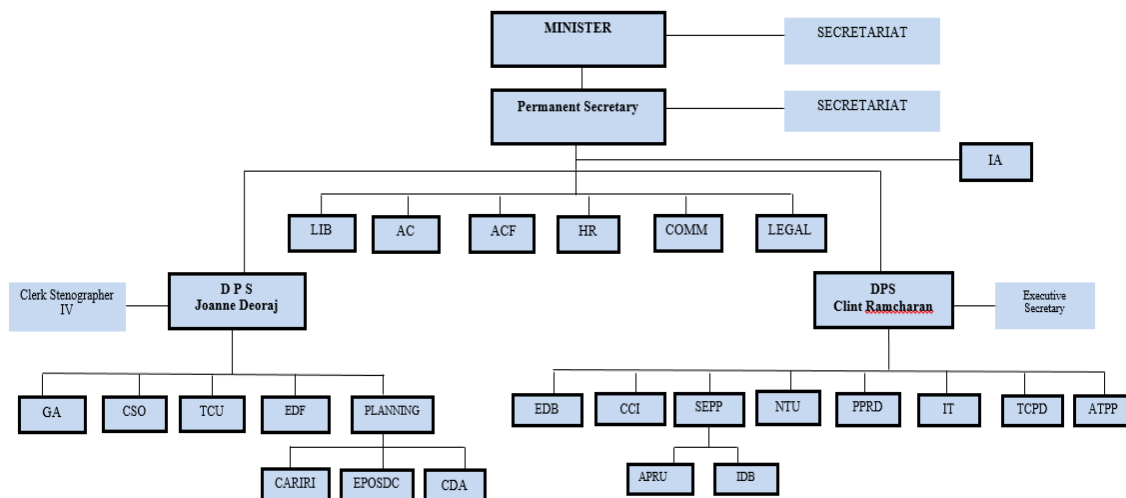
Expenditure versus Budget

For the fiscal year 2013/2014, actual expenditure of the Ministry of Planning and Sustainable Development was Three Hundred and One Million, Six Hundred Thousand, Seven Hundred and Forty Nine Dollars and Eighty Five Cents (\$301,600,749.85) from a budgetary allocation of Three Hundred and Fifty-Eight Million, Forty One Thousand Dollars (\$358,041,000.00).

SUMMARY OF EXPENDITURE							
SUB-HEADS		ESTIMATES FINANCIAL YEAR 2014		ACTUAL EXPENDITURE FINANCIAL YEAR 2014	VARIANCE LESS THAN ESTIMATES MORE THAN ESTIMATES		
		\$	c	\$	c	\$	c
01	PERSONNEL EXPENDITURE	(192,450.00)	48143,650.00	46498,927.27	1644,722.73		0.00
02	GOODS AND SERVICES	368,930.00	58112,442.00	53533,791.04	4578,650.96		0.00
03	MINOR EQUIPMENT PURCHASES	(176,480.00)	1136,708.00	771,167.42	365,540.58		0.00
04	CURRENT TRANSFERS AND SUBSIDIES		52438,200.00	52152,828.42	285,371.58		0.00
06	CURRENT TRANSFERS TO STATUTORY BOARDS AND SIMILAR BODIES		10000,000.00	0.00	10000,000.00		0.00
09	DEVELOPMENT PROGRAMME	53000,000.00	188210,000.00	148644,035.70	44884,060.87		0.00
T O T A L			358041,000.00	301600,749.85	61758,346.72		0.00

MP&SD ORGANISATIONAL STRUCTURE

ORGANISATIONAL STRUCTURE OF THE MINISTRY OF PLANNING AND SUSTAINABLE DEVELOPMENT



TCU	Technical Corporation Unit	HR	Human Resource Unit	CARIRI	Caribbean Industrial Research Institute
COMM	Communication	LEGAL	Legal Services Unit	CCI	Council for Competitiveness and Innovation
EDF	European Development Fund Unit	LIB	Library Services Unit	CDA	Chaguaramas Development Authority
GA	General Administration	NTU	National Transformation Unit	EDB	Economic Development Board
AC	Accounts	IT	Information Technology Unit	ACF	American Competitiveness Forum
SEPP	Socio-Economic Policy Planning Division	ATPP	Advisory Town Planning Panel	APRU	Applied Research Unit
CSO	Central Statistical Office	IA	Internal Audit	IDB	Inter-American Development Bank
PPRD	Project Planning & Reconstruction Division	TCPD	Town and Country Planning Division	PLANNING	Planning
EPOS	East Port of Spain Development Company Limited				

