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DRAFT NATIONAL STRATEGIC PLAN

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The world is changing at an increasing rate, significantly altering the global economic, social and political landscape. China and India, which together account for some 40% of the world's population, are emerging as global economic powers with significant influence on world trade and investments. Countries previously separated from Europe by the Iron Curtain are being welcomed into the European Community. New challenges are being presented by demographic trends such as the increase in life expectancy and urbanisation. More and more countries, including developed ones, are liberalising trade and lowering tariffs. The transmission of data and the management of global enterprises have been greatly enhanced by Information and Communications Technology (ICT) which have made vast distances a negligible factor in business decisions. These are but a few of the contributors to the global transformation which continues unabated.

Many of these fundamental developments have been driven by the increase in the scale and scope of information flows, which in turn have been underpinned by unprecedented innovations in technology. In a world of ever more connected markets and cultural intersections, globalisation and its attendant changes are casting up opportunities for new development initiatives as never before. We now have the unique opportunity to harness the creative energies of our people to find optimal positions in the evolving scenarios.

Although substantial progress has been made, paradoxes remain. The World Bank estimates that there are in excess of two billion people living on less than two dollars (US) per day. More than one billion people live on less than one dollar (US) per day. Rapid improvements in standards of living are still not reaching enough people in the world, and the United Nations estimates a disproportionate share of the world's wealth continues to be concentrated in the hands of relatively few. Here at home, the situation is no less grim.

Against this background, the **Multi-Sectoral Group (MSG)** (also called the Vision 2020 Planning Committee) was asked by the Government of the Republic of T&T to lead the process of planning to develop a national strategy that would guide this

country to becoming a developed nation by the year 2020. This 15-year Vision 2020 Draft National Strategic Plan is our response to this mandate.

The Multi-Sectoral Group set itself the demanding task to chart a national strategic direction on 28 sectoral fronts through a broad and inclusive process. Despite the scale and scope of the task, an ambitious time limit was set and the Draft Plan has been completed in less than three years. Fulfilling our mandate took significant effort, particularly given the participatory process we sought to drive. As is to be expected in such a voluntary undertaking, the process was not without its challenges. To those who stayed the course and helped to complete this ambitious effort, I am particularly grateful. They have driven a unique process characterised by hope, a love for our country, and the recognition that we have the will, the means, and the opportunity to build a developed Trinidad and Tobago.

Becoming a developed nation is the overarching ambition of the Vision 2020 Draft National Strategic Plan. Our Draft Plan offers a diagnosis and recommendations on what needs to be done, when, and by whom. We felt that the Draft Plan should go beyond the traditional strategic expression and consider implementation issues and the demonstration of relevant effort. The Draft Plan is, therefore, structured on two parts and three levels. Part I is a high-level expression of our aspirations to build a developed nation together, calling us to action and pointing the way ahead. Part II translates these aspirations into a definitive framework for action. It is supported by the **28 Sub-Committee Reports (also called Sector Strategic Plans)**, which constitute a set of Appendices to the Draft Plan. There is, therefore, a strong organic relationship between and across the levels, as we transformed sector imperatives into national initiatives.

Throughout all three levels of the Vision 2020 Draft National Strategic Plan, we have sought to emphasise the extent of commitment required and the important roles that individuals, civil society, the private sector (local and foreign), and government have in the process of moving Trinidad and Tobago forward. Vision 2020 must not be about government action

alone – all stakeholders have an interest and a responsibility to play their roles.

Implementation of this Vision 2020 Draft National Strategic Plan is a mammoth task. As is typical in developing environments of this kind, many may be sceptical about its prospects for success. However, the process by which this Draft Plan, as well as its implementation and monitoring mechanisms were generated, was uniquely designed to mitigate such risk.

Over 600 respected subject-area thinkers were involved in formulating the twenty-eight Sub-Committee reports. We believe that their leadership, coupled with the extensive levels of public and private consultations undertaken, have made possible the development of truly representative Sector Strategic Plans. On the implementation side, a unique model for separately executing and monitoring the Plan has been designed. The Office of the Prime Minister has been earmarked as the linchpin of the system due to the scale, scope and criticality of the undertaking.

Vision 2020 is a process, not a product; a journey, not a destination. We believe that the strategies and continuous planning structure put forward in these

pages not only outline a way forward, but also give Trinidad and Tobago the means to make course corrections as the landscape changes, as it invariably will. In this way, Vision 2020 will always remain fresh and relevant.

We know that everything cannot be achieved in a day. Nor can this planning effort alone be a panacea for all ills in the society. The effort will take time to bear fruit but it is worth it since the benefits are bountiful and enduring.

The new technologies of today provide us with a singular set of opportunities for development. The experiences of other nations teach us lessons that are important in helping us to define the future. The future, however, cannot be a linear extrapolation of the past. We must have the courage to dream and to support breakthrough thinking and action if we are to realise our vision for Trinidad and Tobago. We can make it if we try, and we owe it both to ourselves and our children. Ensuring a bright future for Trinidad and Tobago is a responsibility we all share.

*“...Cause the journey now start
The journey it now start
Do not give up, don’t ever...”*

THE JOURNEY

***Composed and Performed By:
Christopher “Tambu” Herbert***

Arthur Lok Jack

**For, and on behalf of, the Vision 2020
Multi-Sectoral Group**

The process relating to the development of the Vision 2020 Draft National Strategic Plan was broad-spectrum, multi-pronged and inclusive. It depended on the goodwill, commitment and patriotism of many people in our society for its formation. Individual members of 28 Sub-Committees played a pivotal role in the development of the Sector Strategic Plans. The

full listing of Sub-Committee membership is contained in each Draft Plan and we thank everyone for the generous donation of their time, effort and ideas. The quality of the people and process involved in the development of this Draft Plan suggests that the vision is an achievable one. Listed below is the leadership of each Sub-Committee.

Tertiary Education Dr. Bhoendradatt Tewarie – Chair	Law Administration and Legal Affairs Mr. Russell Martineau – Chair
Culture and Attitudes Ms. Marcia Riley – Chair Mr. Keith Byer – Vice Chair	Labour and Social Security Mr. David Abdulah – Chair Mr. Kyle Rudden – Vice Chair
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International Relations, Regional Cooperation and Trade Mr. Eustace Seignoret – Chair Mr. Dav-Erman Kowlessar – Vice Chair	Public Utilities Professor Winston Suite – Chair Harjinder Atwal – Vice-Chair
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Health Professor Norris Melville – Chair Dr. Joe Laquis – Vice Chair	Population Mr. Desmond Hunte – Chair Dr. Jacqueline Sharpe – Vice Chair
HIV/AIDS Dr. Anton Cumberbatch – Chair Ms. Maylene Leu Bent – Vice Chair	Poverty Alleviation and Social Services Dr. Ralph Henry – Chair Ms. Sandra Baptiste-Caruth – Vice Chair
Housing Mr. Anthony Fifi – Chair Dr. Asad Mohammed – Vice Chair	Science, Technology And Innovation Professor Clement Sankat – Chair Ms. Maureen Manchouck – Vice Chair
Energy Mr. Trevor Boopsingh – Chair	Administration of Justice Master Christie-Ann Morris Alleyne – Chair
Agriculture Dr. Ranjit Singh – Chair Dr. Kusha Harracksingh – Vice Chair	Infrastructure Mr. David O'Brien – Chair Mr. Ian Telfer – Vice Chair
Pre-primary, Primary and Secondary Education Dr. Carol Keller – Chair	Gender and Development Ms Denise Noel De Bique – Chair
Industry and Entrepreneurship Mr. Bernard Dulal-Whiteway – Chair Mr. Anthony Rahael – Vice Chair	Tourism Dr. Brian Harry Mr. William Aguiton
Youth, Sport and Recreation Mr. Douglas Camacho – Chair Mr. Deryck Murray – Vice Chair Mr. Ravi Lutchman – Vice-Chair	Skills Development and Training Mr. Keith Crichlow – Chair Mr. Cipriani Davis – Vice Chair

OTHER SUPPORTING PEOPLE AND ORGANISATIONS

We thank the Vision 2020 Secretariat and the Ministry of Planning and Development in particular for the coordination of this effort. The Multi-Sectoral Group wishes to single out Permanent Secretary Victoria Mendez-Charles and Beverly Khan, Senior Planning Officer, of the Ministry of Planning and Development for their sterling support of this initiative.

We also recognise the hard work of the UWI Institute Of Business, Kairi Consultants Ltd, Mas-Comm. Ltd, Inglefield, Ogilvy and Mather and the media - all of whom factored favourably in the heightened national involvement and awareness and have ensured that the Vision and its instruments were widely proclaimed.

Independent Reviewers

In an effort to ensure global benchmarking and the application of best practices in the strategic framework, a collaborative cross-referencing process was engaged. It was indeed inspiring to collaborate with specialists from virtually every corner of the globe, who engaged themselves willingly in this aspect of the exercise.

These experts have highly commended the initiative and the immense work being undertaken.

Public Officials

The Ministers of Government, Senior Parliamentarians, Permanent Secretaries, Mayors, Chairpersons of the Regional Corporations, Public Officers and associated agencies have all assisted in providing a wide range of relevant information, support and guidance throughout the process.

Calypsonians and Artistes

This phase along the development path acknowledges that an integral component of the drivers for success is our culture. Over the years our calypsonians and artistes have sought to share societal insights through their art-form. We therefore celebrate their contribution within this Draft National Strategic Plan that envisions “everybody as somebody” and “all o’ we as one family”.

The People of Trinidad & Tobago

In a synergistic display of resolve to effect the change that is being charted, the energy and enthusiasm captured at each of the public participatory fora indeed signalled our readiness as a people to be co-architects of the new landscape for T&T.



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HOW THIS PLAN WILL WORK

This is a strategic direction document. It provides an outline - a means of getting from here to there¹. Strategies manifest themselves as patterns of action within streams of behaviour² and are more formally expressed in terms of vision, mission, goals and objectives. Good strategic plans therefore set a course and highlight key milestones along the way.

Good strategic plans build strategic intent around strategic architecture, resources, competencies and capabilities³. While intervening conditions do sometimes impact the realisation of strategic intent⁴, planning which takes cognisance of such potential forces can mitigate the risk.

This is the role of operational plans, which are worked out once the direction is set. It is important to note that this Plan represents a collective stakeholder perspective of what needs to be done. This Draft National Plan can only present options, not make decisions on behalf of the electorate. It is also necessary in such a plan to leave considerable latitude for Ministry and Public Sector Department interpretation and implementation planning. The MSG cannot detail at the operational level how the country should move forward. Therefore this plan does not chart activities down to the last detail.

In the case of the Vision 2020 Draft National Strategic Plan, much work remains to be done once this strategic direction document enters the government realm. This includes making choices from amongst the options presented, detailing cost and operational planning and developing and forming structures for implementation and monitoring, as well as continuous planning.

¹ Slatter and Lovett, (1999) *Corporate Turnaround*.

² Mintzberg et al (1998) *Strategy Safari*.

³ Hamel and Prahalad (1996). *Competing for the Future*.

⁴ Mintzberg (1998). *Of strategies, Deliberate and Emergent*.

THE NATIONAL STRATEGIC PLAN

This Draft National Strategic Plan is built organically on 28 Sub-Committee Sector Strategic Plans. These Plans capture the views of Government Officials, Non-Governmental Organisations, Public and Private Enterprises, community and interest groups and the people - representing a wide cross section of the Trinidad and Tobago citizenry.

THE UNIQUE PLANNING PROCESS

Rationale

Trinidad and Tobago has historically relied on a single stream of income for the majority of its wealth, making it susceptible to industry and market volatility. For the last few decades, we have been largely dependent on energy and energy-related earnings to support our national spending and investment.

After 10 years of GDP decline in the 1980's, the country is once again on a healthy growth path, recording 11 successive years of economic expansion. Through our prudent investments in the emerging gas sector, Trinidad and Tobago has been able to enjoy a wave of prosperity arising out of energy sector earnings. We now have the financial means, therefore, through which we can support a developed-nation thrust.

The imperatives of globalisation have become much clearer in the last decade. We are now operating in a global economy, where the rise of economic powers like India and China can have a major effect on small open economies like ours.

With the changing geographic pattern of the energy market led by the doubling of Chinese oil demand over the last 10 years, China has now overtaken Japan as the world's second largest consumer of oil behind the United States. Chinese decisions on imports and trading links, for both oil and natural gas, will be a major influence on the world energy scene from now on. In the emerging scenario, Trinidad and Tobago must act quickly if it is to take advantage of the current economic upswing to build a sustainable future.

Our Vision 2020 ambitions are not unique. Long-term national development plans which aim for the year 2020 are also being implemented in Minnesota, New Mexico and Louisiana in the United States; Andhra Pradesh in India; as well as countries like Malaysia and Mauritius. Some countries are even more determined – Botswana 2016, Nigeria 2010 and Taiwan 2008 - all speak to the achievement of similar objectives with even more aggressive timelines. Indeed, many of the developing countries of the world have now embraced the goal of becoming developed nations in their own right.

Even as we observe this trend, it is clear that the desire to achieve developed nation status by 2020 will be a significant undertaking. Much more needs to be done to ensure that every citizen of Trinidad and Tobago is given the opportunity to participate fully and positively in the society and the economy. Levels of poverty are too high, and some sections of the population are excluded altogether from the best parts of the economic pie. We recognise that our people must have a better quality of life, where every creed and race can truly find an equal place through equal opportunity.

The confluence of globalisation imperatives, the efforts of other countries, our need for a better quality of life and the means to respond through increased energy earnings suggest we have a unique opportunity for development which will not readily come again. We now have the need, the desire, and the means to achieve our aspirations.

Distinctiveness of the Process

Vision 2020 forms the basis for a new approach to planning for the future of Trinidad and Tobago. It is an approach that is multi-sectoral in scope and involves the forging of deeper and more active partnerships throughout the society. In this effort, humanistic and cultural imperatives sit as equal partners with actions that aim for a more efficient physical infrastructure. Linkages are embraced and interactions managed for the development of all of Trinidad and Tobago, not just the respective parts.

Strategies fail when execution fails. The best-laid plans can be frustrated without appropriate management, performance measurement and continuous monitoring and goal setting. To ensure the continued relevance of Vision 2020, planning cycles are set at three years each, except for the immediate period in which much preparatory work must be done.

Inclusive Process

There are unique opportunities available when planning strategy at the national level as opposed to the corporate. Many national strategic planning efforts emphasise a top-down approach, where strategies are developed at a high Government level and cascaded downwards to the citizenry. Relatively few countries have used a bottom-up process.

After an exhaustive analysis of process options, a hybrid model was adopted. This relied heavily on an inclusive process which paid close attention to the voice of the society. This model emphasised a collaborative approach to developing the Vision 2020 Draft National Strategic Plan.

Adopting this approach meant soliciting the commitment and ownership of as many stakeholders as possible, thereby resulting in a content-rich plan developed for the people, by the people. It was recognised and accepted that this approach would be

much slower and fraught with risks, which could lead to an eventual derailment of the exercise. It was agreed, however, that the benefits far outweighed the risks.

Vision 2020 Planning Machinery

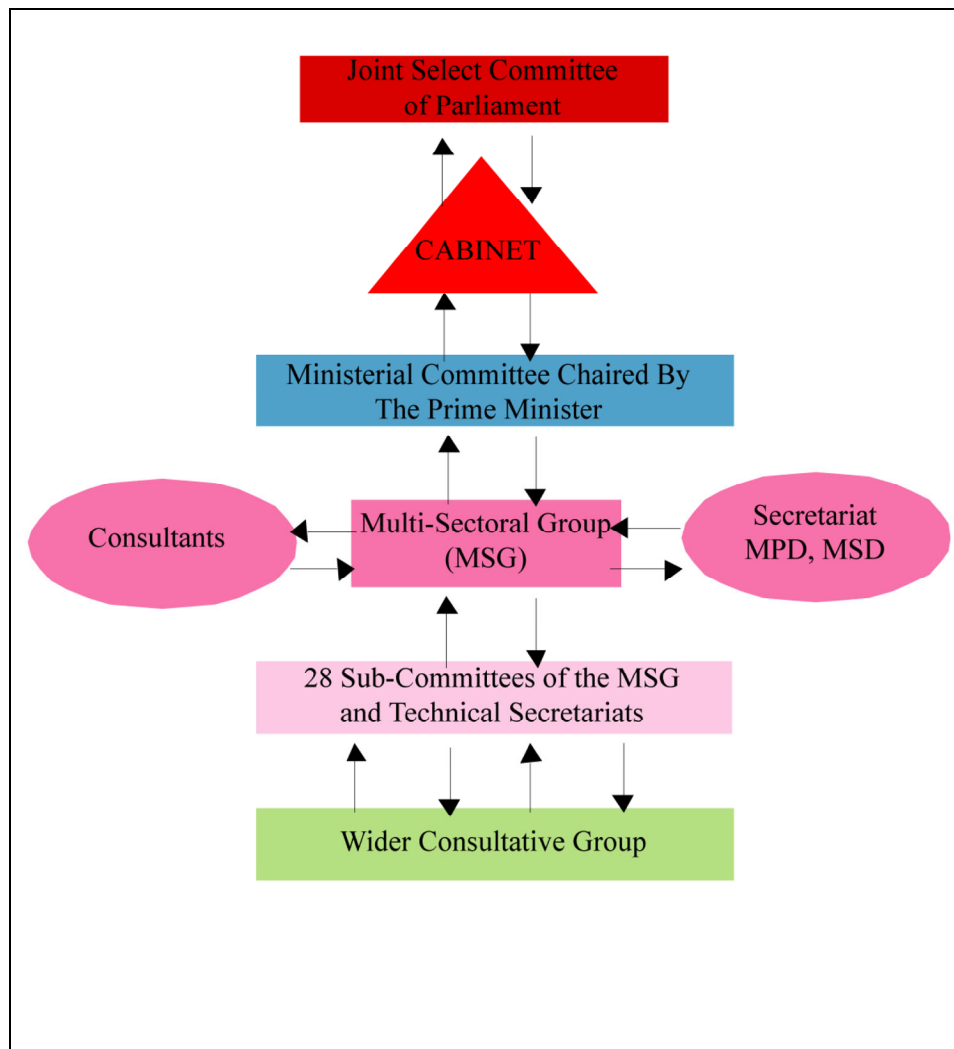


Diagram 0.1

Source: *Vision 2020 Secretariat, Ministry of Planning and Development*

In 2002, a 25 member Vision 2020 Planning Committee (also called the Multi-Sectoral Group or MSG) was established by the Cabinet of the Government of the Republic of Trinidad and Tobago. The MSG membership was drawn from diverse fields of endeavour in the voluntary undertaking to guide a planning process leading to the development of a Draft National Strategic Plan for our country. The primary objective of the effort was to achieve developed country status by the year 2020.

The MSG established 28 Sub-Committees to develop strategic plans in sectors/areas of national importance. There was extensive involvement of the citizenry through consultations⁵, focused discussions with special interest groups and television and radio programmes with call in segments. Individual Sub-Committees conducted public consultations throughout Trinidad and Tobago in an effort to incorporate ideas and feedback from citizens into their respective plans. In addition to these public consultations, Ministry reviews were conducted which captured the input of Ministers and other public officials. This input was then incorporated into the Sub-Committee Reports and action plans as appropriate. A Vision 2020 Website⁶ was also set up with a special feedback section so that interested parties in Trinidad and Tobago and abroad could share their thoughts. Regular media updates kept the public informed of the progress of the initiative.

Holistic Scale and Scope

The scope of Sub-Committee coverage extended far beyond the economy, embracing all aspects of a multicultural society. A cluster approach which catered for cross-cutting themes was therefore important.

The 28 Sub-Committees were clustered under six headings designed to facilitate easy management of the planning process:

- Business and Productive Sectors
- Human Resource Development
- Technology and Innovation
- Health and the Environment
- Public Institutions, Public Infrastructure and Housing
- Social Framework

Each Sub-Committee had an appointed chair and in several cases, vice chairs. Sub-Committees were mandated to produce comprehensive sector strategic plans for their focus areas. Membership in Sub-Committees was determined by the MSG, the Secretariat and the respective chairs.

Because of the broad and participatory nature of the undertaking, the total Sub-Committee effort involved more than 600 citizens. While the response was enthusiastic, due to the time and energy-intensive nature of the hybrid voluntary planning exercise, the risk of lower participation of Sub-Committee members did manifest over the two-year period. Fortunately, however, each Sub-Committee was endowed with a committed core that drove the process to the end, referring matters back to the MSG at critical junctures.

Non-partisan Facilitation

The process was fully supported and enabled by the Government, without attendant influence. This allowed for the development of a conceptually pure strategy outline. It also permitted a wider consensus-driven approach that transcended social and political divides.

Finishing the Homestretch

The Draft National Strategic Plan is structured in two parts and three levels (Diagram 2):

- Part 1
- Part 2
- Sub-Committee Reports (Sector Strategic Plans)

⁵ See Appendix 1 for a listing of all Consultations conducted to date.

⁶ www.vision2020.info.tt

Structure of the Vision 2020 Draft National Strategic Plan

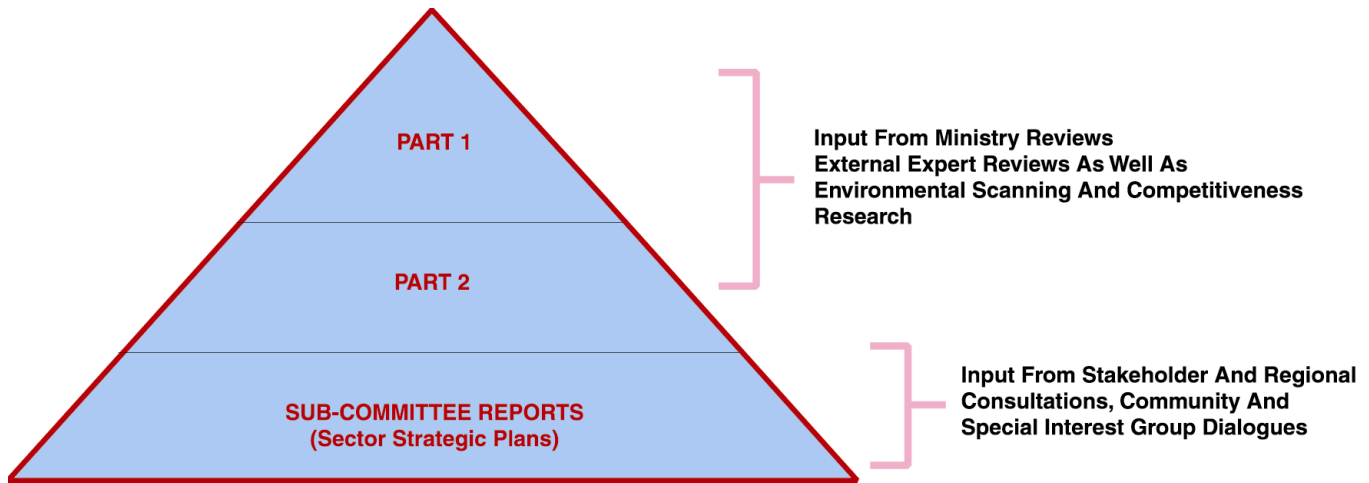


Diagram 0.2

As the process of formulating the Draft Plan neared completion, a local business school, the Institute of Business, was engaged to provide intellectual support to the Sub-Committees for the completion of their respective Sector Strategic Plans as necessary and for the integration of the Draft National Strategic Plan.

Parts I and II of this document synthesised and advanced the work of the 28 Sub-Committees. Input from leading thinkers in their respective fields was incorporated to ensure global relevance, protect against myopic thinking and to strengthen rigour.

Apart from conducting Ministry reviews, there was strong collaboration with international experts to ensure that the Draft National Strategic Plan incorporated a global perspective. Global trends impacting on the local environment were elaborated through expert input drawn from the United Nations Development Programme, IBM, Procter and Gamble, the Institute for Strategy and Competitiveness at the Harvard Business School, the Initiative for Competitive Inner Cities at Harvard, the International Finance Corporation, the Inter-American Development Bank and the World Bank, among others.

Scope and Nature of the Draft Plan

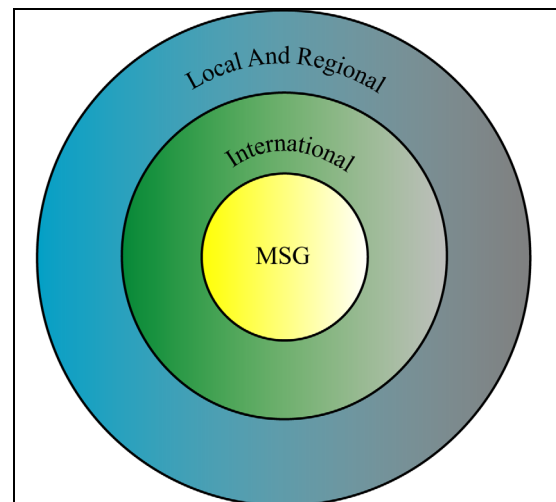


Diagram 0.3

Part I articulates our aspirations under the proposed key development priorities.

Part II was consolidated with the 28 Sub-Committee Sector Strategic Plans, the public consultations, and ministry and external expert reviews to create the Frameworks for Action (FFAs). These FFAs were then reviewed, modified, and signed off by the Sub-Committee Chairs (Diagram 0.4) to ensure that there was an alignment with the various perspectives sought.

The Final Phase of the Formulation of the Vision 2020 Draft National Strategic Plan⁷

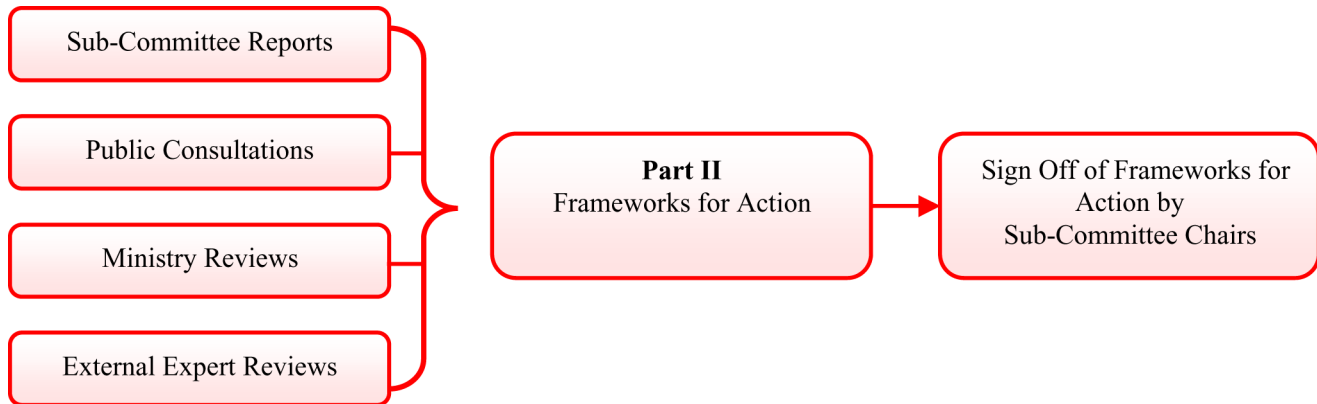


Diagram 0.4

This draft final plan incorporates feedback from members of the MSG. The current structure of the document is illustrated below.

The Final Structure of the Vision 2020 Draft National Strategic Plan

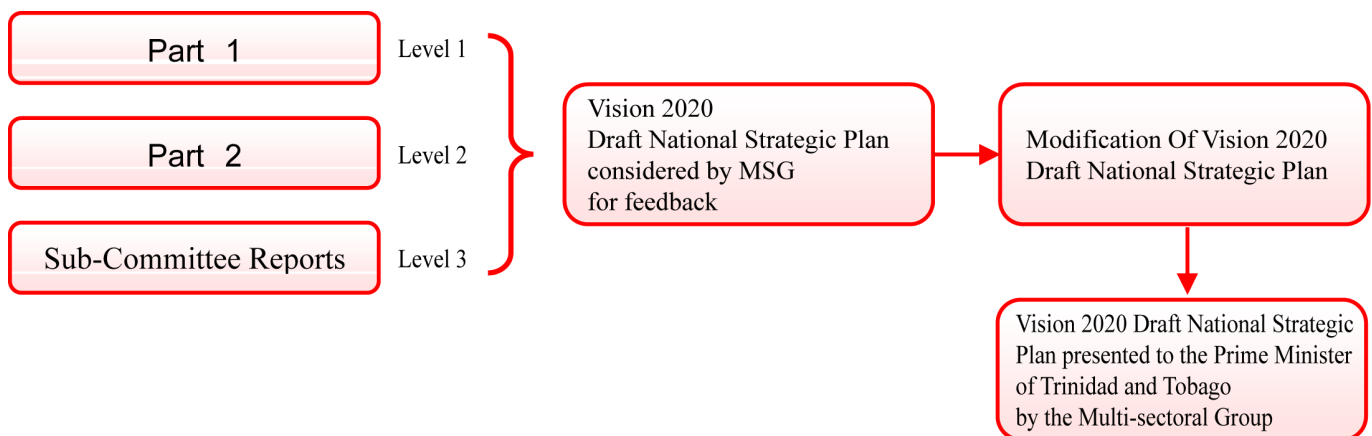


Diagram 0.5

⁷ The full scope and methodology of the 3-year process is mapped out in **Appendix II**.

STRUCTURE OF THE DOCUMENT

PART 1

Vision Process

This outlines the process leading to the formulation of our Vision 2020 Draft National Strategic Plan. It briefly describes the rationale for Vision 2020 and the unique planning process employed.

Development Priorities

Chapter 1 articulates the draft “Vision for National Development” for Trinidad and Tobago and defines the standard of living that is expected. Arising out of the Vision and the aspirations embodied in the Sub-Committee Reports, five development priorities were identified to guide the national agenda towards developed nation status. Each of the 28 Sub-Committee Reports were subsequently allocated to one of these five thematic areas.

Chapters 2 to 6 set the foundation for the national aspiration by assessing the global and local trends impacting upon each of these five developmental areas. These chapters outline the Vision for each development priority and describe the end state using illustrative goals and actions drawn from the representative Sub-Committee Reports.

Implementation

Chapter 7 provides an overview of the development agenda by a discussion of Will and Skill which leads naturally to the importance of implementation.

Chapter 8 discusses the mechanisms that will make Vision 2020 a reality. It assesses the implementation challenge and the necessary steps for successful execution and monitoring. Two new institutional arrangements are proposed and responsibilities assigned.

Chapter 9 is an introduction into the Frameworks for Action and an identification of key milestones and targets in the Vision 2020 process. It also focuses on measurement and captures all the high-level performance scorecards.

PART 2

Frameworks for Action

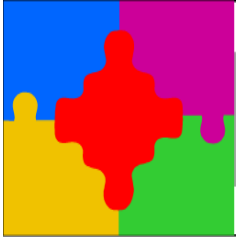
Chapter 10 contains the FFAs for three themes (culture, population and diversity) that cut across each of the five development priorities.

Chapters 11 – 15 present the compilation of the 28 FFAs and contain details of goals, objectives, actions, owners and timing for each sector.

Conclusion

Chapter 16 is a call for each and every citizen to commit to making Vision 2020 a reality.

Appendices



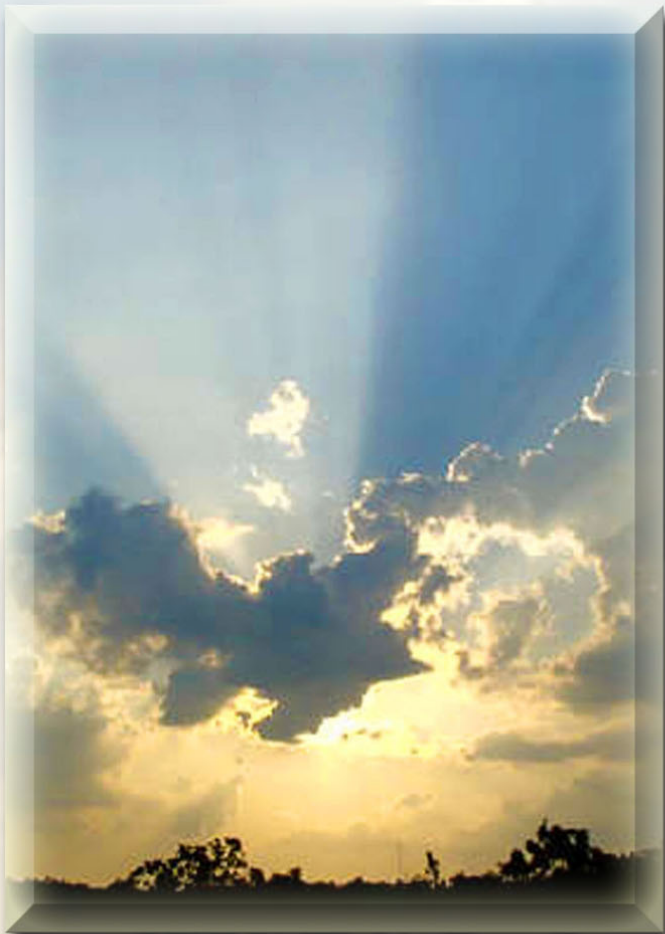
PART ONE

CHAPTER 1

Vision And Development Model

VISION STATEMENT

We are a united, resilient, productive, innovative, and prosperous nation with a disciplined, caring, fun-loving society comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity and integrity...



*“...O land of fairest beauty
We pledge our lives to duty
And vow this day to serve thee...”*

*OUR NATION'S DAWNING
Composed by G. Carlton Sampson*

...IN WHICH

Every Citizen has equal opportunities to achieve his fullest potential;

All citizens enjoy a high quality of life, where quality healthcare is available to all and where safe, peaceful, environmentally friendly communities are maintained;

All citizens are assured of a sound, relevant education system tailored to meet the human resource needs of a modern, progressive, technologically advancing nation;

Optimum use is made of all the resources of the nation;

The family as the foundation of the society contributes to its growth, development and stability;

There is respect for the rule of law and human rights and the promotion of the principles of democracy;

The diversity and creativity of all its people are valued and nurtured.

THE VISION FOR NATIONAL DEVELOPMENT

Our overarching vision for Trinidad and Tobago is successful national development resulting in a high quality of life for all our citizens.

This vision embodies a dream to be shared with, and by, every citizen; a dream to hold true and a dream to will to reality.

Our forefathers aspired to a Trinidad and Tobago “where every creed and race finds an equal place”. Today we celebrate our progress and acknowledge that these dreams have brought us this far. Now the responsibility is ours to dream once more and move our society forward in the quest for global competitiveness and prominence.

Today our nation stands out as the leading economy in the Caribbean. But our aspiration beckons us to see ourselves beyond the borders of the Caribbean Basin and forces us to become globally competitive. By fully embracing the collective will of each of our citizens (at home and abroad) we are engaging the global community in a way that we have never done before.

As a small nation in a world of over 200 countries, we recognise that people are our real source of wealth. As such, we prioritise the right of people of all ages, sexes, religions, creeds and races to live in dignity in an environment where all feel empowered to promote individual, community and national development.

We see our people as innovators with a bias for action, translating our natural creativity into advantageous commercial positions in any field of endeavour. In the future, Trinidad and Tobago will be blessed with a highly productive, self-reliant, confident and patriotic people, who are driven by a value system of respect, discipline, tolerance, inclusion, ethics and spirituality. We will be a society of ‘can do’ and responsible individuals, empowered by our formal and informal learning systems, with universal access to information and communication technology.

Every member of our society will experience a standard of living that is comparable to the highest in the world. Our citizens will enjoy the best education and healthcare available regardless of socio-economic standing, race, religion and gender. This will result in higher levels of intellectual achievement, and lower incidences of lifestyle diseases. Poverty will be minimised and we will live in communities free from crime. Citizens will enjoy benefits that go beyond their basic needs of food, clothing and shelter so that all have opportunities to lead happy and fulfilling lives.

Vision 2020 is built on the imperative of improved access to high quality goods and services by the general public. The State will provide the enabling environment as it recognises the private sector as the engine of economic growth.

Our private sector will boast firms that are globally competitive, delivering world-class goods and services in the markets in which they choose to operate.

The private sector will also be powered by a strong spirit of entrepreneurship and supported by risk-tolerant financial institutions and legislative systems that actively encourage business start-ups and development of micro, small and medium sized enterprises. We will have a socially responsible business community that plays a positive role in community and national development.

Both the public and private sectors will collaborate effectively and efficiently in delivering 21st century physical infrastructure and utility services in an environmentally friendly manner. Trinidad and Tobago will be a country with sustainable growth and industrial diversification.

Our organisations will be staffed with highly skilled and productive employees who believe in the benefit of continuous learning and are fully enabled by technology.

Trinidad and Tobago will shine as a beacon to the world in matters of governance through effective political and legislative institutions, the protection of human rights, transparency in the establishment and enforcement of the “Rule of Law”, ethical conduct, value-focused, decision-making and timely and efficient resource allocation. Such governance standards will provide the context for all public and private sector undertakings.

government ensuring macroeconomic stability and the Private Sector providing the direction and impetus for new investments.

Trinidad and Tobago will stand as an example for the rest of the developing world, lighting the way and setting the pace for newly independent and small countries in particular. Our businesses will become more competitive, our people more innovative, our society more caring. Our infrastructure more reliable, our environment better preserved and respected, and our Government more responsive to the needs of every citizen. Most of all, our competitive and developed nation will be built out of our

Effective Government Service Delivery Model

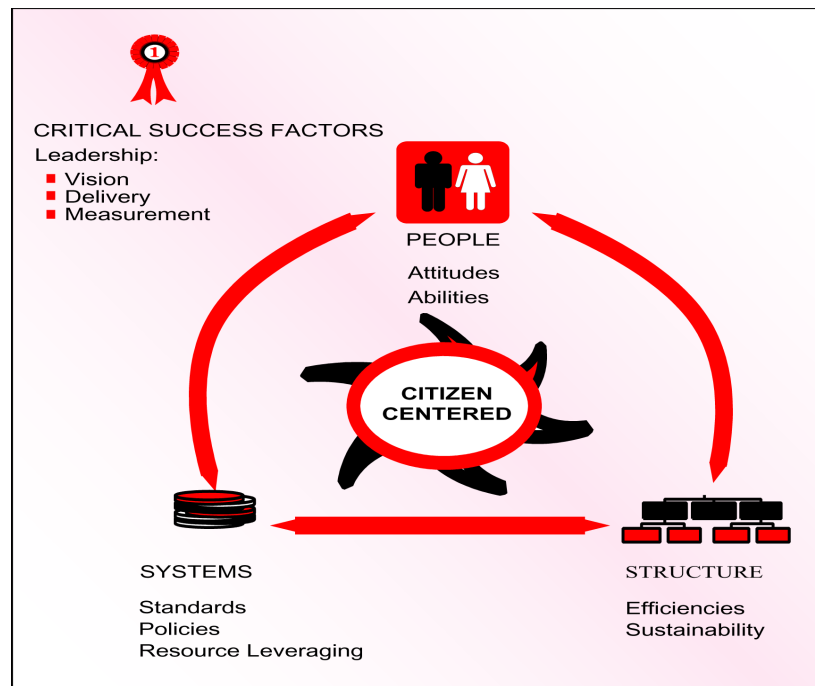


Diagram 1.1

Government will be service-driven and close to the people through cost-effective public sector delivery systems and social services. It will be a citizen-centered Government, in which structures and systems are designed to support positive attitudes and to leverage the creative abilities of public officers (See Diagram 1.1). The activities undertaken by the state will always keep citizens - the ultimate customers - in sight. Our public services will integrate seamlessly, with processes and systems that begin and end with the needs of our citizens. As such, the government will listen to and provide feedback to the people through e-government and public forums, amongst other media. It will function with the highest standards of public accountability, participation, consistency and integrity.

Against this backdrop, our economy and national development will be effectively managed, with

common will, collective skills, fuelled by our natural and human resources.

THE IMPORTANCE OF VALUES AND CULTURE

Now that we have communicated our vision for our future, we must ensure that the appropriate value systems are encouraged.

We accept that value systems evolve as countries develop. Our values must translate from collective to individual perspectives – the collective drive to work together toward the country’s development, to a point where individuals increase their own wealth through savings and investments.

The end-state ought to be one where individuals feel self-actualised and self-confident and take responsibility for the development of themselves, their communities and their country.

Through these efforts, we will develop the desired society with a higher collective self-esteem. Such must be our evolution to ‘developed nation status’.

The importance of culture to our ambitions cannot be overstated. We see culture as all-embracing, impacting each and every developmental effort. Our people need to act with passion and enthusiasm in the pursuit of positive change and development. Moreover, each of us must be prepared to stand by Trinidad and Tobago, respecting the collective effort to build a better nation through many changes, large and small.

Our pursuit of development will not be at the expense of our uniqueness and cultural heritage. We are a people rich in diversity, and we have exported aspects of our culture around the world. Our creative minds have lit up the world stage at Olympic ceremonies and our musical artistes travel the globe entertaining the world. Stories of our past cultural achievements must have a place in our present, and anchor the ambitions of our future. Cultural awareness must be a part of the school experience for the young, and business and the society at large must embrace the uniqueness of our heritage. We must be proud of our history, of who we are, even as we seek to stand alongside the developed nations of the world. It is our uniqueness that will shape our competitiveness.

A MODEL FOR ACHIEVING DEVELOPED NATION STATUS

Development Challenges

A detailed discussion of the development challenges that face Trinidad and Tobago has been undertaken by the Sector Sub-committee of the Macroeconomy and Finance Sub-committee.

Development is a multi-faceted and complex concern, involving economic or material factors,

social conditions, as well as cultural and political aspects. Moreover, these variables and their interactions change over time. To complicate things even further, how societies value these factors also changes over time. We have made the simplifying assumption that a high level of economic well being, as measured by national income per capita, is a sine qua non for development, and that high levels of per capita income are correlated with several other non-economic factors which define ‘developed nation status’. It is well known that per capita income can increase without improvement in social conditions. In particular, we note that the distribution of incomes at both personal, group and sectoral levels are also important indicators since severe inequalities in the distribution of income may contribute to social problems. At the same time, the efficacy of economic incentives arising from different attitudes to risk and wealth accumulation should not be diminished.

Beyond national income per capita, it would be appropriate to devise an index that seeks to capture the essence of both the economic and non-economic factors which constitute developed country status as by the people of Trinidad and Tobago in the Vision 2020 Draft Plan.

Achieving desired targets in these areas would pose a further challenge if, as a country, we do not find ways to include all of our people. It is also crucial to recognise that each person is important and that we cannot move forward while some remain behind.

For our nation to achieve developed nation status by the year 2020, it is important that there be collaboration amongst all stakeholders: the public sector, the private sector, civil society and individual citizens. This means appropriate skills and empowerment by access to the appropriate resources. More importantly, each citizen must possess the will to contribute to the nation’s development through a sense of ownership and patriotism.

All of the considerations and drivers of these various indices are captured within the development priorities set out on the following page.

THE DEVELOPMENT PRIORITIES

Trinidad and Tobago's 'developed nation' status will be built around five development priorities.

The development priorities are distilled from the draft vision statement and thus bear close linkage with where we see Trinidad and Tobago in the year 2020, if not before.

The five development priorities that form the planks for our Vision 2020 Draft National Strategic Plan are:

- Developing Innovative People
- Nurturing a Caring Society

- Governing Effectively
- Enabling Competitive Businesses
- Investing in Sound Infrastructure and Environment

This thematic approach shapes some broad messages and forms the foundation for developing strategies for the overarching Vision 2020 Draft National Strategic Plan. This therefore guides national policy development and places the strategies in the appropriate relational context.

Vision 2020: The Model for Development

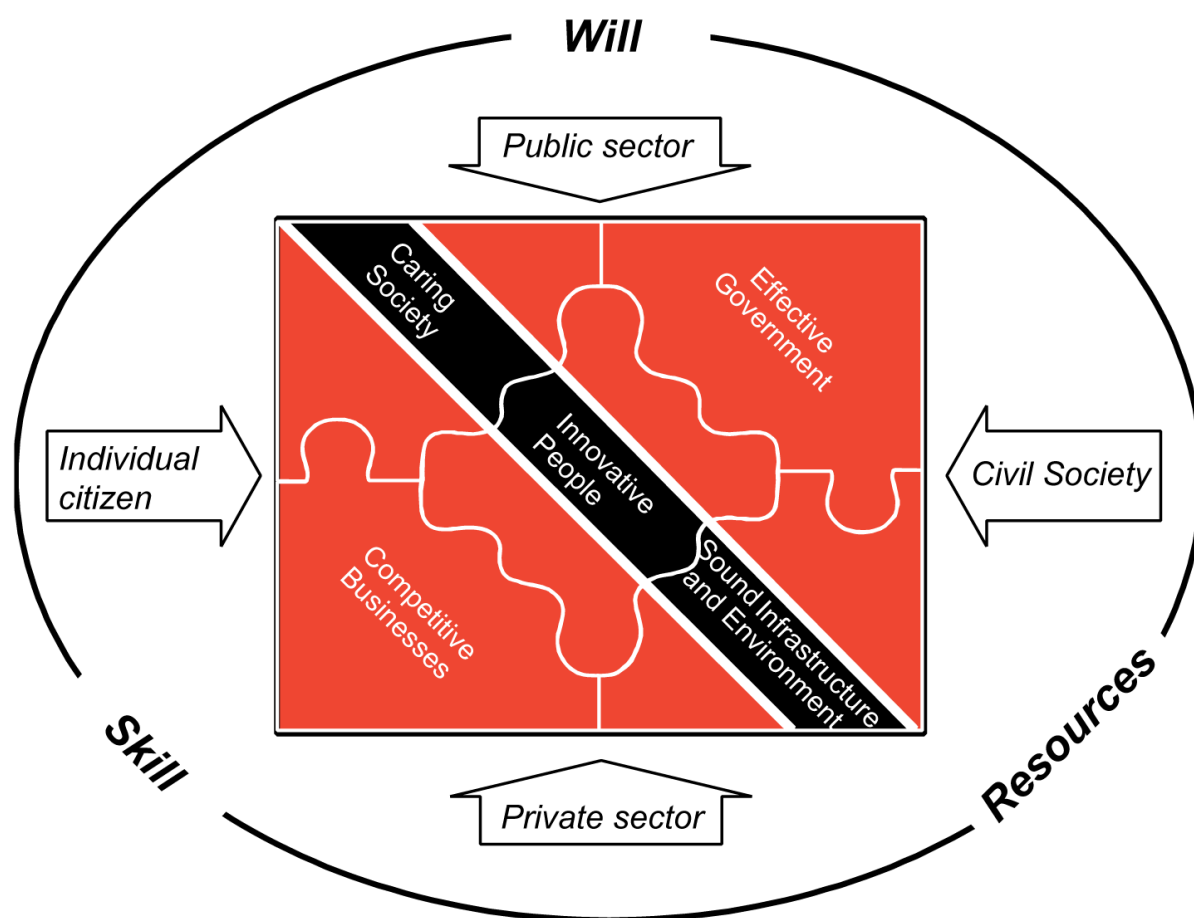


Diagram 1.2

Having set the five development priorities, it is clear that the nation must harness the collective and individual will and skill of every citizen. In addition, we must ensure that resources are prudently allocated to fund and support strategy implementation. The success of this effort is therefore based on a solid foundation of will, skill and resources, where the public sector, private sector, civil society and individual citizens approach their respective roles with zeal and commitment.

Underpinning these five development priorities are issues of culture, diversity and population. These

cross cutting areas are important since they build on the notion of a progressive culture to achieve Vision 2020 with a diverse population. We also need to recognise that our changing local, regional and international landscapes no longer permit the Government to stand as the main driver of development. No one stakeholder group has the critical mass necessary to support a development effort alone.

An integrated model of development is therefore required if we are to solve the development puzzle.

The Five Development Priorities

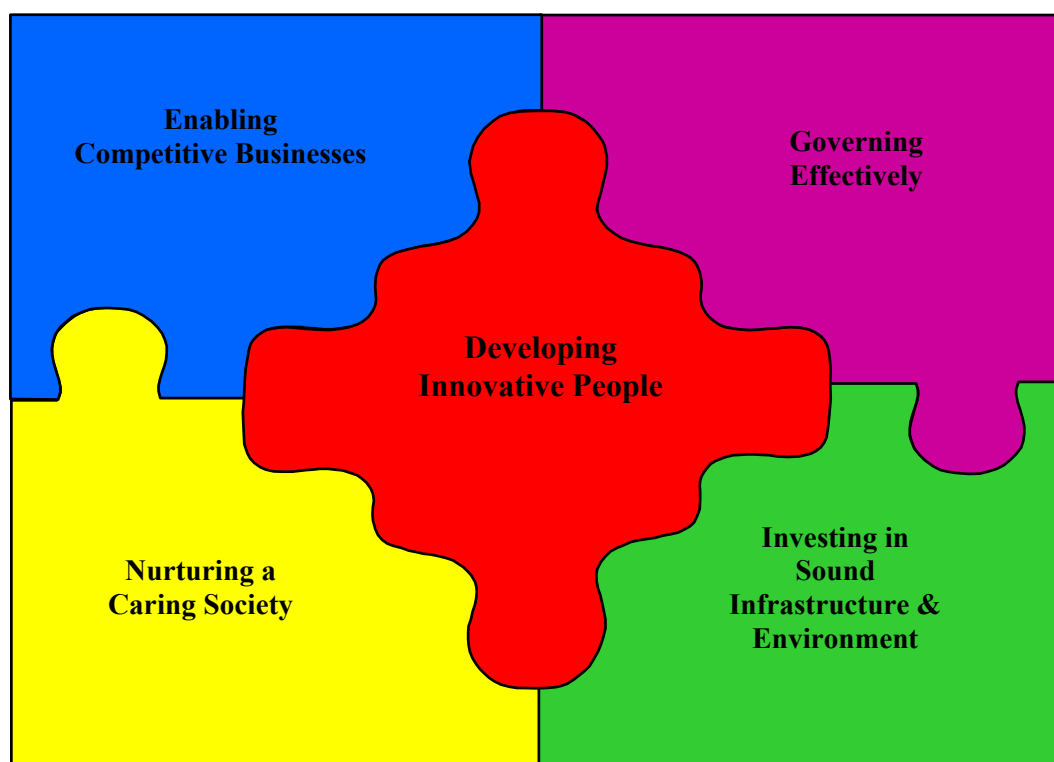
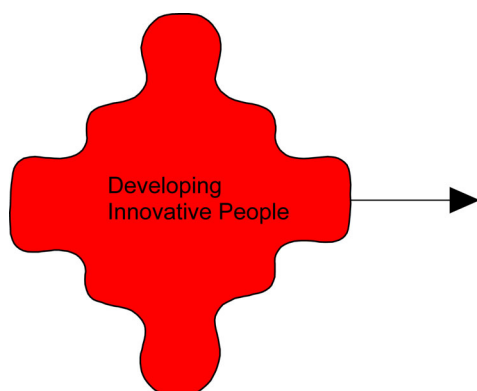


Diagram 1.3

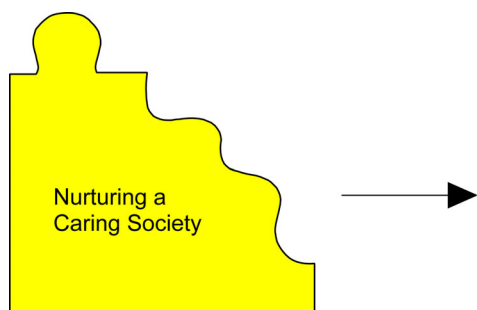


Sub-Committee Reports

- Pre-Primary, Primary and Secondary Education
- Tertiary Education
- Skills Development And Training
- Science, Technology and Innovation

Innovative People are the foundation of a developed society. We recognise in this process the importance of individual citizens and their central role in the strategy to develop our nation. They are individuals with unique knowledge, skills and abilities that are facilitated by strong learning systems. Prosperity will manifest itself through innovation and the generation and implementation of personal and national ideas.

Innovation should be fostered at work, school, at play, and in artistic self-expression. Innovative people value the dignity of work, accept risk and are lifelong learners. They seek solutions for problems, thereby improving the competitiveness of the nation. People are prized, and a creative citizenry will underpin the journey to developed nation status for Trinidad and Tobago.

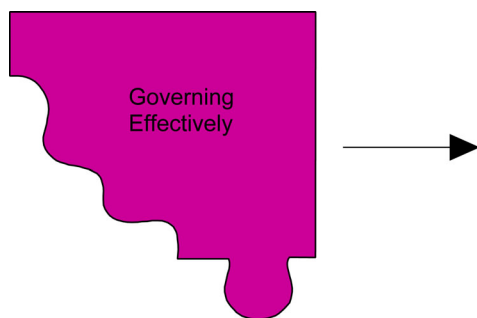


Sub-Committee Reports

- Health
- HIV/AIDS
- Youth, Sport and Recreation
- Culture and Attitudes
- Housing
- Labour & Social Security
- Poverty Alleviation & Social Services
- Gender and Development
- Regional Development and Sustainable Communities

In a **Caring Society** individuals, groups, communities and institutions are concerned about any activity deemed destructive to human life. They seek to stamp out poverty, discrimination, economic and social marginalisation, diseases and poor health, sub-standard living conditions and social unrest. This mutual concern enables our diverse society to work collaboratively to resolve disputes amicably, to create new possibilities and to take advantage of existing

ones. A caring society shares the social attributes and cultural norms of trust, goodwill, honesty, respect, tolerance, integrity, benevolence and civic pride. The societal tapestry is rich in social capital that binds the community together. Nurturing a caring society is about sowing and growing seeds of love and patriotism and ensuring no individual, group or community is left behind and no one walks alone.

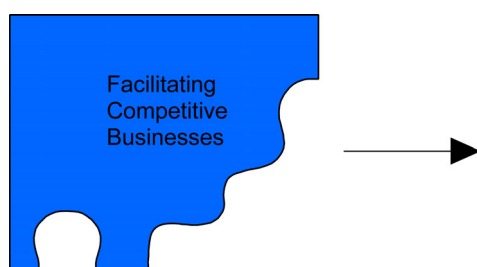


Sub-Committee Reports

- Administration of Justice
- Governance and Institutional Structures for Development
- Law Administration and Legal Affairs
- National Security and Public Safety

Effective Government is perhaps the strongest single link to a high standard of living. Without the ability to enter into fair contracts and resolve disputes, businesses and individuals remain averse to risk. Without upholding rights and adhering to basic tenets of justice, disadvantaged or marginalised groups become or remain aggrieved, worsening social tensions. Effective government efficiently employs public resources in activities with high

social return encouraging the development of caring societies. When governance is effective, public institutions are strengthened and citizens develop greater respect for authority and the rule of law. Developed nations, by and large, maintain a general respect for the electoral system, an independent judiciary, democratic decision-making, and a professional civil service.

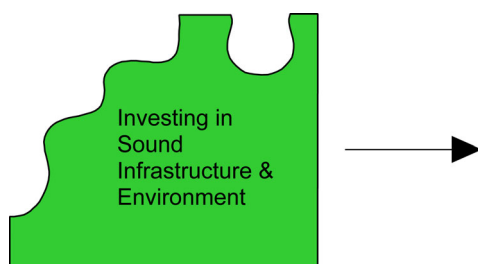


Sub-Committee Reports

- Macroeconomy and Finance
- Agriculture
- Energy
- Financial Services
- Industry and Entrepreneurship
- International Relations, Regional Cooperation and Trade
- Tourism

Competitive Businesses It is widely accepted that nations do not compete; firms do. Competitive Businesses are therefore important to any developed-nation thrust. For any sustained increase in the quality of life there must be an increase in productivity and real growth, which can then be translated into higher wages originating from innovation and competition. Our firms will have advanced strategic and operations systems, and will be staffed by a capable, knowledge-based workforce

with access to high quality resources. Competitive businesses cannot exist without a demanding consumer base. Additionally, Government is expected to create an environment that allows open and free competition to reign and entrepreneurship and innovation to bloom. Competitive businesses are those that exhibit a strong sense of social responsibility by always seeking the best interests of citizens and the country in which they operate.



Sub-Committee Reports

- Environment
- Public Utilities
- Infrastructure

One of the notable hallmarks of national excellence is the provision of **Sound Infrastructure in an environmentally responsible manner**. The efficient and safe movement of people and goods in a caring society implies well-built, operated and maintained physical infrastructure and transportation systems. Trinidad and Tobago needs affordable and reliable supplies of water, electricity, telecommunications, postal and wastewater management services if they are to serve the citizens and the business community

effectively. At a first glance, visitors often judge nations based upon their infrastructure.

A 2020 Trinidad and Tobago will be further enabled by a leading edge ICT infrastructure.

Over time, citizens judge their Governments on their ability to construct and manage infrastructure facilities and services.

CHAPTER 2

Innovative People

VISION FOR INNOVATIVE PEOPLE

A highly skilled, well educated people aspiring to a local culture of excellence that is driven by equal access to learning opportunities. Our people acknowledge and actively pursue the development of self and country by being socially responsible and contributing to economic development.



*"...Our scholars have sat
and passed every test
To put us right
alongside the best...."*

PORTRAIT OF TRINIDAD

Composed By:

Francine Edwards & Mervyn Hodge

Performed By: The Mighty Sniper



CONTEXT FOR INNOVATIVE PEOPLE

To achieve this vision, we must create the conditions suitable for individual analysis, excellence and convergence of ideas. We must encourage healthy, free-thinking, risk taking, critical analysis and entrepreneurial behaviours. In this environment, each individual becomes a source of ideas and challenges the status quo while embracing different perspectives.

The power of our innovative capacity lies in the gift of our diversity which allows every individual to bring his or her own unique perspective to solve important national and corporate problems. Innovation thrives on the free and confident input of every citizen and stimulates new human capital energy and productivity at a national level.

Increasingly, globalising economies are recognising the importance of developing the creativity and innovation of their people and nurturing a society in which opportunities for life-long learning exist. Having a highly skilled, competent, innovative workforce gives businesses a competitive advantage. Three global trends influence the development of innovative human capital:

- A change in focus and relevance of the education system.
- The development of a capacity for research and development.

- Increased investment in worker education and training.

Global Trends

Educational reform is a feature of globalising economies as these countries continuously seek to adapt to change. Some benefits of these educational reform initiatives are: an increase in primary, secondary and tertiary enrolment rates; school systems that recognise and cater for multiple learning abilities in students and provide different paths for educational attainment; increased investments of capital and other resources in the education sector. In these economies, many citizens value the benefits of continuous learning and have opportunities to do so. There is also greater emphasis on e-learning at all educational levels. Additionally, given the growing demand for tertiary level education and vocational training, learning institutions use distance-learning programmes and communication technologies like the Internet to expand their reach to potential students.

The second trend is the increasing attention given to research and development (R&D) and technological innovation. As R&D effectively contributes to economic development and sustainable growth, countries continue to develop their scientific, technological and innovative capacity. In countries like the USA, for example, there are many institutions engaging in continuous scientific research, in both the public and private sector. Companies also seek to have partnerships for research collaboration with local and foreign universities. Through such alliances, the knowledge generated within universities becomes accessible to the wider society. There is significant licensing of technologies as many businesses are interested in operating with state-of-the-art equipment. Many citizens have patents for inventions registered in their names.

Finally, there is increasing investment by companies in human resource development. Enterprises provide avenues for continuous employee training and retraining. Some companies have their own corporate universities. Company leaders, employees and trade unions recognise the economic and social value of a trained, skilled labour force for increasing employee



productivity, morale and job mobility. Governments actively support the investment in human capital through tax credits and other incentives for firm-led development.

Operating together, these trends have the potential to significantly change the skill profile, culture and capacity of a country's people over time.

Local Context

With respect to educational performance, citizens of Trinidad and Tobago have many opportunities. Universal primary and secondary education accounts for a 97.5% youth literacy rate and a 93.8% adult literacy rate¹. The Government is currently investing considerable resources in the reform of the education sector at the primary and secondary levels. Despite this, however, our schools and classrooms are deficient in modern educational technologies. Too many of our young nationals, especially boys, do not complete schooling at the secondary level². Our schools for special and gifted learners are inadequate

perceived that many secondary school graduates are not sufficiently prepared in the new skills needed in the modern workplace - technological literacy; mathematics and science; foreign language skills; critical thinking; problem-based learning; rational decision-making; creativity and innovation.

At the tertiary level, The University of the West Indies and other similar private institutions provide for the pursuit of graduate level programmes in many disciplines including engineering, science, medicine and agriculture. The Government provides generous financial incentives to encourage access to university and higher learning³. Despite this, however, tertiary enrolment is only 15%⁴ as compared with 81% at the secondary educational system level.

In the area of scientific innovation and research, public institutions like the Caribbean Industrial Research Institute (CARIRI) and the Trinidad & Tobago Bureau of Standards (TTBS), provide the bases for our science, technology and innovation

Table 2.1: T&T Technology Index

	T&T's rank out of 104 countries	T&T's Score out of 7
Quality of scientific research institutions	62	3.6
Company spending on R&D	61	3.0
Internet access in schools	78	2.9
Subsidies and tax credits for firm-level R&D	60	2.8

Source: World Economic Forum, "The Global Competitiveness Report, 2004 – 2005".

to meet the needs of these citizens. It is generally

¹ UNDP, Human Development Report 2004, p. 177.

² CSO, "Education Statistical Report, 2000 – 2001". This report pointed out that:

In 2000/2001, there was a total number of 361 students who dropped out of the Primary School System. Of this figure, the highest number of dropouts were from Standard 4, that is, 75 or 20.8% followed by 67 or 18.6% from Infants, while the lowest number of dropouts, 43 or 11.9% were from Standard 2. On comparing the data by Administrative Area, it was shown that County St. George had the highest number of dropouts, (117) followed by Victoria, (71) with Tobago having zero dropouts. The data also revealed that more male students (224) were found to be dropping out of school compared to their female counterparts (137).

capability. Since 1996, institutions of higher education and research, government departments and private industries have been increasing their expenditure on research and development⁵. Despite this, however, too few of our scientists engage in applied research and development activities and there has been no significant commercialisation of their findings. Very few patents are registered to nationals.

³ GATE programme; HELP programme.

⁴ Vision 2020 Tertiary Education Sub-Committee Report.

⁵ NIHERST, 1995-2000 Reports.



Table 2.1 shows other measures of the technological sophistication gaps.

Many enterprises provide opportunities for continuous training or retraining of employees as evidenced by increased training budgets, paid-internships, and on-the-job training programmes. However, this is still inadequate for a 21st century workforce as workers who have not had the benefit of formal education or job training may experience difficulties continuing relevant studies. Furthermore, persons in the vocational streams have trouble crossing into academia and/or management. By extension, too many trained nationals are still lost through migration to developed countries because of limited opportunities at home. We therefore experience a “brain drain” of professionals essential to most areas of our development.

Table 2.2 identifies some indicators used to gauge our international standing with respect to innovative people.

CREATING A 21ST CENTURY COMPETITIVE WORKFORCE

Innovation calls for an open and analytical mind and the execution of breakthrough ideas requires a highly skilled workforce. Workers must continuously respond to changing consumer tastes and the demanding standards of the local economy and the global workplace. Our 21st century competitive

workforce must have the edge over other countries by virtue of the investment by employers in employee development.

Such a workforce should be motivated by proper incentives and merit-based promotion. Employee support systems such as co-sponsor childcare assistance and development of ‘close-to-work’ community housing, should form part of the human resource services enjoyed by workers.

Science and technical skill development should be of great importance. Scientists and engineers must drive all aspects of research and development. There is a need for local entrepreneurs to display high levels of technological innovation that result in a proliferation of new products and services along with modifications to existing ones to benefit from rapid knowledge transfer. This development should facilitate competitive expansion into international markets.

There should be a high level of knowledge worker rotation enabling firms within similar industries to benefit from rapid knowledge. Businesses should be able to manage this turnover by installing systems that retain corporate knowledge in the face of employee turnover.

In addition, technology should allow the workforce to benefit from online career resources that match employees with appropriate jobs. Opportunities should exist for those seeking new skills with a view

Table 2.2: Innovative People Indicators

Indicators		
Science, Technology and Innovation and Integrated Knowledge Development	Score (Out of 7)	Rank (Out of 104 countries)
Availability of scientists and engineers (GCR)	4.2	73
Technological sophistication (GCR)	3.7	62
Spending on R&D (GCR)	3.0	61
Quality of the education system (GCR)	3.3	64
Quality of public schools (GCR)	3.5	61
Capacity for innovation (GCR)	2.8	69
Brain Drain (GCR)	3.2	55
Tertiary enrolment (GCR)	6.5%	85

Source: World Economic Forum, “The Global Competitiveness Report 2004-2005” (GCR).



to changing jobs or professions. Retired workers should be encouraged and welcomed to provide services on a part-time basis.

A competitive workforce will ensure the sustainable development of Trinidad and Tobago well beyond 2020 through increased levels of productivity, innovation, technology transfer, entrepreneurship and business management acumen.

ENGENDER A CULTURE OF LIFELONG LEARNING

Our people must be empowered individuals brimming with confidence and entrepreneurial enthusiasm, who embrace the opportunity for lifelong holistic learning. Idea generation and execution must be held in high esteem and must be rewarded. Our learning systems should create a new culture that aligns the individual's aspirations to the country's vision. Citizens should have a renewed sense of patriotism and national pride.

Most importantly, learning opportunities should be accessible to all, at every educational level.

The population must be functionally literate with the ability to read and understand any type of information. Greater worker productivity should be evident as a result of increased learning opportunities in all forms - formal and non-formal, distance and onsite, academic and technical/vocational. These opportunities must be continuously supported through substantial public and private investments.

There must be fully equipped community centres, schools, learning resource centres and mobile libraries which advance knowledge acquisition, intellectual growth, and even business opportunities. Online access to educational programmes and training should be a norm, with the Internet and other information and communications technology being utilised in every home, learning institution, workplace and community to promote learning.

Every citizen must have access to the World Wide Web at faster speeds and with minimal disruption.

Learning systems should be modelled to enhance the information processing and technological capacity of both the young and old. These learning systems need to be sensitive to, and help our people respond to global trends. We need to be recognised as a people who live by the adage, "the greater the risk, the greater the rewards."

SEAMLESS AND HOLISTIC EDUCATION SYSTEM

There should be no impediments to learning. Regardless of age, experience, or socio-economic standing, opportunities should always be available to access education. The participation rate in education by all citizens must be amongst the highest in the world.

It is important for educational programmes to be coherently linked to ensure smooth transitions from one educational level to another. This can be measured through an increasing number of students applying for transfers and reduced turnaround time for movement from institution to institution.

Our education system needs to be internationally accredited, thus allowing for greater collaboration across learning institutions, locally and regionally.

Equitable access to learning opportunities is essential for our country's development. Total enrolment at the pre-primary, primary and secondary school levels is needed as well as greater enrolment in tertiary and post-secondary educational programmes. This will improve the level of skills and competencies of the population.

The functional literacy rate of our society must be a matter of which we can boast. Our definition of literacy should go beyond reading, writing and

"First of all we want better schools so our children wouldn't grow up fools"

PAY AS YOU EARN
Composed and Performed By:
Slinger Francisco
(The Mighty Sparrow)



arithmetic, to embrace computer literacy, foreign languages, sciences and cultural literacy.

Principals must manage their facilities and environments with as much rigour and professionalism as corporate managers, so as to reduce the level of apathy that exists amongst and between staff and students. School security officers should no longer be necessary. The school environment should be a place where excellence is continuously monitored and rewarded.

It is important in a holistic system to seek advice and recommendations from external actors. Parent Teacher Associations (PTA) need to be vibrant and act as a catalyst for change in the attitudes amongst the student populations. Our parents must be focused and conscious about the value of education. PTA meetings should be held regularly and school activities should be closely linked to the PTA.

School boards need to be facilitative and non-invasive. Members should take their fiduciary responsibilities seriously, which will ensure well-constituted and functioning boards. Every school must have an active school board.

PARTNERSHIPS IN EDUCATION

Everyone must have a stake in education. A better education system should be promoted via partnerships between a wide cross-section of stakeholders, including the private and public sectors and community groups.

The private sector needs to play a more active role in education. There should be a high correlation between what is taught and the skills and training required by employers. Partnerships in education should explore “school-to-work” transitions and apprenticeships, co-op programmes and mentorship programmes. Internships should abound. The establishment of community resource centres should

promote lifelong learning that prepares the citizenry for the world of work.

“Bricks”, “mouse-clicks” and “mortar” should matter as well. There should be increased private sector involvement through funding, which would allow for the provision of state-of-the-art equipment and buildings, wireless technology, video conferencing facilities and remodelling or equipping of classrooms. Obsolete, dilapidated infrastructure must be upgraded into well-appointed and environmentally sound buildings. Schools for the differently-abled need to

be appropriately equipped to provide students with the same level of training and opportunities available to others.

Schools should have access to online curriculum delivery through partnerships with the telecommunications industry. Programmes dealing with Trinidad and Tobago’s history, the environment, culture and general issues affecting the nation should be delivered via web casting and should allow for learning about other countries and cultures as well.

Community partnerships need to be encouraged in the education system through collaboration with school boards, community police, village councils, principals, and teachers. These partnerships should offer awareness and exploration into a variety of careers and focus school activities towards community initiatives. Our creative and liberal arts must be utilised to make learning more interesting.

TEACHER EDUCATION AND TRAINING

Teacher education training should be a major initiative to enhance the performance, quality and output of the educational system. Professional teacher certification should form the basis for entry into the teaching profession at all levels. Educators at all levels must engage in continuous training to lead and impart relevant knowledge. With more professional development opportunities available, there should be increases in study leave and the numbers of teachers accessing training programmes.

“Parents of our nation have an obligation that’s to take proper care of their children”

CHILDREN MUST LEARN
Composed and Performed By:
Slinger Francisco (The Mighty Sparrow)



Our labour and teacher training colleges must be upgraded and expanded to accommodate increased enrolment and must be staffed by world-class professionals who deliver programmes in environments that foster learning.

BRAIN DRAIN

The creation of a competitive workforce through education and training should result in more opportunities being available to our citizenry. The “best and brightest” must remain in T&T to contribute to the growth and development of the society. The number and category of persons emigrating from T&T in search of other job opportunities should be minimal (i.e. a favourable Brain Drain Index) and talent scouts should flock to T&T rather than our people seeking them out.

Our artisans, sportsmen, musicians, writers, artists, academics and professionals must add to the richness of our culture and stand as the nexus of new and exciting commercial opportunities. They must possess the ability to compete in any foreign arena based on their knowledge, know-how, sense of self worth and quality output.

Our industrial relations climate must be stable and our labour laws strong. Employees need to be adequately compensated for their work. Work conditions and employee recognition should encourage nationals to work within our shores. Professionals such as doctors, nurses, teachers and financiers must dedicate themselves to serving the nation and their fellow countrymen in an environment where there are high levels of patriotism and commitment among the entire population.

Put simply, people need to be attracted to work in T&T because their talents are recognised and rewarded here, and entrepreneurial opportunities abound. The quality of work-life experience should be of paramount importance to the employer, and would result in decreased levels of industrial action and less down time as a consequence of occupational health and safety issues.

STRATEGIES FOR INNOVATIVE PEOPLE

Institutional Development⁶

Establish an independent Accreditation Council to:

- Certify training.
- Ensure consistency in training policies and programmes.
- Oversee the establishment of a National Qualifications Framework, in the context of a similar required initiative in Caricom.

Introduce modern management systems to assess the performance of schools.

- Reward schools of excellence.
- Reward excellence in Principals, Heads of Departments, PTAs and school boards.
- Monitor under-performing schools.
- Create a tenure review system that tests and re-evaluates educators periodically.
- Create a Teacher Development Secretariat that encompasses pre-service, in-service and professional development across the educational sector.

Adopt an Information and Communications Technology (ICT) infrastructure.

- Develop a comprehensive web site for the Ministry of Education and Ministry of Science, Technology & Tertiary Education.
- Develop a Knowledge Learning Network, which transforms the classroom, the role of the teacher and the role of the student.
- Encourage distance education to enrich on-site instruction at all education levels for information sharing and increasing dissemination both locally and regionally (Caribbean Knowledge Learning Network).

Develop a capacity for designing programmes for children with special needs.

- Create Regional Diagnostic Prescriptive Centres.
- Expand existing programmes (School Nutrition Programme, Schools Transport System, Textbook Programme, Student Support Services Division).

⁶ Institutions refer to public/private enterprises including Ministries, private institutions and NGOs.



- Develop infrastructure to address the needs of gifted children.
-

Public-Private Sector Partnerships

Encourage private sector funding through incentives.

- Provide rebates for approved private sector educational foundations and funds.
- Create a post-graduate and post-doctoral training fund to enable individuals to participate in global centres of excellence in advanced science, high technology, entrepreneurship and innovation.
- Encourage private and public enterprises, including universities to engage in more applied research and development.

Execute Existing Strategies and Programmes

- Accelerate the implementation of the Ministry of Education Strategic Plan (2002 – 2006).
- Review and modify existing skills training programmes to create appropriate skills for sustainable employment.
- Revise and expand education programmes.
- Revise the policy for Early Childhood Education to include design of centres, curriculum, teacher training and development.
- Expand Adult Education Programmes and make it more accessible to bring adults and ‘drop outs’ into the formal education system.
- Curriculum re-design for holistic education (business ethics, application of theory, practical projects for commercialisation, problem solving) drawing on international best practices and the requirement of the world of work.

Execute New Strategies and Programmes

- Improve and streamline R&D and skills training initiatives.
- Build a National Innovation System (NIS) managed by a National Council on Science, Technology and Innovation (NCOSTI) that will forge partnerships between government, the private sector and the public institutions, that will facilitate research, development and innovation as well as information flows and knowledge transfer.
- Introduce a Trinidad and Tobago Education, Training and Employment Council (TTETEC) to oversee the functions of all institutions relating to skills.

Change Mindsets and Culture

Foster a strategic management culture within the Ministry of Education and in the Ministry of Science, Technology and Tertiary Education.

- Provide merit-based incentives and compensation to employees.
- Provide training in organisational behaviour, attitudes and values.
- Develop a culture of critical thinking and problem solving within the learning system to enhance the creativity of every citizen.
- Provide scholarships and other incentives to citizens who contribute to the enhancement of our quality of life through their solutions.

CHAPTER 3

Caring Society

VISION FOR CARING SOCIETY

To nurture and develop a healthy society in a sustainable environment where citizens are well educated, embrace diversity, have their basic and special needs adequately and consistently met, and in which the national development process is further informed by these well articulated needs.

Photo: Marlon Rouse



*"....It is a simple case
That we cannot deface
We all belong to the human race..."*

*EQUAL RIGHTS
Performed By: Singing Francine
Composed By: Francine Edwards*



CONTEXT FOR A CARING SOCIETY

Our caring society must be one that is built on enduring individual and national values. We must be well educated, with a reliable healthcare system and an infrastructure that is wholesome and environmentally sensitive. In this context we will be expected to nurture a stronger sense of patriotism, respect for our heritage and history, respect for rule of law and be supported by a culture that is strong on volunteerism, community orientation and courtesy. Our people deserve care and warmth to flourish and become the best that we can be.

There are several global trends which support the creation of a caring society. The seven selected for special attention are:

- Groups in civil society advocating more inclusion in the development process.
- The increased attention given to the special needs of the aged.
- Continuous modernisation and investment in the health sector.
- More spending in research, especially on lifestyle related diseases like cancer and HIV/AIDS.
- Poverty reduction.
- The concerns of trade unions about changing work conditions in globalising economies.
- The growing concern by governments to provide their citizens with adequate housing.

Global Trends

There is increased participation by civil society groups in the social and economic development process as governments seek to decentralise and become more broad-based and inclusive. In such environments, special interest parties have greater voice in their communities. Organisations serving the interest of youths, for example, are increasingly providing young adults with more creative avenues for self-expression and volunteerism.

In most developed countries, and in some developing ones, populations are “greying” as people live longer, healthier lives. As a consequence, governments have to allocate more resources to meet the special needs of the elderly. The government of Finland, for example, maintains a budget surplus in anticipation of future increased payments in old age pension.

Increased modernisation and investment in the health care sector is being undertaken in many ways. In some countries, modernisation entails privatisation of health-care facilities and investment of significant resources in state-of-the-art medical equipment and facilities. These developments are making medical drugs and special secondary health care unaffordable for the poor in many countries. The experiences from Costa Rica and Cuba, however, indicate that public health care services if well managed can improve outcomes for all social groups, including the poor.

The fourth trend is research in medicine and biotechnology. In developed economies, the desire to advance the development of cures for communicable and lifestyle related diseases including HIV/AIDS is pushing medical research into new fields such as stem cell research and alternative medicines.

Reducing poverty is one of the United Nation’s Millennium Goals for its member countries. Governments in these countries are employing developmental approaches to poverty reduction. These strategies aim to reduce the social and economic factors in a society that produces inequalities between the rich and poor, as well as equip the poor with the necessary skills for sustainable employment. This approach is different from the traditional welfare model of grants and subsidies. CBOs and NGOs are often used to deliver



poverty reduction programmes because of their relations with communities. Governments therefore strengthen the capacity of these organisations to deliver better services to customers by providing them with funding and training.

Labour organisations are voicing their concerns about the effects of globalisation on workers and working conditions in developing economies. Trade unions are advocating that employers provide decent work environments in which the rights of both workers and employers are respected and catered for.

The last trend is the increasing demand for homes. Governments are becoming increasingly sensitive to the right of their citizens to basic shelter and are employing measures to make housing more affordable and community centred for citizens. Operating together, these trends help societies reduce inequality and become more inclusive, more caring.

Local Context

The various actors in civil society (Churches, CBOs, NGOs) continue to take an active part in national, social and cultural affairs. Unfortunately, organisations serving the interest of youth are not as active and vocal. In many urban and rural communities, youth serving institutions are either dormant or do not exist.

Low population growth and increased life expectancy will result in a growing senior citizen population over the next decade. Presently, it is generally felt that insufficient attention to proactive planning is given by the Government to the special needs of this group.

Considerable resources have been invested more recently in the expansion and modernisation of our health care sector, for example, new hospitals and the refurbishment of health centres. Notwithstanding these developments, there are significant deficiencies. High infant and maternal mortality, inefficient and inadequate delivery systems and health services with limited access by the poor are some of the concerns of citizens.

In Trinidad and Tobago, two leading causes of death due to lifestyle related diseases are diabetes mellitus and cancer. An oncology centre was recently opened

to provide modern diagnosis, treatment and patient care for cancer patients. HIV/AIDS continues to be a major challenge affecting the workforce and youth. Persons in the age group 15-45 years account for 90 % of all new infections.¹ The number of persons at risk seeking early voluntary testing, counselling and treatment is low. With respect to this epidemic, we are still uncertain of the magnitude of the impact of the disease on the economy.

The Government is concerned about poverty alleviation and the plight of the poor. In 2004, 13.2% of the 2004 National Budget was allocated to the social sector² Poverty reduction measures used by the Government, however, focus primarily on the provision of social welfare programmes to assist the poor and vulnerable households. These programmes have many shortcomings, which include delivery inefficiencies, limited information available to the public, low sustainability and a limited developmental focus. Inadequate training and funding hampers the work and development of the NGO community. This limits their capacity to undertake sustainable poverty eradication programmes and reach the poor in all communities. Consequently, the needs of some vulnerable groups, for example, ex-inmates, the differently-abled and street children are not addressed.

The growing informal sector, the increasing number of enterprises offering employment on short-term contracts, occupational health and safety and labour productivity continue to concern the labour movement.

The last trend relates to demand for housing. It is projected that the average annual demand for home ownership over the next fifteen years, is 6,000 units per year³. The existing supply rate is estimated to be significantly below this.

¹ Vision 2020 HIV/AIDS Sub-Committee Report

² GORTT Social Sector Investment Programme 2005, p.4

³ Vision 2020 Housing Sub-Committee Report.



Table 3.1: Caring Society Indicators

Indicators		
Gender and Development	Score	Rank⁴
Gender empowerment measure (HDI)	0.644	22
Gender related development index (HDI)	40.3	
Number of gender related programmes*	No data	
Labour and Social Security		
Unemployment (WDI)	10%	
Public expenditure on pensions % per capita (WDI)	0.6%	
Labour force participation rate %	81.1 m 49.7f	
Regional Development and Sustainable Communities		
GINI index (WDI)	40.3	
Households with access to services (WDI)	No data	
Health		
Disparity in health care quality (GCR)	2.3 / 7	66
Life expectancy at birth (WDI)	71	
% Deaths from disease (WDI)	No data	
Per capita expenditure on health (US\$) (WDI)	279	
HIV / AIDS		
% HIV prevalence (WDI)	2.5%	
Spending on HIV/AIDS programmes per capita*	No data	
Housing		
House price to annual income*	No data	
Home ownership*	No data	
Youth, Sport and Recreation		
Youth unemployment (HDI)	No data	
Number of athletic scholarships*	No data	
Participation in sporting events*	No data	
Poverty Alleviation and Social Services		
% Population below national (N) and international (I) poverty line (WDI)	(N) 21% (I) 12%	
Human Development Index (HDI)	0.801	54
Government effectiveness in reducing poverty (GCR)	3.3 / 7	67
Total crime rate*	TBD	

* Local Indicators are yet to be developed.

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005 "(GCR).
2. UNDP, "Human Development Report 2000"(HDI).
3. World Bank, "World Development Indicators 2004"(WDI).

⁴Rank out of 104 countries.



FOSTERING VIBRANT COMMUNITIES AND GROWING SOCIAL CAPITAL

In a caring society, empowered citizens should belong to vibrant community-based groups that voice their opinions, take responsibility for, and participate in the development of their communities. The clearest evidence of such change should manifest itself in an increase in the number of active community-based and non-governmental organisations.

Such citizen driven involvement should result in increased social cohesion in our multicultural society. Within communities, there should be shared social attitudes and values, which support a culture of participatory dialogue among diverse groups and individuals. Citizens must exhibit greater tolerance for and acceptance of others' differences. Dialogue, mediation and consultation should be the preferred way for resolving disputes.

Our citizens need to value and respect gender differences and embrace the changing roles of the sexes in a post-modern society. Gender equality should be a societal norm underlying the country's people-oriented approach to human and social development.

These positive social attributes cannot be left to chance. They must be planned for. Community management programmes should be geared towards educating individuals and NGOs for self-reliance, self-development and other essential ingredients for the development of sustainable and efficient organisations and communities. Thus, NGOs should be able to access adequate funds and resources, affording them the opportunity to undertake more demanding and complex projects in their communities.

Technology must play a supporting role by allowing greater connectivity. Information and communication technologies – community radio stations, telephones, computers, internet cafes, on-line access facilities –

need to be available to improve communication and decision-making in community groups. These technologies can reduce the information gap between rural and urban communities by allowing more persons and communities to have faster access to information as well as local, regional and international news. In addition, more citizens can have access to and use of the government's on-line services.

YOUTH DEVELOPMENT

There needs to be an integrated approach to youth development that enables youth serving organisations and other institutions in civil society to address the special needs of youth in areas of health, education, family life and employment. Young citizens, through involvement in leadership development programmes,

should be empowered to demonstrate a greater sense of duty and responsibility to their country. Our youth must make use of the schooling and training opportunities available. This can be measured through enrolment levels at primary, secondary and tertiary level educational

institutions as well as technical/vocational and skills training institutions. Youth involvement in crime should be minimal, with fewer children living on our streets. Youth unemployment rates should be low, and there should be high functional literacy skills amongst the youth population.

Our young citizens must actively participate in national, regional and international sporting, educational and cultural events. Youth should have opportunities to participate in national and community service activities as paid or voluntary youth workers in multi-disciplinary teams. Our youth facilities should be safe havens for young nationals to 'lime', 'hang out' and engage in positive recreational activities. Youth in need should have access to coaching and counselling services.

FULL EMPLOYMENT

"From then till now I've seen progress, I've seen a multi racial society living in total harmony."

FROM THEN TILL NOW
Composed & Performed By:
Winston Bailey (The Mighty Shadow)



IN POSITIVE WORK ENVIRONMENTS

The economy should create sustainable and well-paying jobs, which provide full employment in both the energy and non-energy sectors. Employers need to offer job opportunities with attractive terms and conditions so as to reduce employee turnover rates and improve levels of employee job satisfaction.

In our decent work environments, the rights of workers and employers must be respected, the work environment must be safe and human dignity must be preserved. This should result in a reduction in industrial disputes across all sectors.

Furthermore, all work - be it formal paid work in enterprises, unpaid work in the home, unwaged work in farms and family businesses, or volunteer and community work – should be recognised, accounted for and equitably rewarded. The development process must be inclusive of all socio-economic groups.

As a result there should be less dependency by citizens on welfare services, as well as a reduction in the percentage of the population living below the national poverty line.

INCOME AND SOCIAL PROTECTION FOR CITIZENS

Income protection and government welfare services should form the basis of our social security model and should offer protection to citizens in times of social and economic distress. Through welfare services and income protection, the State would ensure that no community or individual is left behind. The system must be flexible, responsive, proactive and customer-oriented. It must take into account the changing social and income protection needs of citizens by recognising different career paths, different occupational groups, persons in formal paid work in enterprises, persons in the informal sector, retirees, the indigent and beneficiaries.

Enterprises need to contribute to this endeavour by having well managed occupational pension plans or personal deferred savings plans. The prudent management of these funds and a low rate of inflation

should ensure the sustainability of future benefits to pensioners and their beneficiaries. The government must proactively address the needs of the elderly. Our senior citizens and retirees, whether from private or public enterprises, should receive pensions that allow them to have a comfortable standard of living in their twilight years.

Social welfare protection should be available to all citizens in need of such services - the differently abled, the homeless, single parents, the unemployed, deportees, Persons Living With HIV/AIDS (PLWHA) and youths. All the social partners must work collectively to eradicate poverty from our communities. The state, private sector institutions, non-governmental organisations and community-based organisations must use a wide range of training and education programmes that focus on empowering individuals and communities to “create possibilities” for their own development.

ADEQUATE HOUSING FOR ALL

Every citizen should have access to safe, clean, attractive and affordable housing. The supply of homes must keep up with the demand. The state, in partnership with the private sector and international agencies, must facilitate the establishment of new, affordable houses, along with the refurbishment of existing residences in urban communities. This should lead to a high level of home ownership as more citizens opt for purchasing their own homes as opposed to renting or squatting.

In order to facilitate home ownership, the legal mechanisms for purchasing and transferring property need to be simple and affordable. Mortgage interest rates should be low and low-cost funding should be readily available in the mortgage market. Additionally, more income earners should have the financial capability to obtain a mortgage.

As a consequence of this, a vibrant and modern construction sector must exist to support the building of homes that meet accepted local and international standards in the areas of design, size, and construction materials.



IMPROVED HEALTH CARE, WELLNESS AND LIFESTYLES

Our primary, secondary and tertiary health care services must be accessible, affordable, dependable and efficient. There should be an increased level of government expenditure on the health sector. This would ensure that there are adequate resources - institutions, hospital beds, medical personnel, medical drugs, midwives and ambulances – to meet the changing health needs of the citizens at different stages in their life cycle.

All citizens should have access to the latest and most appropriate medical and alternative treatments in patient care, disease prevention, management and treatment. More specialised services need to be available from local practitioners e.g. heart and eye specialists. This can reduce the need for patients to travel overseas to obtain such services. There should also be a reduction in the prevalence of communicable, non-communicable and lifestyle related diseases.

The delivery of the nation's health services must be decentralised. Health services should be provided through an extensive network of delivery modes – outpatient clinics, outreach programmes, health centres, in-patient treatment at hospitals and private specialist facilities. Health institutions should be adequately staffed by a cadre of competent nurses, medical doctors, specialists and medical support personnel. Patients should have easy and sustainable access to essential drugs and other forms of medication. The population should experience an increase in life expectancy and there should be a reduction in infant and maternal mortality. Citizens must have high levels of confidence and trust in the health sector, which can be assessed through a reduction in the number of complaints from the general public.

HIV/AIDS should no longer be a critical problem facing Trinidad and Tobago. The National Aids Coordinating Committee must successfully manage the national response to the HIV epidemic. The prevalence of HIV/AIDS should be on the decline due to reduced infection rates. Improved treatment,

care and support for PLWHA will improve the quality of life of these citizens and their families.

Finally, wellness should be about more than disease management, but about a lifestyle that lends itself to prevention. Urban and rural communities need to have adequate sporting and recreational facilities to cater to different interest groups - the amateur, the professional, children, senior citizens, young adults and the differently-abled. Health education must be promoted so that citizens recognise the lifelong benefits of good nutrition, involvement in regular recreational or sporting activities, and the avoidance of high-risk social behaviours. Aged citizens who are physically active will reduce the burden on the health care system. Communities should use the services of CBOs, NGOs, schools and individuals to organise community sporting and recreational activities. As a result, there would be greater social cohesion, along with increased levels of health and wellness in communities.

STRATEGIES FOR A CARING SOCIETY

Institutional Development⁵

Strengthen the capacity of sector agencies and institutions to undertake data collection, analysis and research to inform social capital and human development initiatives.

- Produce diversity disaggregated social and economic data (e.g. gender) by the Central Statistical Office that can be used in the development planning process in government ministries.
- Ensure data availability for objective decision making to support the disabled, homeless, prisoners and deportees for use by agencies in the provision of services to these groups.
- Create modern and appropriate information and communication technologies to improve knowledge management, information processing, data management and research capabilities
- Engage in research geared towards health issues e.g. lifestyle related diseases.

⁵ Institutions refer to public and private enterprises including ministries, private institutions and NGOs.



Create new institutions to broaden the human and social development thrust and focus.

- A National Sports Commission with a mandate to provide the strategic direction and policy oversight to the administration of all sports in Trinidad and Tobago.
- An Institute of Sport responsible for the training and development of elite athletes and teams.

Ensure that there is more devolution of authority and decentralisation of decision-making away from central agencies to stakeholders to increase accountability, ownership and voice of citizens.

- Devolve the responsibility for the development of houses and the maintenance of residential communities to the local government bodies and the Municipal Corporations.
- Participation of youth serving organisations, the responsible line ministry and other stakeholders in the monitoring and evaluation of youth programmes on an annual basis.

Execute Existing Strategies and Programmes

Implement existing draft national policies that articulate the national focus and development mandate.

- The National Gender Policy and Action Plan articulates the government's commitment to gender equity and equality in Trinidad and Tobago.
- The National Youth Development Policy, outlines the development priorities and focus areas for the youth population (persons in the 12 -29 age cohort) in Trinidad and Tobago.
- Improve public health care service, delivery and access for all citizens.

Execute New Strategies and Programmes

Develop new policies and strategies to address development priorities.

- Formulate and implement a national land use policy.
- Reduce poverty by investing in more sustainable poverty reduction programmes.

Public-Private Sector Partnerships

Increase opportunities and incentives for more private sector investment and funding in the social sector.

- Provide incentives to encourage individual and private sector involvement in occupational pension plans and private saving arrangements.
- Provide incentives to private financial institutions to facilitate the development of financial systems sensitive to the needs of the National Housing Programme.
- Develop a sport and recreation statistical consulting group comprising representatives from both industry and Government.

Change Mindsets and Culture

Institute public programmes and other culture and attitudinal change activities at the national level aimed at changing the values, attitudes and behaviours of citizens to create the social attributes of a caring society.

- Launch national public sensitisation and education programmes on the development issues impacted by gender inequity and inequality.
- Implement a Behaviour Change Communication Programme (BCCP) to support health education and the HIV/AIDS Information, Education and Communication programme in particular.
- Conduct community management programmes that educate communities in self-reliance and self-development, as essential ingredients for sustainable community growth.

Use developmental programmes and other services to address deficiencies in specific target groups.

- Develop the capabilities of all vulnerable groups both within and outside the labour market to achieve a high quality of living and their full integration in the general society without discrimination e.g. pensioners.
- Give support to youth councils to participate in the various aspects of the national project "voice of youth".
- Encourage Voluntary Counselling and Testing (VCT) for lifestyle diseases, especially amongst youths and high-risk groups.
- Establish Life Skills and Peer Education Programmes in schools and communities.

CHAPTER 4

Effective Government

VISION FOR EFFECTIVE GOVERNMENT

Trinidad and Tobago is served by an efficient, accountable, participative and transparent government that is committed to providing quality public institutions, promoting public safety and security for all citizens, cooperating with local, regional and international bodies and ensuring justice and equality for all.



*"...God bless our leaders
Give them grace to guide
Bestow on them thy judgment wise..."*

GOD BLESS OUR NATION
Performed By: Marjorie Padmore



CONTEXT FOR EFFECTIVE GOVERNMENT

For Vision 2020 to become our reality, our model of effective government must become known for transparency, encouraging participation and high quality and reliable service. Since government is accountable to the people, the development of appropriate institutional frameworks to accomplish our vision must be a priority.

Government's effectiveness will be measured by its ability to alleviate poverty; improve the local and collective HDI measures; ensure transparency and visibility in upholding the principles of democracy; freedom of expression and Rule of Law; and the practise of good governance.

In competitive economies, trends supporting effective government focus on four main areas:

- Strengthening the capacity of public institutions;
- Enhancing democratic systems;
- Developing and implementing fair-trading and competition laws; and
- Improving national security.

Global Trends

Governments throughout the world are supporting good governance by enhancing the quality of their public institutions through public sector modernisation, improved public financial management and state enterprise reform. Strengthening the capacity of public

sector agencies to manage the economy and deliver public services is an important aspect of the public sector reform agenda in many developing economies and promotes accountability, responsibility and transparency.

Another trend supporting good governance is the enhancement of democratic systems. Reform of these systems and processes is being undertaken in many developing countries via constitutional reform initiatives. In addition, there is an increasing global trend of governments assisting in the creation of an enabling environment for businesses through the removal of anti-competitive practices by establishing legal frameworks for competition and fair trading laws and policies.

There has also been a renewed focus on improving national security in many countries around the world. The role of national security is growing with threats of terrorist activity, movement of illegal immigrants to higher income countries, money laundering, trafficking of banned narcotics and unauthorised cross-border movement of arms and ammunition.

Governments are responding to these national security concerns by tightening security checks and border control measures employed by customs and immigration authorities.

Additionally, national security agencies involved in the prevention of crime are applying new and improved information technology systems in their fight against crime. Global Information Systems and state-of-the-art radar systems are employed to improve surveillance in the land, air and sea environments. Immigration authorities are acquiring machine-readable passports and there is increased collaboration and data sharing between international and regional countries.

*"We are the government of Trinbago, we
vote them in power.
They got to do what we want them to do."*

THE GOVERNMENT
*Composed and Performed by: Winston Henry
(Explainer)*



Local Context

In an effort to strengthen and improve accountability in public institutions, the Government of the Republic of Trinidad and Tobago has pursued various initiatives - the implementation of the Integrity in Public Life Act 2000 to govern the conduct of persons in public life; the development of 'A Code of Best Practices for State Enterprises'; and the reform of the Government's Procurement Regime which outlines international best practice for the enhancement of the existing procurement process.

Although the Government has embarked upon these initiatives, public institutions are still weak in execution and in need of modernisation. Past PSIP performance has shown that public institutions lack implementation capacity. Although in 2004 the PSIP allocation was fully spent, this appears to be an exception rather than the rule.

There has been a history of constitutional reforms since independence although little progress has been made in the last 20 years¹. Individual citizens, politicians, and civic leaders still continue to make repeated calls for constitutional reform in an effort to strengthen our democratic systems. There are ongoing debates on various issues, with one of the main ones being how to achieve greater representation of the concerns and interests of citizens of Trinidad and Tobago.

¹ Vision 2020 Governance and Institutional Structures for Development Sub-Committee Report.

In 1997, the Government of Trinidad and Tobago issued a Green Paper proposing the introduction of a competition law and policy regime². To date, however, no competition or fair-trading laws or policies exist. This has led to a common perception that monopolies and oligopolies have too much power and that the interests of consumers are not being effectively represented.

The improvement of national security capabilities continues to be a critical area of focus for the government of Trinidad and Tobago. Recent developments in international terrorism, and the proliferation of illegal firearms and narcotics entering and exiting Trinidad and Tobago, have heightened the need to improve the security of our borders. This has already been initiated through improvements to our air, land and water surveillance systems as well as through increased customs and immigration controls. In addition, inefficient bureaucracy, crime, theft and corruption are identified as some of the most problematic factors affecting the business environment in Trinidad and Tobago.

The following table identifies some key global indicators that reflect the performance of Trinidad and Tobago in the area of "effective government".

² Introducing Competition Law and Policy in Trinidad and Tobago: Some Institutional Challenges, p.1.



Table 4.1: Effective Government Indicators

Indicators			
Governance and Institutional Structures for Development		Score	Rank
	Effectiveness of law making bodies (GCR)	3.0/7	67/104
	Transparency of government making policy (GCR)	3.7/7	58/104
	Corruption Index (Transparency International)*	TBD	
Law Administration & Legal Affairs			
Administration of Justice			
	Efficiency of the legal framework (GCR)	4.2/7	42/104
	Effectiveness of law making bodies (GCR)	3.0/7	67/104
	Intellectual property protection (GCR)	3.2/7	68/104
National Security and Public Safety			
	Reliability of police service (GCR)	2.7/7	96/104
	Total crime rate*	No data	
	Illegal immigrants*	No data	
	Pervasiveness of money laundering through banks (GCR)	3.1/7	89/104

* Local Indicators need to be developed.

Source:

1. *World Economic Forum, "Global Competitiveness Report 2004-2005".*

TOTAL QUALITY PUBLIC INSTITUTIONS

Effective government must begin with quality public institutions. Our public institutions need to be coordinated, efficient and effective in their service delivery. They must operate at international standards and efficiently manage the country's resources. Most importantly, government must adhere to a set of standards that uphold the rights of citizens and the law.

Our public institutions should be transparent and free from corruption. Trinidad and Tobago must be highly ranked on the international effective governance ratings, especially with regard to corruption levels. State contracts should be awarded in an open and fair manner. Incidences of insider trading, nepotism, over-invoicing and fraud must be dealt with swiftly. It is also important to ensure that there is timely and full financial disclosure by State companies and adherence to international standard accounting principles.

Public service personnel must be well-trained, qualified, efficient and courteous individuals. Promotion, compensation and recognition should be based on performance and merit as opposed to seniority or nepotism. This can result in a culture where public servants are motivated, productive and feel a sense of self worth and fulfilment in their jobs as evident through high job satisfaction ratings. Public officials must value integrity, honesty and hard work. They should be held accountable for their activities and should channel the country's resources towards better service delivery to the citizens. All public services must be made available to all citizens regardless of race, religion or socio-economic standing. It is important to measure all improvements. For instance, service efficiency can be assessed by reduced waiting times at public offices, less duplication of resources and decentralised functions and activities.

Information should be readily available to the wider population through high-speed Internet connections.



Citizens and businesses should have easy and timely access to relevant documents such as birth certificates, marriage certificates, property deeds, companies' Memoranda and Articles of Association. There needs to be a fully functional and efficient e-government system that results in improved convenience and better service delivery to the citizens of Trinidad and Tobago.

Freedom of the press must be maintained and held sacred, with the media providing fundamental checks and balances against government. It is important to have free communication so that citizens can express their thoughts and ideas freely. Trinidad and Tobago must rank highly on the world freedom of the press indices.

PUBLIC SAFETY AND SECURITY FOR ALL CITIZENS

Citizens must feel confident in the government's ability to deal with issues of national and personal security. They should be secure in the knowledge that the security forces have their best interest at heart and the resources to fulfil their responsibility to protect and serve. People must feel safe in their homes, neighbourhoods, recreational areas and workplaces and should be able to socialise freely in public places and own businesses without fear of becoming victims of theft, murder or kidnapping for ransom. Parents must feel assured that their children can congregate in public places without fear for their safety.

Put simply, all citizens must have reliable access to security services. Police and fire stations must be in close proximity to all communities to allow for prompt responses to distress calls made by citizens. Private and public security agencies should be free from corruption and should be staffed with honest and law-abiding officers who have the appropriate attitudes. Officers must be equipped with adequately furnished buildings, vehicles, and cutting-edge technologies.

The borders of Trinidad and Tobago must be well protected from the illegal entry and exit of people and products. This should be facilitated through increased manpower capabilities, the use of

technologically advanced surveillance systems that monitor all air, land and water activities; and effective and efficient customs and immigration controls. There must be fewer numbers of illegal immigrants entering the country and a reduction in the import and export of illegal narcotics and firearms.

There needs to be effective law enforcement and better forensic research capabilities in order to improve crime detection and solution. Timely and accurate discovery, identification, and analysis of criminal evidence is essential and would allow for speedier prosecution of criminal cases.

Criminal activity should be minima. Where it exists, the penal system must be able to effectively and successfully rehabilitate and reintegrate offenders into the society, as evidenced by a reduction in the number of repeat offenders. Correctional institutions should emphasise rehabilitation underpinned by sound physical infrastructure and high quality human resources at all levels.

Citizens should also enjoy security from events outside of their control. People must feel secure in knowing that our buildings and infrastructure can withstand natural disasters such as hurricanes, floods and earthquakes. They must feel confident in the ability of public safety institutions to protect them when natural disasters strike. Citizens should be fully knowledgeable of the issues related to public safety and appropriate legislation should be in place to govern all aspects of public safety in Trinidad and Tobago.

COOPERATION MAKES IT HAPPEN

A driving force behind a renewed level of cooperation, the Caricom Single Market & Economy (CSME) should result in the Government of Trinidad and Tobago promoting further opportunities for collaboration. Goods, services and people must move freely across regional boundaries, thus allowing for increased access to regional markets, greater purchasing options for citizens and better access to a greater pool of human resources. A fully functional Caribbean Court of Justice should promote fair and



equitable justice for all Caribbean people. Caribbean governments must have the institutional capability to focus on areas of common interest and resolve contentious issues.

The private sector, NGOs, media, CBOs, individuals and the government need to work in unison to provide goods and services to the citizens of Trinidad and Tobago. Partnerships must be geared towards building a better Trinidad and Tobago by improving infrastructure, building rural communities, creating opportunities for entrepreneurship and investing in arts and music.

There should be effective regional and international collaboration on crime-related issues. With the advent of e-commerce, the spotlight should be on the reduction of technology-related crimes such as credit-card fraud, money laundering, white-collar crimes, illegal money transactions and funding of terrorist activities. There needs to be active participation in international peace support and humanitarian operations.

Collaboration offers the ability to remove barriers between government and the governed. More official documents must be accessible for public scrutiny and comment. Collaborative efforts must persist among Ministries through the formation of many inter-ministerial committees. The successful implementation of e-government must facilitate the speedier resolution of issues and improve policy determination throughout.

There must be improved cooperation between the public and private sector in formulating and implementing policies, planning operations and monitoring progress. This would help to improve the decision-making process and allow for greater transparency and trust building between the public and private sectors. There has to be a greater number of public/private sector partnerships, strategic alliances and collaborative efforts for national development.

NO JUSTICE DELAYED, NO JUSTICE DENIED AND PROTECTION FOR ALL

There must be public confidence and trust in the judicial system of Trinidad and Tobago. Citizens should have equal access to justice regardless of ethnicity, religious persuasion, political affiliation, and cultural, social or economic standing. This must be evident through a reduction in lawsuits and minimal expressions of discontent or claims of discrimination.

Adequate legal representation in the form of legal aid and advisory services should be available to all citizens upon request and should be delivered by well-trained, highly motivated and professional staff, operating in a timely and efficient manner within a modern technological environment.

Magistrates and Judges must be properly trained and knowledgeable of the judicial framework under which they operate. They must continue to carry out their functions in a fair and impartial manner and must be held responsible for decisions made. Judicial matters must be handled expeditiously and completely, with high emphasis on preserving the human rights and freedoms of citizens. The protective services must be available to victims and witnesses in criminal proceedings so that they can play their part in upholding justice without fear of being victimised for doing so.

Laws and legislation must be well drafted and facilitated through efficient and effective government legal departments that are adequately staffed, have appropriate and relevant accommodation and are technologically advanced. Carefully drafted laws must provide a solid foundation for building confidence in legal systems and institutions in the society. It must secure the varying interests of the citizens of Trinidad and Tobago; uphold their constitutional rights; and be informed by empirical research and broad-based public consultations.

Intellectual property rights must be respected and enforced. Artists and inventors should be able to create new ideas, processes and products and feel secure that they are protected when reaping the rewards of their creativity. There should be increased



numbers of patents and registered trademarks, minimal copyright infringements and increased royalty payments.

Consumers must be confident that they are protected from unfair trading practices and should be assured that providers of goods and services adhere to proper standards and procedures. There should be few incidences of consumer complaints and high quality system standards. The Trinidad and Tobago Bureau of Standards and the Chemistry, Food and Drugs Division must have the capacity and capability to ensure that consumers are exposed to products of the highest quality.

Employees must be treated fairly and equitably by their employers. The Industrial Court must continue to be independent and have the capacity to deal with matters quickly and efficiently. Effective dispute resolution mechanisms should exist and should result in a less contentious industrial relations environment.

Voting rights should be held in high regard, and there must be transparency and fairness in the electoral process. All citizens should enjoy freedom of choice with respect to their political affiliation and should be confident that their vote will not be manipulated or tampered with. Political party representatives need to be well-respected, knowledgeable individuals who seek the best interest of the citizens.

STRATEGIES FOR EFFECTIVE GOVERNMENT

Institutional Development³

Initiate the process of constitutional reform.

- Establish a Joint Select Committee of Parliament to analyse the issues, such as the role of the President, Prime Minister, Parliament, Independent Senators and Presidential Appointees.
- Strengthen oversight institutions such as the Office of the Auditor General so as to ensure “government for the people, by the people and of the people.”

³ Institutions refer to public and private enterprises including Ministries, private institutions and NGOs.

Restructure and institutionally strengthen the public service.

- Reform the Service Commissions.
- Implement e-government strategies as outlined in the National ICT Plan 2003-2008.
- Revise legislation governing the public service, giving particular attention to technology changes.
- Strengthen regulatory institutions.

Improve border security capabilities through institutional strengthening.

- Improve all ports of entry facilities and infrastructure.
- Expand the Customs and Immigration Department especially the Deportation and Investigation Unit.
- Create stronger linkages with international security agencies such as Interpol.

Execute Existing Strategies and Programmes

Finalise and implement the “Performance Management Framework for Ministries” plan drafted by the Office of the Prime Minister.

Improve governance in public institutions.

- Conduct governance studies and surveys, including a survey on “Governance in State Enterprises in Trinidad and Tobago”.
- Initiate research on ‘Perceptions of Bias in the Public Service’.

Execute New Strategies and Programmes

Communicate good governance throughout the public service and society as a whole.

- Provide governance education and training for Ministry personnel and the general public.
- Provide corporate governance training for the private sector.

Develop and implement an integrated national security and public safety policy for Trinidad and Tobago, which speaks to issues such as:

- Professional competencies in national security and public safety forces through the creation of accredited degree programmes and the establishment of training academies.
- Protection and control of our borders from illegal activities through the enhancement of maritime and airspace control capabilities and the



acquisition of machine readable passports and X-Ray equipment that can examine shipping containers.

- Improve Defence Force capabilities through the development of base infrastructure and the strengthening of logistic support capabilities.

Strengthen the human resources in the public service.

- Increase the number of training programmes available to public servants.
- Improve the recruitment and selection process.
- Move to a system of meritocracy where promotion and rewards are results and performance driven.
- Develop and implement fair-trading and competition laws.

Public/Private Sector Partnerships

Increase private sector participation in national security institutions.

- Privatisise prison institutions and services.
- Privatisise institutions geared towards forensic sciences research.

Change Mindsets and Culture

Create increased public awareness of the role of the judiciary.

- Provide the public with informational brochures and annual reports.
- Include public representatives on advisory committees, study groups, and boards.
- Develop educational programmes for children and young people.
- Instil a culture of respect for the Rule of Law through formal and informal learning systems.
- Revise and enforce the Code of Ethics for the Public Service to enhance public trust and confidence.

CHAPTER 5

Competitive Businesses

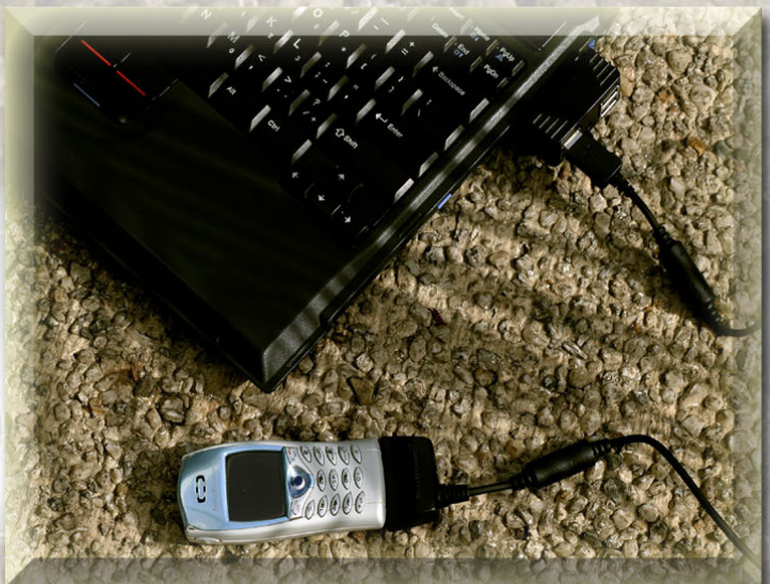
VISION FOR COMPETITIVE BUSINESSES

Globally competitive and socially responsible businesses that are responsive to changes in the international environment and build on the attributes of our innovative people to produce environmentally sustainable premium quality goods and services.

Photo: Marlon Rouse

*"...In producing good product
and making a lot
They are going to trade
and guess what happening too
That will mean an increase
in the Revenue..."*

BUY LOCAL MORNING NOON & NIGHT
Performed By: The Mighty Prowler





CONTEXT FOR COMPETITIVE BUSINESSES

In facilitating a competitive business climate, Trinidad and Tobago is intent on ensuring the prosperity of individual businesses and their shareholders. In this regard, the business sector is expected to become a beacon of regional and global productivity, creativity and innovation – a sector that is competitive in an open market/free trade context.

As with current global trends, and given the forecast for further development, we expect aggressive development of the services sector so that it becomes a greater contributor to GDP. We envision, therefore, a buoyant service sector staffed by well-trained and energised human capital, offering services blessed by our inimitable Trinbagonian flair, sense of fun and warmth. Government's role will be that of an active facilitator and efficient enabler, ensuring that all the necessary legislation and infrastructure is in place to support and grow this sector profitably.

The 'competitive businesses' priority is built on a vision of an economy diversified through investments in agriculture, energy, financial services, industry and entrepreneurship, tourism and finance – quality elements that underpin our nation's ability to generate revenues that will drive the transformation. Our relations with our neighbours are important because we recognise that our economic future is tied to the economic and social well-being of our neighbours and others in the region.

It is generally accepted that companies, not countries, compete¹. A country's development is closely linked to the competitiveness of its businesses². Productivity – driven by innovation and competition – and ultimately competitiveness, go hand in hand.

Productivity allows nations to support high wages, strong currencies and attractive returns on capital, thereby indicating higher standards of living. Noticeable trends in the business environment of competitive countries include:

- Economic diversification and clustering.
- The migration of micro-enterprises into the formal sector of the economy.
- Sophistication of financial markets.
- Increasing use of technology in businesses.
- Shifts in international trade and investment patterns.

Global Trends

Natural resource driven economies are seeking to decrease their vulnerability. In such economies attention is given to the development of new industries in existing and emerging markets. This trend influenced the development of the wine industry in Australia, the pharmaceuticals industry in Ireland and the technology sector in Costa Rica.

In developing countries, a significant number of micro-enterprises operate outside the formal system. This contributes to the existence of a large informal business sector, with limited potential for growth and development. Recognising the potential of the sector for employment creation and the development of local entrepreneurship, governments and private sector agencies are injecting considerable resources into the informal sector to transform these micro-enterprises.

The third trend looks at the increasing sophistication of financial markets in competitive economies. This can be seen by the availability and access to venture capital, increased opportunities for foreign direct investment (FDI), and a well developed equity market. In such environments businesses have wide

¹ Balgobin, R. *Competitiveness and the Caribbean*.

² Porter, M. *The Competitive Advantage of Nations*.



access to credit and loan facilities. Banks and other financial institutions adhere to good financial practices and are able to develop appropriate financial instruments to manage risk. There are well-developed regulations for controlling the exchange of securities. The laws governing bankruptcy and the protection of creditors are designed to encourage the continuation of businesses.

In competitive economies, technology usage is high. Enterprises use technology to facilitate business-to-business and business-to-consumer (e-commerce) transactions. This development brings suppliers, manufacturers and customers closer. Customer choice and personalised preferences can be accommodated through on-line processing of requests, thereby facilitating the mass customisation of products and services. Consumers, by being more sophisticated in their expectations, push businesses to invest in the latest technologies, products and services.

The final trend is the shift in international trade and investment policies. Preferential and protective trade agreements are being replaced by trade liberalisation policies, which free up the movement of goods and services. Developing economies dependent on preferential trade agreements, including duty-free access to developed country markets, are most affected by this trend. Countries are responding to this trend by coming together to form regional trading blocs.

Local Context

The foundation of our industrial economy rests on oil and gas resources. In 2004, oil revenues generated one-third of total revenues. The energy sector is the main engine of growth. As Diagram 5.1 illustrates, if the current trend continues we incur the risk of becoming increasingly dependent on our petroleum and gas resources.

Many micro and small enterprises exist in the informal sectors of the economy and are uncompetitive. Many small entrepreneurs do not have the knowledge, financial resources or business skills to take their businesses out of the informal sector. The agencies to support the growth of micro, small and medium sized enterprises generally lack the

capacity to undertake this important task of economic transformation.

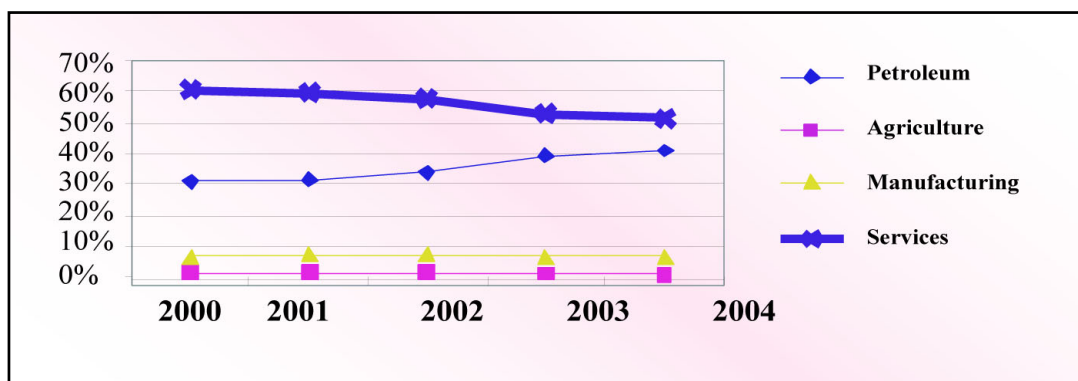
Our financial services sector is well managed and growing in sophistication. Regulators like the Central Bank provide adequate policies to facilitate the growth of the capital market. As our economy grows, our capital markets will have to become more liquid in order to finance larger projects. Financial institutions and investors play an important role in the easy movement of capital in the market.

There is little evidence that businesses are applying technology to support business-to-business transactions and develop e-commerce in any significant way. Although many companies have personal computers (PC) and Internet access, very few have technological solutions that enhance business activity. Additionally, only a small percentage of the population have home PCs and access to Internet services to stimulate the demand for on-line business services (See Table 5.1).

Our main preferential trading agreements³ are quickly coming to an end – a major concern for many of our manufacturing export-oriented industries. The level of readiness of our firms and government institutions to participate effectively in the new regional trading blocs remains questionable.

Table 5.2 captures the essential indicators that chart the current standing of our performance in the highlighted area, and the desired targets that we hope to achieve.

³ Caribbean Basin Trade Partnership Act (CBTPA) – expiry date 2008; Caribbean-Canada arrangement (CARIBCAN) – expiry date 2007; The Agreement with the European Union (Cotonou Agreement) – expiry date 2007.

**Diagram 5.1: Sectoral Contribution To GDP (% Of GDP)**

Source: Review of the Economy 2003/GDP Constant Prices (2000)

Table 5.1: T&T Technology Index

	T&T's rank out of 104 countries	T&T's Score out of 7
Technological readiness	62	3.7
Firm level technology absorption	54	4.5
FDI and technology transfer	16	5.3
Internet users, 2003 per 10,000 inhabitants	52	1,060
Personal computers, 2003, per 100 inhabitants	52	8

Source:

1. *World Economic Forum, "The Global Competitiveness Report, 2004 – 2005".*



Table 5.2: Enabling Competitive Businesses – Scorecard

Indicator	P0		P1	P2	P3
Macro Economy and Finance	Score	Rank	Quartile	Quartile	Quartile
Inflation (GCR)	3.5/7	56	Q2	Q1	Top10
GDP/Capita (GCR)	\$9,975	46	Q1	Top10	Top5
GOV'T CAPEX*		No data			
Tourism					
% workforce employed by tourism*	N/A	No data			
Number of Tourist Arrivals (TIDCO)		409,000			
Financial Services					
Financial Market Sophistication (GCR)	4.2	44	Q1	Top10	Top5
Soundness of Banks (GCR)	6.1	30	Q1	Top10	Top5
Credit Rating (GCR)	55.6	48	Q1	Top10	Top5
Agriculture					
Agriculture contribution to GDP (WDI)	2%				
Agriculture value added per worker (WDI)	\$3,034	Upper middle	Q2	Top10	Top5
Energy					
Total energy production*		No data			
\$ New investment downstream*		No data			
\$ Value of local investment*.		No data			
International Relations, Regional Cooperation & Trade					
Gross Foreign Direct Investment as % of GDP (GCR)	11.6%	High income	Q2	Top10	Top5
% increase in non-oil exports		No data			
Industry and Entrepreneurship					
Effectiveness of bankruptcy laws	3.9/7	73/104	Q2	Q1	Top 10
Cost of importing foreign equipment	2.3/7	64/104	Q2	Q1	Top 10
Interest rate spread	8.3%	70/104	Q2	Q1	Top 10

*Local Indicators need to be developed.

*Government CAPEX refers to that portion of the PSIP allocation that is primarily physical infrastructure investment.

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005".
2. UNDP, "Human Development Report 2004".
3. World Bank, "World Development Indicators 2004".



PRODUCTION OF WORLD CLASS PRODUCTS AND SERVICES

Markets are dynamic and our businesses must constantly adapt to facilitate shifts in domestic and global demand. Competitive businesses that function within these markets have to engage in continuous research and development to improve products, services and processes. They must be managed and staffed by highly qualified and knowledgeable industry professionals who ensure that production and other processes run smoothly and efficiently.

To build efficient production capabilities, our energy related products and services need to be expanded into value-added oil and gas-based activities throughout the value system. There should be deep local involvement in upstream offshore services, upstream fabrication and design engineering. Expanded port and harbour facilities, trading and shipping services, and logistics must provide support for expanded offshore oil and gas operations and facilitate increases in exports.

An export capacity must be developed in non-energy based products such as software, plastics, processed foods and food packaging, as well as household and alcoholic beverages, fertilizers and optical products. This has to be supported by a robust marketing infrastructure developed around timely intelligence gathering, time to market considerations, efficient distribution networks online and off, and market segmentation. This would empower our profitable responses to the dynamic needs of our global customers.

Like the steel pan, our tourism product offerings must stand out based on the use of indigenous skills and knowledge. We must actively develop our Cultural, Eco, Sport and Entertainment tourism products to cater to the needs of different target markets. Tourism can be community based and has to contribute significantly to GDP. Our islands must become preferred destinations of choice.

Our sophisticated and well-informed consumers have to place considerable demands on businesses to provide first-rate products that are reasonably priced. Consumers should know their rights, exercise the

option of choice among a variety of quality products and service offerings, and must not be afraid to switch loyalties.

RESOURCEFUL CITIZENS

Our citizens have to become highly skilled and qualified, with a flair for technology. They should embrace creativity and innovation and constantly seek new or better ways of providing products and services to consumers. They should be able to enjoy the social and economic benefits of employment and self-driven entrepreneurial activity. Innovative ideas must be commercialised along with an increase in the number of patent registrations by Trinidad and Tobago nationals. Strong financial and marketing systems must support citizens interested in starting their own businesses.

Our islands have to be characterised by resilient rural communities where agriculture plays a key role in fostering entrepreneurial activities. Farmers need to adhere to rules, regulations, and standards, which are geared toward the acceptance and penetration of agricultural products in global markets. Innovations in seed and crop management and salt and fresh water fish farming can allow farmers to introduce new varieties of produce that serve to reinforce our emphasis on food quality, food safety and security. The private sector should lead funding, mentoring, and knowledge transfer initiatives of best agricultural practices to our growing entrepreneurial community.

NATIONAL BUSINESS ENVIRONMENT

Trinidad and Tobago's macro-economic environment has to facilitate competitiveness. In this emerging environment there must be fiscal and monetary policies supporting our endeavours. This would enable economic stability and low levels of inflation and unemployment. Access to capital must be made easy and interest rate volatility has to be minimised. There are a host of credit and financing products and arrangements that cater to all, particularly those in the Micro, Small and Medium Enterprises (MSME) sector.



Government has to play an active role in facilitating competitiveness. It must be responsible for maintaining existing trade links and creating new opportunities for the development of trade relations in new markets across the globe. This would be indicated by an increase in the number of signed International Trade agreements and protocols for agricultural goods, shipping, labour and the environment, building upon existing agreements.

Foreign companies should find it easy to invest and do business here. Emphasis has to be placed on those firms that possess excellent down stream business potential and contribute to the national coffers. Incentives should also be made available to local companies which possess the capacity to establish similar industries.

Business development has to be enabled through the establishment of industrial and technology parks, commercial free zones and agricultural food baskets. Trinidad and Tobago would manufacture world-class goods for export and would become self-sufficient in its basic food needs. This would lead to a reduction in the food import bill and more stable local food prices.

Good governance is essential in building macro competitiveness. This must be enabled by legislative and regulatory reforms in the areas of finance, taxation, customs, banking and insurance, credit union management, intellectual property rights, anti-dumping and money laundering protection. This would serve to provide a well-organised, predictable and liberalised business environment.

INVESTMENTS AND FINANCIAL MARKETS

Our country has to provide excellent financial services and investment opportunities for both local and international clientele. This would be manifested through positive risk indicators within the economy and political, economic and social stability.

The Government would hold a diversified portfolio of high performing assets, which provide excellent returns. There has to be a vibrant domestic capital market. Our financial institutions must dominate the regional and Latin American landscape. The Board of

the Stock Exchange has to preside as an independent body, with a high number of Initial Public Offerings (IPOs) and the number of listings on the primary and secondary markets would be increased. Trinidad and Tobago would also be known to have an excellent bond market.

Net capital inflows are positive as a result of increases in Foreign Direct Investment (FDI) and returns on external investments from all sectors. There must be no restriction in the movement of capital in the envisioned liberalised environment. A thriving venture capital market has to exist, consisting of both foreign and local venture capitalists. The industry should teem with marketable ideas and potentially profitable enterprises.

Government must divest its ownership of all energy related companies on the local capital market. There must be increased investment in training of locals to hold key managerial positions within the energy related companies.

Our financial systems must become robust. International business transactions at banks and other financial institutions have to become facilitative and effective. Financial transaction exposures should be minimised through the application of appropriate technology, financial derivatives and leading edge human resource capabilities.

STRATEGIES FOR COMPETITIVE BUSINESSES

Institutional Development⁴

Introduce legislation that allows for the reformation of financial institutions within the financial sector.

- Harmonise laws governing all financial institutions.
- Remove/relax limits on quantity and type of investments on pension funds, insurance companies and mutual funds in providing capital to venture capital firms.
- Tailor competition policy to encourage new entrants into the financial sector.

⁴ Institutions refer to public and private enterprises including ministries, private institutions and NGOs.



- Amend bankruptcy laws.

Introduce policy mechanisms that would support knowledge generation and thereby facilitate industrial cluster development within the non-energy export sector. Special attention should be given to energising the light manufacturing industries of:

- Food and beverage
- Chemical and plastics
- Metal processing
- Leisure marine
- Information technology and electronics
- Printing and packaging

Maximise wealth generation from oil and gas exploration and production through institutional strengthening.

- Review taxation legislation and maintain relevance to changing sector needs.
- Create incentives to encourage energy companies to pursue listing on the stock exchange and/or provide opportunities for access to investment by individuals or small investors.
- Evaluate options and methods for the divestment of state holdings in energy companies.
- Introduce policies to facilitate investment opportunities in new ventures for local ownership.

Strengthen educational institutions focused on the energy sector.

- Establish specialist schools e.g. Drilling School, College for Marine and Maritime studies.
- Expand course offerings at COSTAATT, TTIT, UWI, or UTT for energy education in T&T offering specialised training, research, analysis and consulting in technical, strategic, policy and commercial sectors of the industry.

Aggressive tourism promotion through:

- Strengthening organisational structures;
- Clearly defining the roles, responsibilities and authority of the tourism agency (as separate from the respective line Ministries); and
- Updating the appropriate legislative and regulatory frameworks.

Prepare manufacturing sector and support institutions to adapt to new trading arrangements.

- Formulate and implement policies and programmes to enhance the competitiveness of the manufacturing sector.
- Strengthen institutional infrastructure to improve efficiency at key agencies e.g. Customs and Excise, Trinidad and Tobago Bureau of Standards.

Public-Private Sector Partnerships

Develop knowledge industries by promoting imitative and innovative research development in firms and academic institutions (public and private).

- Create fiscal packages.
- Provide investment, marketing and communications support.

Government to assist interested local energy firms to obtain a strong stake in the industry.

- Establish a certification process for local energy-based companies, goods and services.
- Develop and implement an independent framework to measure and encourage local content.
- Formulate policy to encourage the continuous upgrading of plant/facilities.
- Create mechanisms to encourage further downstream development: shipping, marketing, distribution and trading.

Execute Existing Strategies And Programmes

- Implement the existing tourism master plan.
- Accelerate the implementation of the Port-of-Spain waterfront project running from Invaders Bay eastwards to the lighthouse, with pedestrian walk ways, office buildings, shopping facilities, restaurants and other entertainment activities.
- Relocate the existing solid waste landfill further out of Port-of-Spain.
- Re-site all the existing commercial port and customs facilities east of Port-of-Spain to the area made vacant by the relocation of the existing landfill site.

Execute New Strategies and Programmes

Implement a comprehensive set of fiscal packages to encourage the rapid growth and development of competitive new and existing industries.

- Assist venture capital in immature industries.



- Support transformation of the informal business sector towards the formal sector.

Establish and maintain special agricultural zones designated as food baskets. Also,

- Develop a national system of grades for agricultural products.
- Create fiscal incentive packages for farmers on par with US, EU and Brazil.
- Develop world-class storage facilities at major ports.

Develop policies and incentives to ensure technology acquisitions and usage by firms and individuals.

Enhance policies to facilitate the advancement of capital markets especially the development of the derivative market.

Change Mindsets And Culture

Promote agriculture as a viable business investment.

- Create micro credit opportunities that focus on youth development in agriculture by providing special loan guarantees and reduced rates of interest for persons between the ages of 17 to 25 who venture into non-traditional agricultural areas.
- Provide incentives for the development of agricultural youth cooperatives, which provide management structures, marketing and other expertise to young farmers thereby creating an opportunity for increasing the survival rates for agricultural enterprises.

CHAPTER 6

Sound Infrastructure And Environment

VISION FOR SOUND INFRASTRUCTURE AND ENVIRONMENT

An efficient Information and Communication Technology (ICT) platform, public utilities and transportation infrastructure that enables social mobility and economic growth with environmental responsibility while facilitating the competing interests of all stakeholders.



*"...But my house is strong
And no one can push it down..."*

WHO GOD BLESS
Performed By: Ras Shorty I
Composed By: Garfield Blackman



CONTEXT FOR SOUND INFRASTRUCTURE AND ENVIRONMENT

To ensure a bright future and to accomplish our vision, all citizens must have the assurance that he/she will be able to live comfortably, commensurate with their best efforts and their personal and collective productivity. To make our dream a reality we must have well designed, continuously upgraded and environmentally sound infrastructure.

This section examines five trends:

- The de-monopolisation of public utility companies.
- The increased use of public-private partnerships in the development of physical infrastructure facilities (air, land and sea).
- The growing investments by governments in ICT infrastructure.
- The concern for economic development to occur in harmony with environmental protection.
- The increased attention to natural disaster preparedness.

Global Trends

Rapidly evolving operating business environments of many public utility companies experience changes in ownership and control. These changes occur in many forms including management service contracts, lease arrangements, concessionaires and privatisation. Two additional shifts are the growing decentralisation of service delivery and the establishment of regulatory institutions to oversee the provision of service

standards and service delivery obligations to customers. Taken together, these changes share in common the competitive imperative to improve service and reduce cost.

The second trend pertains to the development of national transportation systems (air, land and sea). It is becoming common practice for governments to enter into partnership arrangements with private enterprises to share the financial risk associated with physical infrastructure development projects. These joint ventures entail, among other things, financial arrangements to build, own, lease and transfer assets (BOLT system), and build, own, operate and transfer assets (BOOT system).

In keeping with the rapid pace of change in the field of information and communication technologies (ICT), governments invest in ICT infrastructure as a strategy to enhance public service delivery and have the population connected through mobile wireless and Internet. ICT infrastructure allows governments to expand into the arena of e-government. In Brazil, for example, the government website provides information on a wide range of services, for example complaint forms, public tenders, and taxation issues. In Japan, municipal governments have 'gone digital', and e-government services include electronic voting, electronic document management, and electronic procurement.

Environmental considerations are becoming integral factors in economic decision-making. Business corporations, especially those in the extractive industry sectors, environmental groups and individuals, are concerned about achieving sustainable growth without destroying the natural environment. As evidence, consider the introduction in enterprises of the "*triple bottom line*" perspective, i.e. - the reconciling of respect for the environment with social responsibility and financial profitability. Moreover, nation states demonstrate growing cooperation in adhering to international treaties and agreements on environmental protection and sustainable development¹.

¹ For example: 1992 Rio Declaration and Agenda 21, Santa Cruz Summit On Sustainable Development (1996); 2000 Millennium



To mitigate against the devastating effects of natural disasters, governments, in collaboration with scientific research institutions and international humanitarian foundations, are seeking to develop better disaster response programmes and global early warning systems.

Local Context

In Trinidad and Tobago, there has also been a shift in the operations of public utilities. Private sector involvement has been introduced into the postal and electricity services sector resulting in improved efficiency and service delivery. Over 97% of the households have electricity and postal services². On the other hand, in the state controlled water and sewerage sector, the results are less impressive. Only 20% of the population receives a constant water supply, and only 30% of households have access to piped sewerage facilities³.

In telecommunications, there remains only moderate private sector involvement. While internet services are provided by private Internet Service Providers (ISPs), Government is the majority shareholder in the primary telecommunications operator. Only 73% of all homes have telephone lines and the waiting time for a telephone can be up to six months⁴. Insufficient competition is often cited as a primary factor hampering the level and quality of service in the telecommunications sector.

Central government is also the main funding and development entity for the country's land, air and sea infrastructure. There are few public-private partnership arrangements in the provision of public infrastructure networks. The high level of motorisation, along with the lack of a mass transit system between the major urban centres, accounts for high peak-hour traffic congestion along the main roadways. Container traffic at our ports is high and increasing. Travellers using the seaport in our capital city of Port-of-Spain experience long delays due to congestion. The capacity of the existing air and sea

communication services between Tobago and Trinidad is insufficient for the growing transportation needs between the two islands. Our international airport is classified as a Category 2 facility, limiting the ability of the national carrier to add new routes into the USA.

E-government is still in its infancy. The majority of government services are delivered in person, and information is stored primarily in paper files or on desktop computers in some Ministries. Approximately 50% of Ministries have websites and for the most part these provide only static information. The Government's National ICT Plan, geared towards making Trinidad and Tobago 'e-ready', was launched in 2003. However, the plan lags behind its proposed implementation schedule.

Much has been done in the area of environmental management and protection. The Government has ratified environmental treaties to which it is a signatory⁵. Community based groups and individuals lobby for the protection and sustainable development of our natural fauna and flora. The Environmental Management Authority (EMA) and the EMA Act provide the institutional and legal requirements for addressing environmental protection issues. A major deficiency limiting the Authority's ability to enforce the EMA Act to its fullest is the absence of subsidiary legislation (the supporting rules arising from the Act) to govern important areas such as water pollution, and hazardous waste from oil, gasoline and diesel under the Act.

Given our risk of natural disasters (hurricanes, earthquakes) the Government has established agencies to handle natural disaster emergencies. Currently, these agencies lack the ability to respond effectively to disasters.

Table 5.1 identifies some indicators used to gauge our international standing with respect to sound infrastructure and environment.

Development and Goals; 2002 Johannesburg Summit on Sustainable Development.

² Public Utilities Sub-committee Report

³ Ibid

⁴ Ibid

⁵ Cartagena Protocol on Biosafety; Convention on Biodiversity, The Framework on Convention on Climate Change.



Table 6.1: Sound Infrastructure And Environment – Scorecard

Indicators		
Infrastructure	Score	Rank
*Overall infrastructure quality (GCR)	3.6/7	54/104
Port infrastructure quality (GCR)	4.0/7	48/104
Air transport infrastructure quality (GCR)	4.6/7	52/104
Government CAPEX * ¹	No data	
Container cargo throughput (TEUs)*	No data	
Airport international category rating (FAA)	CAT 2	
Number of new airline routes connecting through TNT*	No data	
Road coverage*	No data	
Number of bridges constructed/upgraded*	No data	
Vehicle operating cost (\$/Km/vehicle)*	No data	
Environment		
Deforestation and biodiversity: % average annual deforestation (WDI)	0.8%	
Cumulative greenhouse gas emissions per capita (Gg) (UNCCC)	No data	
Compliance with International Agreements (GCR)	3.7/7	79/104
Public Utilities		
Household access to sewerage connections	99%	
Quality of electricity supply (GCR)	4.8/7	55/104
Unaccounted for Water	No data	
Percentage of Population receiving 24hr water access	20%	
Telephone lines per 1000 inhabitants (GCR)	25.0	47/104
Postal Efficiency (GCR)	4.3/7	56/104

*Local Indicators need to be developed.

*¹ Refers to that portion of PSIP Allocation that is primarily physical infrastructure investment

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).
3. Federal Aviation Authority (FAA).
4. United Nations Convention on Climate Change (UNCC).



IMPROVING NATIONAL TRANSPORTATION INFRASTRUCTURE

Trinidad and Tobago must have transportation facilities that are built to international safety standards and aesthetics with due consideration being given to the environment. This would facilitate ease of mobility of people and products.

The country must have an extensive network of well-maintained roads and bridges and modern traffic management systems to reduce the transportation cost of people, goods and services. Loss in productivity as a result of delays in the transportation of people and goods would be minimised as a result of efficient management of the transport systems.

A first-class airport must be constructed to handle heavy air traffic smoothly and safely, minimising delays and maximising security, while giving us the bargaining power to negotiate for the most profitable routes. Air travel should be a convenient and affordable experience that allows the free and easy movement of people, goods and services. Inter-island travel needs to be especially quick and easy to facilitate the movement of people and products between Trinidad and Tobago.

Trinidad and Tobago should be recognised as the destination of choice for Caribbean cruise ships and yachts, due to its naturally sheltered harbours and well-equipped industrial and commercial seaports. Merchants at our cruise ship terminals should be able to engage in a thriving trade all year round offering retail and food outlets, ship maintenance facilities and hotel accommodation.

IMPROVING UTILITIES THROUGH COMPETITION

A de-monopolised and effectively regulated utilities sector would encourage competition leading to high quality, reliable, innovative and cost effective service delivery, including water, electricity, and postal service. Utility companies must be financially self-sufficient, allowing government expenditure to be focused on other areas of the economy such as agriculture and social services.

*"Yesterday's children built trucks and trains and
boats and planes and highways with many
lanes..."*

YESTERDAY'S CHILDREN
Composed & Performed By:
Winston 'Gypsy' Peters

Twenty-four hours of potable water supply must be delivered through a network of well-maintained underground pipes and modern pumping stations from state-of-the-art treatment plants. Water

sector companies must work alongside regulatory institutions to ensure that there is continuous monitoring and development of traditional and alternative water sources guaranteeing that production capability and output become less vulnerable. Two markers of success would be the absence of flooding and a continuously potable water supply throughout the country.

Efficient and environmentally friendly sewerage systems need to be implemented, supported by modernised treatment plants. Wastewater has to be recycled and monitored to ensure full environmental protection.

If the country's electrical power were efficiently generated and distributed, there would be far fewer unplanned power outages. Even those would be supported by accessible back-up generating capacity at economically competitive rates to ensure the availability of a ready power supply for an expanding economy.

The state-owned postal administration with its commercial status, must expand into non-traditional businesses, and hold its own in the growing and fiercely competitive courier market. Sending and receiving items locally and internationally has to be reliable, convenient and affordable. Since all



international inbound and outbound items are processed through a central Customs Bond, a healthy source of revenue can become available to the Government through duties and taxes collected.

TRADE HUB OF THE CARIBBEAN

Our major industrial seaports must efficiently facilitate the movement of vessels, cargo and travellers, by having state-of-the-art equipment. The information and port logistics systems must be world class and be supported by safety conscious, internationally certified ground crews and operators. Rates from port charges have to be competitive and facilitative to businesses. Economical operations of the ports would underscore their financial viability.

Our industrial and commercial marine facilities must grow to become major trans-shipment points for goods heading to Latin America and the West Coast of Africa from Asia. Ship chandelling, propeller repairs, scraping and painting services are just a few of the burgeoning professional business enterprises that could provide an alternative source of employment for our technical and vocational graduates.

Moreover, as the marine industry transports an increasing number of tourists to our islands, the demands for food and water aboard these ocean-going vessels promises to stimulate relevant sectors of the industry.

Trinidad and Tobago can house the headquarters of the Free Trade Area of the Americas (FTAA) and become the central negotiation point for hemispheric trade negotiations. The Port-of-Spain waterfront should reflect our international stature and must be serviced by an efficient transportation and drainage system.

MOVING TO A NATURAL ENVIRONMENTAL RHYTHM

All manner of public and private infrastructure development, though planned and approved to keep pace with the needs of an increasingly sophisticated population, must not compromise the natural geography and biodiversity of our land.

Trinidad's natural watercourse patterns can provide opportunities to expand our physical infrastructure in an ecologically friendly manner that would preserve the natural beauty of our country for the tourism and agriculture industries.

Industrial plants must have environmentally sanitised effluents, as evidenced by discharge permits. In this regard, there must be effluents that do not compromise the quality of our surface water and aquifer systems. This would have the additional benefit of reducing the cost of downstream

wastewater and water treatment, and would ultimately redound to the benefit of the consumer through reduced rates. By setting appropriate emission standards, our citizens can enjoy an improved quality of life. Vehicle and industrial

emissions, outdoor burning, and other related sources of pollution must be actively measured and monitored.

Trinidad and Tobago should be able to boast of beautiful shorelines as a result of careful coastal and wetland conservation policies. Flora and fauna should flourish.

We must maintain the lush forests that line our mountain ranges. Our government and citizenry must be responsible for the reforestation of our forests and preservation of our quarries. The population must become acutely aware of the devastation caused by bush fires and unlicensed logging and must have a sense of community ownership and cooperation in the protection of our environment.

*"Trinidad coming like New York. They
building buildings to touch the moon..."*

SALVATORI
*Composed & Performed By: Slinger Francisco
(The Mighty Sparrow)*



Everyday life should have a more earth-friendly feel. There must be a change of attitude towards the environment. Our citizens should not toss articles through vehicle windows; pedestrians should look for the nearest bins and residents and commercial enterprises should actively support recycling initiatives. Paper, plastic and glass recycling can become major industries.

FOSTERING A CONNECTED SOCIETY

We need to be a connected people. There should be computerised libraries, schools and businesses in all municipalities; a computer in every home; and ease of access to the Internet. It must become easy to speak to, see and share documents with others and purchase almost any product or service at affordable prices, locally or internationally, from the comfort and security of our homes. This convenience would leave us with much more time to pursue other personal interests. With a de-monopolised telecommunications sector and an effective regulatory authority, state-of-the-art and cost effective communications services must become the norm.

Nevertheless, the individual's right to privacy and/or decency in broadcast content has to be protected. We should be able to participate fully in the global information and knowledge society, without losing our cultural identity and value system.

Geography should no longer limit our choices. Technology should empower us further by allowing access to the information and tools that drive innovation and productivity.

STRATEGIES FOR SOUND INFRASTRUCTURE & ENVIRONMENT

Institutional Development⁶

Create a Roads Management Authority to:

- Manage and improve the main and secondary road networks (infrastructure and transport modalities).
- Execute construction and maintenance projects through private enterprise delivery.
- Generate its own funding (e.g. dedicated road user taxes, loans etc).

Institutionally strengthen the relevant public agencies through:

- Modernising plant and equipment.
- Upgrading accommodations.
- Implementing a performance based compensation system.
- Investing in building knowledge competencies.

Increase the coordination capacity of the relevant agencies entrusted with the guardianship of the environment.

- Form a multi-agency committee that meets routinely to synchronise activities and policies.
- Empower this committee to act in a cohesive manner through resource allocation, ministerial attention and legislation.

Upgrade Piarco Airport to achieve Category 1 status.

- Build a world-class aircraft maintenance facility.
- Increase cargo management capability.
- Implement drainage, taxiway and perimeter road repairs.
- Procure state-of-the-art aircraft navigation and security equipment.

Public/Private Partnerships

Expand the port capacity both physically (berths, equipment, maintenance facilities, container storage etc), and managerially (inclusive of IT systems).

- Include the private sector in the process so as to ensure fiscal and managerial discipline in operations.

⁶ Institutions refer to public and private enterprises including ministries, private institutions and NGOs.



- Invite foreign private sector partnership as a mechanism to accelerate the internationalisation process and learning experience.

Improve mass transportation systems through public/private partnerships.

- Introduce a monorail system along the East/West and North/South Corridor.
- Start a high-speed water ferry system from Port-of-Spain to San Fernando and to Tobago.
- Expand urban bus transportation systems (not diesel powered).
- Improve inter-island air transport.

Restructure, regulate and de-monopolise the network utilities (telecommunications, water and electricity) and postal sectors as appropriate.

Execute Existing Strategies and Programmes

Accelerate the implementation of the 14 information technology programmes and 100 projects contained in the National Information and Communications Technology Plan (2003-2008) so that Trinidad and Tobago can actively participate in the global information revolution.

Implement the plans/ideas for the rehabilitation and upgrading of the existing major main road networks.

- Widen the Churchill Roosevelt and Uriah Butler Highways.
- Construct the Uriah Butler interchange.
- Expand major arteries e.g. Solomon Hochoy Highway to Pt. Fortin and Princes Town.

Draft or finalise enabling legislation arising from the Environmental Management Act. In particular, fast track the enactment of rules that specifically address the treatment of:

- Water pollution
- Hazardous and oily wastes
- Gasoline and diesel engine emission.

Execute New Strategies and Programmes

Implement both demand and supply side strategies to reduce waste in utility companies.

- On the demand side, educate consumers about metering and the negative environmental and cost effects of wasting products and services.
- On the supply side, expose employees to an increased level of training and other such development aids in order to increase productivity levels.

Develop a contemporary national disaster readiness programme with sophisticated disaster monitoring and warning systems.

Change Mindset and Culture

Officially declare selected areas in the country as environmentally protected zones.

- Implement co-management plans with local communities to support the effort e.g. Matura in Trinidad and Speyside in Tobago.

Introduce environmental responsibility into every area of education using both formal (e.g. science and social studies) as well as informal methodologies (e.g. drama and art).

Retain the Universal Service Obligation principle in the 'essential services' utility sector, but with subsidies that directly redound to the benefit of the underprivileged and so dispense with the inefficient general subsidies currently in place.

CHAPTER 7

Generating The Will And Skill



Vision 2020: The Model for Development

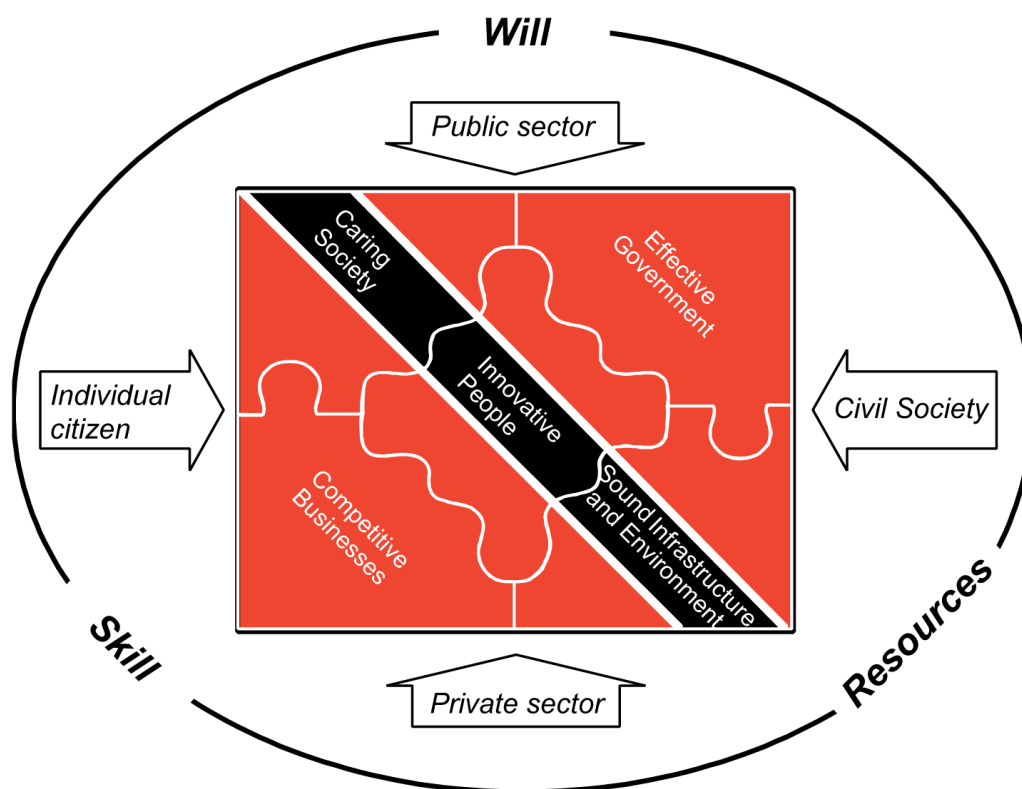


Diagram 7.1

VISION 2020: THE MODEL FOR DEVELOPMENT

Our model for development envisages the full community of stakeholders unrelentingly committing their will, skill and resources to developing a nation that has pride of place in the world. We see this national compact creating a caring society of highly innovative people and competitive businesses, deserving of effective government and superior, environmentally responsible infrastructure.

IGNITING THE WILL

There must be a collective national will to make an unwavering commitment to Vision 2020. There must be participation and buy-in from all stakeholders in

Trinidad and Tobago's development, for the benefits will accrue to us all.

Imagine the prosperity of a nation that is empowered by a highly innovative and productive people who understand the value of lifelong learning and can access the requisite opportunities by way of a seamless and holistic education system. Imagine us living in a nation where communities feel empowered because they have voice; where our youth are respected and nurtured as the leaders of tomorrow; and where full employment exists in decent work environments. These are not elusive aspirations, for this is the reality that we can create now, by caring for each other and uniting under a common cause – the dream of a better tomorrow!

For these aspirations to manifest, the government and opposition must lead the way, and they must put

aside unnecessary polarities in the interest of generating long-term solutions for human development. We must all see each other as patriots, united by a love of country and the need to stand tall as a nation in world affairs. Both Houses of Parliament must demonstrate the leadership, courage and tenacity to build continuous buy-in among Trinidad and Tobago's population, public sector and business community through more dialogue, transparent action, public compromises for the greater good and educational forums. We can be a Caribbean nation that is not only noted for its world leadership in ammonia, methanol and liquefied natural gas, but also its ability to produce world class people, products and services. With the ensuing wealth, we would be better positioned to offer income and social protection for all our citizens, especially vulnerable groups such as the elderly and the differently abled. There would be adequate housing and transportation systems for all, with dependable access to efficient health care facilities and effective public services.

Our government must therefore make long-term thinking a central element of the decision-making process and public service culture. Although it is never easy to reform administrative and institutional inefficiency, commitment by the government of the day is a necessary pre-condition for success. Without it, reform is virtually impossible to achieve. Senior management in public administration must therefore lead by example, adopt a "can-do" attitude and push for rapid implementation of necessary reforms and changes. Having the will means that aggressive changes must be made even when it entails making unpopular choices.

Government must be service-driven and close to the people through cost-effective public sector delivery systems and social services. Citizen-centeredness must be at the heart of every core process, structure and procedure. As such, the government will be able to truly listen to and provide feedback to the people that it is meant to serve. We expect no less than a government that functions with the highest standards of public accountability, participation, consistency and integrity.

Government cannot achieve the Vision alone; it is a team effort. Civil Society must join hands with the government and the private sector in a collaborative approach to reshape our culture and our future. No individual or group must walk alone and none must be left behind.

Faith-based organisations must provide ethics, morals, comfort, direction, hope, love and spiritual counsel to society. They have to help us create a culture that holds up the principle of divine love as the ideal and aim for spiritual excellence.

Our academics, philosophers, artistes, scientists and historians are expected to guide our mental state of being. Their role is to inform cultural change. We look to them to add intellectual resources to society so that we can transform from an imitative to a more inventive R&D culture.

Artists, musicians, writers and poets form our creative arts and cultural groups. They help shape our emotional states of being by adding heart, spirit, energy and identity thereby fostering and building an inclusive culture where multiple identities springing from ethnicity, language, religion and race converge to create a single CITIZEN of Trinidad and Tobago. Their lot is to influence change.

We look to labour and NGOs at large, for example sporting, senior citizens, charity and volunteer groups to mobilise cultural change because of their strong and pervasive influence in society. We look to them to advance common interests through collective action.

Everyone in Trinidad and Tobago must see themselves as part of the process of aligning our national culture to the new Agenda of development. The Vision 2020 planning process is, therefore, a strong step in the right direction.

The formation of this plan has been a highly consultative process and a clear demonstration of the will of all. This process must continue throughout the implementation, monitoring, feedback and revision cycle, for Vision 2020 is not a destination in itself, but a journey. Execution will depend on our will to

see it through and two new institutions have been recommended to ensure that the will never falters.

Our national motto, “Together we Aspire, Together we Achieve” is more important now than ever before. Our macroeconomic environment can be one that facilitates national competitiveness, provides excellent investment opportunities and encourages the public and private sectors to work together to deliver high quality, cost-effective services. Our country can be the trade and financial hub of the Caribbean where micro, small and medium sized enterprises flourish, and where the workforce is well prepared for the 21st century. Where there is a will, there is a way.

BUILDING THE SKILLS



Innovative People

Innovative people think critically and solve problems creatively. They are able to articulate lines of reasoning through skilled questioning, spot opportunities quickly, conduct research, analyse the results, and chart a way forward, especially when commercialising ideas. Innovative people possess effective planning, organising, communicating and negotiating skills.

For us to develop a capacity for innovation we must accelerate the transformation of our educational sector and so change our process of learning and measuring performance. Our curriculum of learning must expand from its current exam and rote orientation, to foster idea generation and implementation. Our educators must lead by example, seeking continuous personal skills enhancement. Their sponsors - be they the government or private institutions - must facilitate

and reward such endeavours through tangible support systems and personnel. It is imperative that educators be periodically re-evaluated for their ability to successfully transfer these kinds of skills.

Innovative people benefit from being self-motivated, self-confident and self-disciplined and are therefore able to think and act independently. They are able to take destiny into their own hands and can respond to any situation regardless of the degree of difficulty.



Caring Society

The skills necessary for building a caring society are all encompassing, and again hinge on us working together to integrate them for the common good. The inherent challenge that arises is to develop conscientious and well-trained citizens at all levels in all organisations – health, social services, youth affairs, sports development, commercial enterprises etc. Fundamentally, the family unit must be honoured, respected, recognised and nurtured as the nucleus of our societal value system where essential skills of living, loving, parenting, coping and caring are passed on from parent to child.

To shape a caring society, we must each accept our share of responsibility. A welfare state will not only encourage a cycle of dependency but also stifle the development of creative initiative. The private sector must recognise its role in alleviating poverty in a caring society through the delivery of high quality goods and services at affordable prices. Further, it must accept its responsibility to provide learning and growth opportunities through employment and decent work environments.

Government must tangibly demonstrate its commitment to building a national skills bank. Each person must have the opportunity to develop his or her unique talents in the national interest. This can be

achieved by, among other things, more effective implementation of its programmes on gender equality, youth development, vocational and multi-sector skills training. Government's outreach and commitment to building a caring society must, by necessity, extend to the development of sports as an economic activity, effective and efficient health care systems and proactive, supportive social services for vulnerable groups.

Additionally, government and the private sector must recognise the contribution that civil society can make in building a caring society and should therefore support such groups with essential resources such as adequate funding, access to relevant skills and applicable, complementary training.

In the caring society that we have envisioned, we can each look forward to experiencing a high degree of goodwill and mutual respect. Citizens will live cordially, with genuine regard for each other, celebrating our diversity without prejudice. In this way, we expect that patriotism will soar.



Effective Government

In the government sector, developing customer service and project management skills is as paramount as striving to build on professional public sector management competencies with emphasis on legal knowledge, cost-benefit and policy analysis. Effective government demands setting up systems and procedures to ensure quality while still remaining responsive to a fast-moving economy and being citizen-centred. Performance measurement and data management skills have also been earmarked as critical requirements.

Effective government requires, inter alia, accelerated implementation of public sector reform initiatives, including the roll out of extensive training

programmes. A results-oriented, merit-based performance management system is integral to this transformation exercise, as it will highlight human development requirements, among other things. The accelerated implementation of the National ICT Plan (2003-2008) will significantly increase the technological capacity, knowledge and competence within and across the public sector. In particular, the protective services are expected to significantly benefit from the increased ICT skill set, as such competencies are essential for effective crime fighting in the 21st century.

An effective Government will benefit us by prioritising human development, engendering economic prosperity, controlling crime, ensuring political stability and maximising investment initiatives on our behalf.



Competitive Businesses

Technological competencies and knowledge management skills are now fundamental to building competitiveness in firms. This is due to the continuous and rapid advancements occurring in the global Information and Communications Technology industry. Such developments are accelerating the pace of change in the world and consequently the skills of leadership, entrepreneurship and contract management come to the forefront. Notwithstanding these trends, the traditional business skill-set of marketing, finance, operations and human resources management retains its importance as companies compete globally for sustainable market presence.

Effective public-private-academic sector partnerships must be seen as a prime enabler of skills development for businesses to flourish; the task cannot and should not be left to any one sector alone.

More effective partnerships between academia and the private sector will result in the transformation of our formal education system from learning ‘know-what’ to knowledge ‘know-how’. How can this be accomplished? Effective methods include the increased use of structured internship programmes in business, drawing more lecturers from industry, and encouraging more collaboration in curriculum design and research.

There are a number of institutions that the public sector uses to facilitate trade and investment in Trinidad and Tobago. As the main customer is the private sector, more use of their experience must be made when reforming these organisations to meet current needs. A major component of this would inherently be identifying skills gaps and programmes to close those gaps.

While educational reform of our learning systems has begun in the public sector, government needs to invest more attention and funding in its formal pure and applied Research and Development institutions in the various sectors of the economy. Academia has to be consulted and courted in this regard for the benefit of both.



Sound Infrastructure & Environment

Highly technical skills, especially engineering competencies, are required in designing, constructing and maintaining our physical and network utility assets. Maintenance management professionals will be in high demand. Managerial, and in

particular, project management and financial skills, will be key in negotiating the contracts to make it all happen within time, scope and budget and without damaging the environment. Further, we must create a culture and engender an attitude of environmental consciousness and responsibility for conservation and preservation of our national assets, be they man made or natural.

In order for us to acquire the requisite technical skills for success, our public, private, academic and civil society institutions must work in tandem to engage each other as previously identified.

MEASURE IT TO MANAGE IT

The quest to build the skills required for developed nation status necessitates a wide range of actions relative to numerous objectives across the various thematic areas. The importance of measurement in monitoring our skills development cannot be overstated in this regard, for it is often said that “what gets measured gets done”.

Historically, as a nation we have not been measurement-centric. The Draft Plan addresses this issue by incorporating relevant international measures, as well as developing new local measures to chart the progress of certain areas of development. Whether these measures are qualitative or quantitative in nature, they are designed to gauge the performance of the national efforts in itself, as well as in comparison to other countries throughout the globe, and feed this information to the public at large. The Draft Plan also proposes certain institutional mechanisms that will ensure that our leaders use the information to guide the country strategically.

Through this process of conscious and proactive data creation, data gathering, data mining and institutional follow through, it is expected that the much needed performance measurement culture will emerge.

“People don’t do what you expect, they do what you inspect”.

Thomas Stewart – “Burning to be Great.”

IMPLEMENTING THE VISION

Having ignited the will through the power of aspiration, building the skills and acquiring the measurement culture necessary for development will manifest naturally through action.

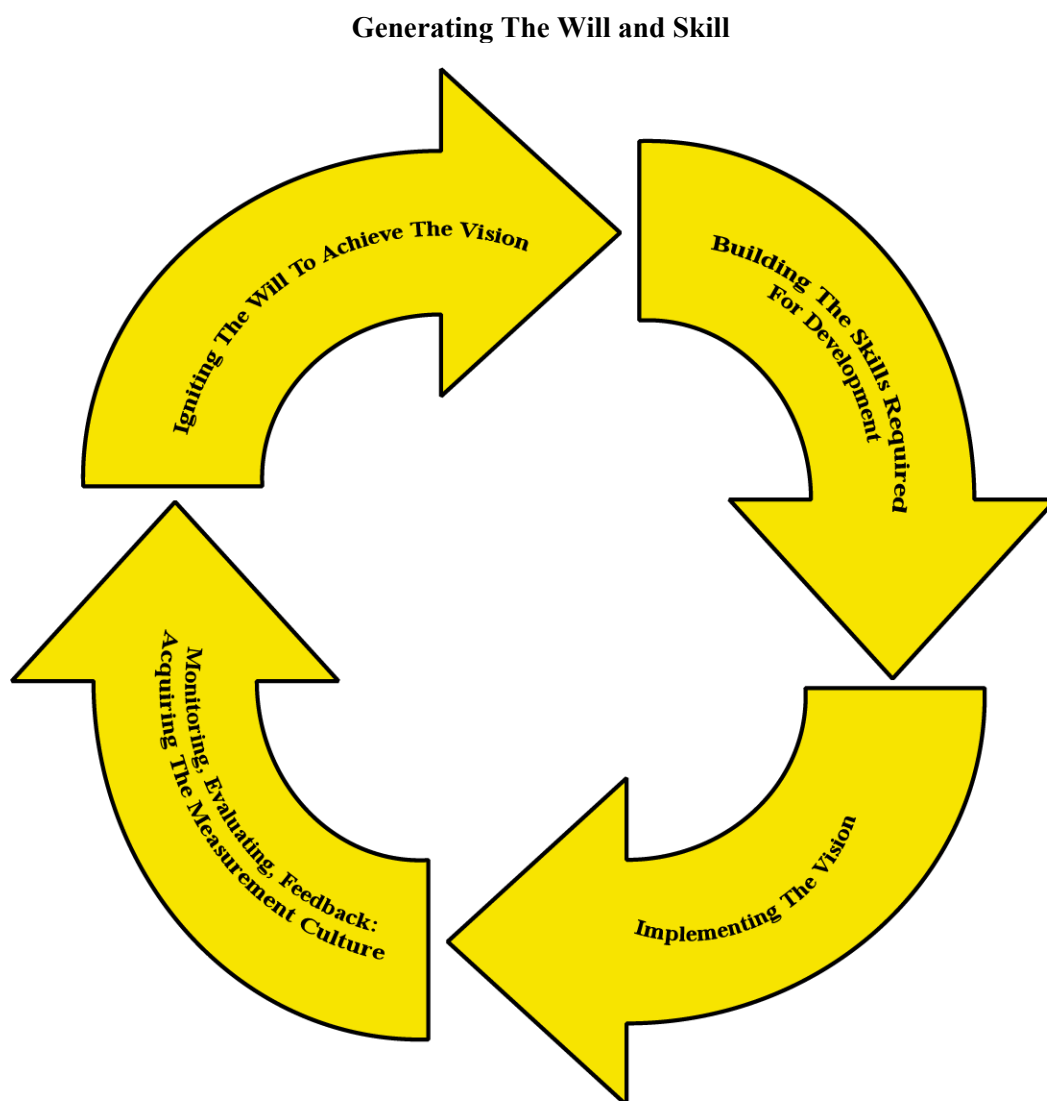


Diagram 7.2

It is critical to the success of Vision 2020, therefore, that the Draft Plan be effectively and efficiently executed, its progress tracked against pre-set performance targets, and clear responsibilities be assigned to individuals and public, private and civil society institutions alike.

CHAPTER 8

Making The Vision A Reality

*"...Now is up to you
It's up to me
To make her worthy
To go back to sea..."*

SINKING SHIP

*Composed and Performed by:
Winston "Gypsy" Peters*

Photo: Marlon Rouse



EXECUTION MATTERS

The drafting of the Vision 2020 Draft National Strategic Plan is only the first step along the challenging road to achieving developed nation status. Execution of the Plan is key, for the success of Vision 2020 will be objectively judged by progress made against the goals and targets set in the Plan.

There may be scepticism about whether the Plan will work or even if it will be carried out at all. This uncertainty is understandable. Ambitious development plans of sectors, regions, and even countries have inspired great visions only to fall short of expectations due to implementation failures. This Vision 2020 Draft National Strategic Plan also seeks to achieve much in a relatively short time, and the threats to accomplishment are similarly very real.

Putting the citizen at the centre of all we do is not going to be easy. Our public sector is in urgent need of enhanced capacity and modernisation if it is to meet its service responsibilities more effectively.

As a people, we also need to change our mindsets, embrace the values of transparency and meritocracy and adopt a ‘can-do’ attitude across all institutions and organisations in both the public and private sectors. All the society must continue to play a role in the continuing development of Trinidad and Tobago.

Achieving such great change presents significant challenges. To meet them, the Vision 2020 Draft National Strategic Plan suggests a unique approach. This is explored below.

HOW IS THE VISION 2020 DRAFT NATIONAL STRATEGIC PLAN DIFFERENT FROM PREVIOUS STRATEGIC PLANS?

This Vision 2020 Draft National Strategic Plan and its execution design are unique to Trinidad and Tobago in that: 1) they are driven by the Office of the Prime Minister; 2) the process is multi-participatory; and 3) mechanisms have been devised both to coordinate execution and to track progress against set targets:

1. The Office Of The Prime Minister Will Take Responsibility For Implementing Vision 2020

In recognition of the importance and challenge of the task, a Programme Management Office must be established, housed in the Office of the Prime Minister, to lead and coordinate the execution of the many developmental and change programmes across the public sector.

2. An Independent Vision 2020 Council Will Be Established To Continuously Refine the Vision 2020 Draft National Strategic Plan and Objectively Track Progress

Explicit and detailed consideration has been given to how this Draft National Strategic Plan can be successfully executed. How the Plan is executed is just as important as its content and institutions have therefore been devised to drive the Plan forward as well as to track its progress. Results will be fed back to the leaders of the country, the business community and the society as a whole.

For the first time, we as citizens will have accurate and timely information on various development indicators so as to hold each other to account and improve upon our contributions to the development of our country.

3. Vision 2020 Will Continue As An Open, Multi-Participatory Process

The Vision 2020 process has already begun building relationships and creating new attitudes with respect to the development of Trinidad and Tobago. New relationships and attitudes mean the redefinition of the role of business leaders and their interaction with the government and with civic organisations such as NGOs. Many prior master plans were strong but never implemented because they were never owned. The Vision 2020 Draft Plan however, has been developed by, and is a Plan of, the people of Trinidad and Tobago.

The Vision 2020 Draft National Strategic Plan comes at a time when we must pay greater attention to the quality of life of our citizens. Fortunately, it also comes at a time when there is significant growth in our economy due to a profitable oil and gas sector. Developmental initiatives in the plan have therefore

been designed to address the ills in our society and also to take advantage of the opportunities and strengths of the country.

We are embarking on a journey that is slow and arduous, creating new structures, new relationships, new strategies and new attitudes. Vision 2020 is reshaping the way that Trinidad and Tobago has pursued development and implemented change.

GLOBAL EXPERIENCES IN IMPLEMENTATION COORDINATION AND TRACKING THE PROGRESS OF NATIONAL VISIONS

The models designed for implementation coordination of the Vision 2020 Draft National Strategic Plan and tracking the progress of the Plan in Trinidad and Tobago took note of the lessons learnt by other countries with similar initiatives. Some notable elements of various country experiences are described below.

Botswana

In Botswana, which had no formal entity to oversee and coordinate implementation, there were other difficulties in achieving success compared to countries such as Taiwan and Ireland that had dedicated implementation entitiesⁱ. Despite Botswana's good institutional intentions (the Vision Council), implementation was weakened by the lack of sound indicators to monitor advances in the execution of the Vision.

Singapore

In Singapore, there is no one government agency, council or civic body responsible for implementing the Singapore 21 Plan. Despite this, however, implementation has been largely successful. This may be because Singapore's government has tighter control mechanisms in place to ensure that what must get done will be done. It is unlikely that our current Government structures and democratic context will easily facilitate such smooth implementation. Coordinating and executing structures to compensate and build broad support are therefore essential.

Malaysia

In Malaysia, the Implementation and Coordination Unit is responsible for the coordination and implementation of developmental plans at the inter-state and inter-departmental levels. This same mechanism also monitors the progress of developmental plans and conducts impact studies to assist the government in measuring the efficiency of strategies and programmes implemented.

APPROACHES FOR TRACKING PROGRESS AND REFINING OF NATIONAL DEVELOPMENT PLANS IN OTHER COUNTRIES

Botswana

In Botswana, the Vision Council (a loose agglomeration of Ministers) was intended to drive and monitor implementation. Because of execution difficulties faced by the country, they have now devised newer monitoring and evaluation systems for Vision 2016ⁱⁱ, with the development of a Monitoring and Evaluations Instrument.

Malaysia

The National Development Planning Council in Malaysia is responsible for overseeing the implementation of national development plans. It is the Economic Planning Unit (EPU), however, that coordinates and matches micro-level projects to the macro-level plans and prioritises the projects based on criteria such as implementation capacity, financial viability and consistency with overall objectives of national policies. Feedback from the Ministries and Departments is used by EPU to amend or improve the national development plans.

Sri Lanka

Implementation of the National Evaluation Policy in Sri Lanka is the responsibility of all ministries and agencies involved in national development work. The Ministry of Policy Development and Implementation provides the necessary assistance and guidelines, as well as training and refresher courses to implement the national evaluation policy more effectively. It will also monitor this policy to ensure its success in meeting the intended objectives. The Secretary of the Ministry of Policy Development and Implementation,

in close consultation with the professional central statistical offices such as Sri Lanka Evaluation Association, Chamber of Commerce, and the Organisation of Professional Association, will monitor the implementation of the policy every year and promote the creation of an evaluation culture in the public sector.ⁱⁱⁱ

INSTITUTIONALISING VISION 2020 IN TRINIDAD AND TOBAGO

The experience of other countries suggests that executing the plan often proves more difficult than its formulation. A critical element for the success of Vision 2020 therefore, is that the Plan be effectively executed and its progress tracked against set targets. This should take place within a structured framework.

The logic underpinning structures to coordinate execution and track progress of similar development efforts in other countries (e.g. Malaysia Vision 2020, Singapore 21, Botswana 2016 and Nigeria Vision 2010) inform the recommended implementation and monitoring models of this Plan whilst taking into account the uniqueness of our own constitution, institutional structures, culture and mindsets.

There is need for two mechanisms which complement each other in driving the implementation of the Vision 2020 National Strategic Plan forward: one to lead, guide and coordinate the execution of the Plan within the Government realm (The Programme Management Office) and one to independently track progress, make recommendations to refresh the Plan and advise Government and the public on progress in the independent realm (The Vision 2020 Council). The former addresses the urgent need to promote coordination at the execution/operational level, (i.e. the Ministry level). The latter meets the need for independent, continuous tracking of progress and feedback to inform policy formulation and decision-making within the public and private sectors.

ⁱ The actual structure and functioning of these entities varied greatly among countries. In some cases the entity was a central coordinating and implementing body, whereas in others, it was a ministerial or sectoral coordinating and implementing body.

ⁱⁱ <http://www.cso.gov.bw/html/vision2016.htm>

ⁱⁱⁱ Draft National Evaluation Policy for Sri Lanka, 2003, Sri Lanka Evaluation Association and The Ministry of Policy Development and Implementation.

Vision 2020 Implementation and Monitoring Mechanisms

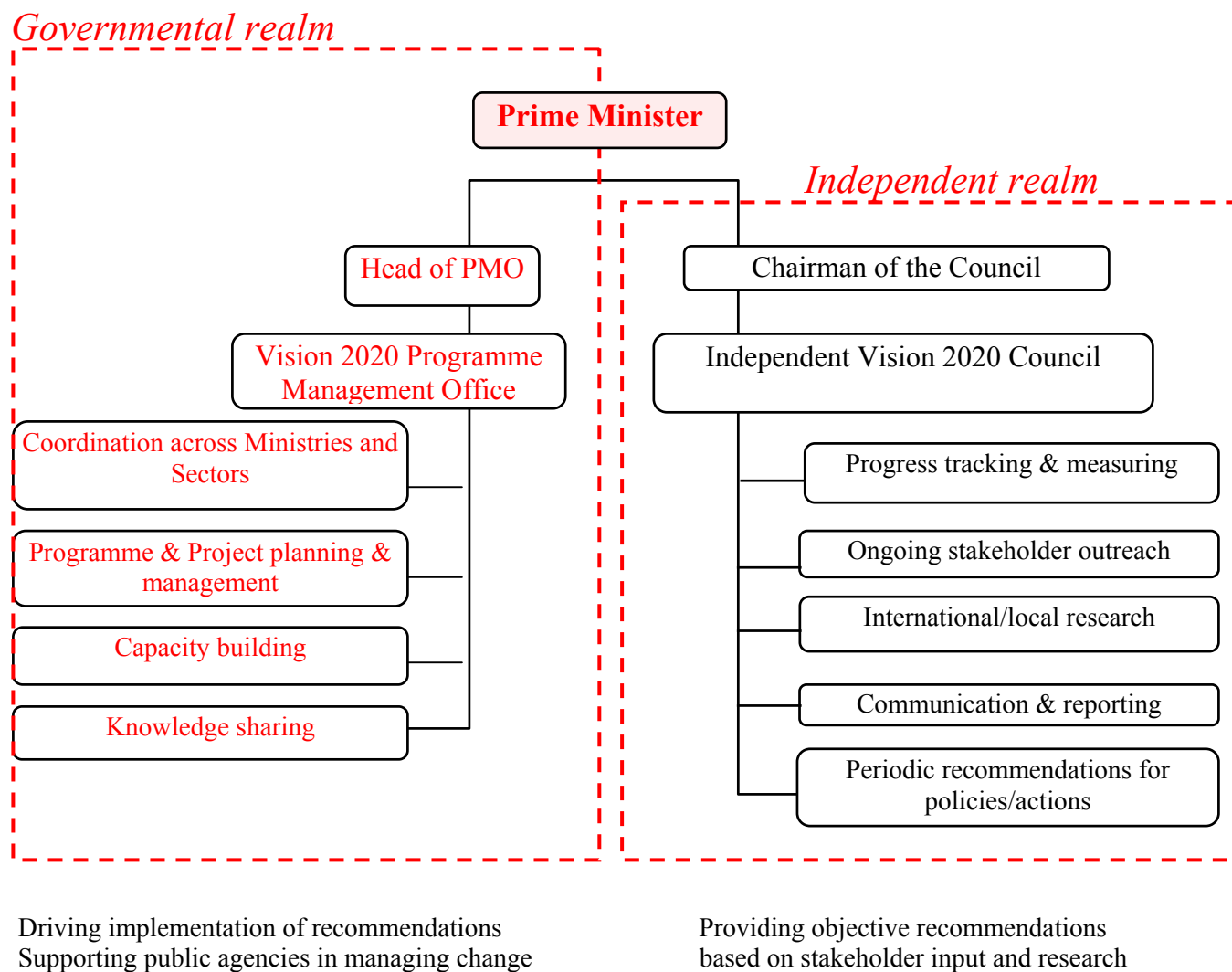


Diagram 8.1

VISION 2020 PROGRAMME MANAGEMENT OFFICE

The Vision 2020 Draft National Strategic Plan involves the implementation of a number of initiatives by the various government ministries. This means the re-organising of the work of most executing Ministries which are structured along functional lines and around projects and programmes. Experience has shown that this kind of re-organisation is never an easy task as there must be coordination at all levels and across sectors, which is usually difficult to achieve. A Programme Management Office (PMO) is therefore needed to oversee execution of the Vision 2020 National Strategic Plan and must be a separate entity to be housed within the Office of the Prime Minister. The PMO will be the central co-ordinating body for implementation of the Vision 2020 National Strategic Plan. It will be established with its own Terms of Reference outlining its:

- Functions and responsibilities
- Structure
- Reporting mechanisms

The PMO will work to develop process and methodologies to manage implementation of projects, establish standards which will be used as benchmarks particularly in terms of costs, schedules, resource requirements and to access and improve organisational/Ministry implementation capacity.

The PMO will also be the mechanism to match micro level projects to the Vision 2020 National Strategic Plan and prioritise projects based on criteria such as implementation capacity, financial viability and consistency with overall objectives of the Vision 2020 Plan.

Oversight by the PMO is urgently needed given the lack of capacity and poor execution track record of Ministries, particularly with inter-Ministry projects. At the implementing level of the Ministries, the PMO's work will seek to build and improve execution capabilities. In the final analysis, the effective operation of the PMO will increase the performance and effectiveness of Ministries/Departments towards the delivery of the Vision 2020 National Strategic Plan outputs.

The PMO will specifically undertake the following:

Oversight and Coordination

- The PMO will provide oversight of project implementation.
- The PMO will coordinate programmes and projects across Ministries.
- The PMO will be responsible for the implementation of certain Ministry cross-cutting projects which involve the identification of specific activities, functions and tasks and the allocation of resources, scheduling and coordination of all activities to achieve project objectives.
- The PMO will establish and manage an intranet through which the standards and templates it develops can be exchanged among ministries and other relevant agencies. In this way plans, estimates, schedules and deliverables can be integrated and communicated through the PMO intranet.
- The PMO will serve as a focal point for ensuring that multilateral loan expenditure and government expenditure is properly directed towards breakthrough projects and project design which involves clarification and refinement of project objectives, defining project requirements, project parameters and scope.
- The PMO will build a library of information and data from on-going and past projects – what worked, what did not work and how learnings can be applied more effectively to other projects within the public sector.

Process and Methodologies

- The PMO will develop and maintain processes and methodologies which are relevant to the management of projects and programmes across all government ministries.
- The PMO will standardise the processes and methodologies that it develops. In so doing, comparison and prioritisation of projects becomes easier and the PMO will be the guardian

of standards. This will help to legitimise project costs, schedule and resource requirements.

- Using the standards and methodologies it develops, the PMO will serve to undertake the quality audit and continuous improvement function for project management within the public service. This will be possible since the PMO understands what should be done in terms of methodology and processes.

Training

- The PMO will identify the required levels of knowledge, skills and competencies needed within the ministries to achieve maximum performance and make all the necessary arrangements for conducting training.
- The PMO will maintain a database of relevant ministry staff, their skill sets, capabilities, specialties, experiences and technical expertise. With this database the PMO can recommend assignments.
- The PMO will identify competencies needed by high performing project managers. It will create executive awareness and encourage team member participation. It will also tailor standardised courses around the culture and methodologies that apply to the specific organisation.

Continuous Planning

- The PMO will seek to provide technical support to Ministries and Public Sector departments for operational planning.
- The PMO will systematically document all the lessons learnt on projects, programmes, policy implementation and institutional carrying capacity within the public service. The PMO must then incorporate these into the standards, processes and methodologies that are developed by PMO.
- The PMO will recommend the means by which implementation can be improved. It should also collate information on the status of execution and progress on plans at the ministry level. These are

all essential elements to facilitate the re-planning process.

- An essential function of the PMO will be its engagement in continuous planning by giving on-going information and making on-going recommendations to the Vision 2020 Council and the Ministry of Planning for update and revision of the Vision 2020 National Strategic Plan.

Staffing

The PMO will be staffed by a group of highly skilled and competent professionals who understand the legal framework within which Public Officers operate.

INDEPENDENT VISION 2020 COUNCIL

The Vision 2020 Council will provide continuous monitoring^{iv} and tracking of the progress of the Vision 2020 Strategic Plan. The functions of the Council must be clearly defined from that of the PMO. This division of labour is depicted in the Diagram above. The Vision 2020 Council will perform the following five functions:

- Progress tracking
- International research and benchmarking
- Stakeholder consultation
- Policy Recommendations
- Communication and Reporting.

The Council will perform these functions on a continuous basis so that monitoring results and tracking progress can be used to effect timely changes as implementation takes place and lessons are learnt. The process must allow for iteration and flexibility to allow changes to strategies mid-stream of the implementation process so as to ensure development results are achieved.

The data generated by the Council must be used to inform future national strategic development plans and the functioning of the national socio-economic system. The Council's functions will connect the Vision 2020 National Strategic Plan outputs and inputs. In this way, it will be possible to use past performance to adjust future output of the Plan.

Progress Tracking

This represents the local and internal dimensions of the Council's work. These functions will be aimed at tracking and assessing the performance of projects, programmes and policies against the Vision 2020 National Strategic Plan. In terms of monitoring and analysis, the Council will undertake the following activities:

- Ensure speedy "Vision 2020 specific" data collection during the embryonic stage of the implementation of the Plan.
- Aggregate, analyse and interpret data.
- Define new and relevant areas of data collection.
- Conduct ongoing and systematic monitoring, evaluation and reporting of the Vision 2020 National Strategic Plan.
- Monitor the execution effectiveness of ministries and other relevant agencies.
- Establish new criteria for measuring performance, results and impacts at all levels of the economy as socio-economic conditions change.
- Track, assess and report on performance of the Vision 2020 National Strategic Plan through analysis and comparison of indicators over time.
- Identify areas for actions and making corresponding recommendations for respective ministries on the basis of the Council's monitoring findings.
- Develop mechanisms for the feedback and dissemination of monitoring information and good practices to the appropriate organisational entities.

International Research and Benchmarking

This represents the external and international dimensions of the Council's work. These functions will be aimed at tracking and assessing changes within the wider global environment so as to identify major changes and trends. In terms of economic intelligence, of critical importance to the Council will

be the issue of global competitiveness and to gauge how Trinidad and Tobago performs against referent nations. To perform its economic intelligence functions, the Council will develop appropriate linkages with the relevant regional and international institutions/agencies such as UNDP, IADB, CDB and the World Bank, which can assist with the Vision 2020 economic intelligence function and its overall planning and implementation process. In this regard, the Council will seek to:

- Constantly undertake situational analyses to detect global trends and developments within the international economy.
- Undertake sector and economy-wide competitiveness analysis.
- Define new and relevant areas of data collection in light of:
 - International developmental trends;
 - Competitiveness analysis findings;
 - Export marketing experiences.
- Assist in the implementation of breakthrough projects which are identified on the basis of economic intelligence findings.

Stakeholder Consultation

This aspect of the Council's work is aimed at ensuring that the Vision 2020 National Strategic Plan continues to have broad-based legitimate support and input from all the key stakeholders within the society. The success of the plan to a large extent depends on all sectors of the society buying into, contributing to, and feeling a part of the national development effort. Consolidating such buy-in is usually a complex and time consuming process. In recognition of this fact, the Vision 2020 National Strategic Plan will institutionalise a process to ensure there is an ongoing consultative process which involves all the key development partners. In terms of Stakeholder Consultation, the Council will:

- Host public consultations so as to ensure continuous stakeholder input into the planning process, and to report on progress on the planning initiatives.
- Function as a bridge between the Vision 2020 Council and the established Cabinet appointed

Committees, for example Cabinet Appointed Committees on Civil Society, Enabling Business Environment and the Energy Sector so as to ensure continuous planning and key stakeholder input.

- Convene an annual Vision 2020 national consultation for broad-based feedback on the national development process.
- Undertake specialised consultations for providing advice to the Council.

Policy Recommendations

On the basis of its monitoring findings the Council must identify areas for action and make corresponding policy recommendations directly to the Office of the Prime Minister.

Communication and Reporting

The Council will develop mechanisms for feedback and dissemination of information and good practice. The main components of dissemination include:

- Transparency in terms of the availability of information from monitoring and evaluation activities.
- Ease of access to relevant monitoring and evaluation information as requested by decision-makers and other users, including the disclosure of non-confidential information.
- Special initiatives to engage policy and operations decision-makers and programme stakeholders in internalising the lessons from experience and best practices.
- Requirements for the use of lessons and best practices in the development of new policies and projects.
- Systematic action on the follow-up of findings and recommendations that flow from the monitoring and evaluation activities.
- Specific dissemination programmes for Ministries/Agencies and country focal points.

Dissemination techniques include the preparation of reports; electronic information systems; management and staff review sessions; wide participation in project review process by project staff and intended beneficiaries; special analysis of experience in

project; country and regional seminars; and workshops and reference services. Primary end users of monitoring products are: business, public, ministries, cabinet, and other stakeholders.

The formal adoption of such an implementation and monitoring institutional framework would help to set up an enabling environment to continuously track progress, review performance and fine tune policies in order to realise the vision and aspiration of the Vision 2020 National Strategic Plan. The creation of a suitable policy environment for implementing and monitoring the Vision 2020 National Strategic Plan will complete the tools package necessary for systematic monitoring of the development effort.

In the final analysis, the Council is a critical success factor for Vision 2020 given that systematic implementation, monitoring and evaluation of projects, programmes, institutions and policies are required.

STRUCTURAL FEATURES OF THE VISION 2020 COUNCIL

The structural features of the Vision 2020 Council are informed by research findings on similar monitoring and oversight agencies established in other countries. This has shown that such bodies have four distinctive structural features:

- They report directly to the Head of State.
- They are organisationally independent.
- They are very small entities.
- Staff is highly technically skilled.

The Vision 2020 Draft National Strategic Plan is built on five themes - Innovative People, Caring Society Competitive Businesses, Effective Government and Sound Infrastructure & Environment. The structure of the Council must be aligned with these themes so as to make them a reality and to give the necessary direction and advice to the appropriate ministry, agency, and other entities as required. The proposed structure for the Council is based on the following two (2) premises:

- Implementation is coordinated and guided by the Programme Management Office.
- Implementation of the Vision 2020 National Strategic Plan is the responsibility of the various ministries and other agencies involved in carrying out the Vision 2020 mandate.

Composition

The Vision 2020 Council will reflect Public/Private Sector partnership and collaboration at the highest level of national development. The Council will be tri-partisan in nature including: Government, the Private Sector and Civil Society. It is essential that these special interest groups be included so as to facilitate their participation and buy-in to the overall development effort.

The State creates a facilitative political and legal environment; the private sector generates jobs and income; and Civil Society facilitates political and social interaction, mobilising groups to participate in economic, social and political activities (UNDP).

The Council will comprise:

- A Board of Directors, which must include leaders from the private sector, public sector and civil society organisations.
- Specialist Staff which will include analysts, project managers, communication specialists.

Leadership

It is proposed that the Council will be managed by an eleven (11) person Board of Directors, consisting of a Chairperson, an Executive Director and nine Directors. The Executive Director will work on a full time basis with the Council. All Directors appointed to the Board must be individuals of outstanding character within the national community by virtue of their work experience, professional track record, independence, and exceptional achievements in their respective fields of endeavour.

Nominating Directors

The Chairman and Directors of the Board will be nominated by the Prime Minister in consultation with the Leader of the Opposition.

Terms And Duties Of Directors

To execute its functions, the Board should meet once every quarter. It will report directly to the Prime Minister and also to a Standing Committee of Parliament^v. It will produce a semi-annual and yearly report, both of which will be public documents. The Board will also be responsible for the dissemination of information to specific interest groups. It shall be the duty and function of the Board of Directors to:

- Appraise the various programmes and activities of the Government in light of Vision 2020 for the purpose of determining the extent to which such programmes and activities are contributing to the achievement of The Vision 2020 National Strategic Plan and to make recommendations accordingly.
- Advise the Government on economic and social matters on the basis of the monitoring findings of the Council.
- Specifically advise and recommend courses of actions to the Government in cases of deviation/variance during the implementation of the Vision 2020 National Strategic Plan.
- Make the reports, studies, findings and its recommendations available to the general public.
- Use the findings of the Council's monitoring and its overall work for the purpose of information dissemination and to conduct public education programmes. The public education programmes will be aimed at specific target groups such as the business community, educational institutions, the financial sector, the labour movement, health providers and their related institutions.

Staffing

Technical Specialists and Project Managers

At the operational level, the Council will be staffed by a group of highly trained and competent specialists. By virtue of their training, experience, professional track record and achievements, these professionals must be exceptionally qualified to analyse and interpret social and economic data and information and to appraise programmes and activities of the Government and the Private Sector in light of policies declared in the Vision 2020 National Strategic Plan. These competent and highly skilled specialists will provide the Council's Board of Directors with input and technical support that

includes monitoring and analysis, economic intelligence, stakeholder consultations and policy recommendations.

The specialists will be responsible for undertaking the necessary monitoring, analysis and consultation activities on a strategic basis so as to give meaning to the operations of the Council. This group of specialists will have the capacity to monitor the implementation process on a continuous and systematic basis, conduct non-routine surveys, measure economic and social performance with relevant indicators, and forecast the path of these indicators.

Within this context, the indicators to be used will differ from those generated by the CSO. They will be relevant to a reasoned strategy of economic and social development as outlined in the Vision 2020 Draft National Strategic Plan. In general, and against the background of the five functional areas of the Council's mandate, the duties and functions of the specialists will be in the areas of:

- Monitoring and Analysis.
- Economic Intelligence.
- Stakeholder Consultation.

SUMMARY OF FUNCTIONAL RELATIONSHIPS BETWEEN EXISTING AGENCIES AND THE PMO AND VISION 2020 COUNCIL AT THE IMPLEMENTATION LEVEL

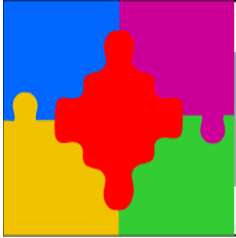
Programme Management Office

- The 'Owners' of actions as identified in the Frameworks for Action in Chapters 10-15 must supply **how** to achieve the goals - they must define the operational level actions to achieve the objectives identified in this Draft Plan.
- For various aspects of the Plan, there must be a liaison in each Ministry to provide feedback to the PMO and to request assistance from the PMO for the respective Ministry.

- Ministries will have to implement the action steps to achieve the goals. The Ministries must also stipulate who is responsible for what activity at the operational level.
- The Ministries must give quarterly reports to the PMO.
- The PMO must work closely with and assist the Ministry of Planning and Development in refreshing developmental plans and coordinating execution of such plans across Ministries.
- The PMO must work closely with the Ministry of Public Administration and Information to strengthen the capacity of the various line Ministries.
- The PMO must work with the Ministry of Finance which has the power to exert control over the allocation of funds for projects in the Plan.
- The PMO must liaise with the CSO in collecting relevant data.
- The PMO must provide feedback to the Vision 2020 Council.
- The Ministries must give quarterly reports to the Vision 2020 Council.
- The PMO must liaise with the Vision 2020 Council and provide feedback on the status of projects and programmes.
- Recommendations made will be sent from the Board of Directors of the Vision 2020 Council to the Prime Minister and the Standing Committee of Parliament.

^{iv} The UNDP notes that the overall purpose of monitoring is the measuring and assessment of performance in order to more effectively manage the outcomes and outputs known as development results.

^v This will enshrine the independence of the Council by its information flow as the Prime Minister is also responsible to the Standing Parliamentary Committee.



PART TWO

CHAPTER 9

Measurement

Photo: Marlon Rouse



PROCESS OF MEASUREMENT

The measurement process itself depends on the aspect of the development priority being monitored. For the initiatives identified herein, careful consideration was given to those specific issues identified with the inclusion of the available baseline data and targets which we hope to achieve over time.

As we pursue our goals, we must measure our performance and our relative progress. It can be assumed at this stage that as development takes place, some of the measures would have to be changed as the objectives are met. This simply indicates the dynamic nature of the measures and the monitoring mechanisms identified.

THREE LEVELS OF MEASUREMENT

Measures and Measurement Tables cater to three levels of monitoring:

National Dashboard

This Dashboard is designed to act as a rapid assessment instrument at the macro level of development, and captures those critical measures to be monitored at a national level. Our performance relative to these measures would indicate the national degree of development.

Development Priority Dashboards

Each of the development priority areas i.e. the five themes also has scorecards to measure the rate of their development. If development in one of the five theme areas is not progressing as quickly as the others, these scorecards will highlight this, as all are necessary for Trinidad and Tobago to achieve developed nation status by 2020.

Sector Monitoring Dashboards

These Dashboards capture the performance of the individual sectors or areas of emphasis within the country and seek to chart the progress of these specific areas that comprise the development priorities. Development within each sector is critical toward our realisation of Vision 2020. These sector monitoring dashboards prefix the respective Frameworks for Action following this chapter.

INDICATORS AND TARGETS

The indicators were taken from both global and local sources and are used based on their relevance for the development priorities. The targets were based on the current situation and where the desired point of progress should be within the time frames identified. The global indicators are important in benchmarking the country with other developing and developed countries. **It is important to note the definitions of some of the more important global indicators, as the names alone can be misleading. The names of these global indicators are given in the Glossary of Indicators Appendix 4.**

It is expected that targets will have to be captured and /or periodically revisited (where preset) in order to ensure continuous relevance over the time horizon of Vision 2020. By consistently measuring and evaluating performance in this manner, it is expected that bottlenecks will be identified and eliminated well in advance so as not to stall the effective execution of the Plan.

The figures given were based on the internationally accepted formats for the presentation of such data. That is, as a percent, score, rank, quartile etc. This format would make it easier to gauge Trinidad and Tobago's position with regard to the other countries in the survey.

SOURCES OF DATA

Global Sources

- GCR – Global Competitiveness Report 2004-2005, World Economic Forum.
- HDI – Human Development Report 2004, UNDP.
- WDI – World Development Indicators 2004, World Bank.
- NCES – National Centre For Education Statistics.
- WTO – World Tourism Organisation.
- GM – Governance Matters III: Governance Indicators for 1996-2002.
- FAA – Federal Aviation Authority.
- UNCC – United Nations Convention on Climate Change.

Local Sources

- Central Bank Annual Statistics.
- Budget Statement.
- CSO Annual Statistical Digest.
- CSO Population and Housing Census – Community Register
- TIDCO – Tourism and Industrial Development Company.

Interpreting the Tables

The dashboards are designed as tables so that the readers glean the performance of the area of focus at a glance. The tables follow the format captioned

below, and encapsulate the respective indicator with the corresponding baseline related data and sources of reference. Alongside these are the projected targets for development over the time periods specified.

The time periods are listed as P0 through P3. P0 refers to the years 2004-2005, and reflect baseline data relative to this time period, or the most recent data available. Target Time periods are P1, P2 and P3, and refer to the time periods ending in 2007, 2010 and 2020 respectively.

Indicator	P0 (2004-2005)	P1 (2006-2007)	P2 (2008-2010)	P3 (2011-2020)
Per Capita GNI	79 th out of 104 countries, 4th quartile	3 rd quartile	2 nd quartile	Top quartile

To follow the example highlighted in the sample above, the identified measure is that of Gross National Income per capita (or the total amount of income earned by nationals of Trinidad and Tobago locally and internationally divided by the total size of the population). With respect to this measure, Trinidad and Tobago ranked 79 out of 104 countries, which translated to the fourth quartile.

The targets outline our desired positions within each time period. By the year-end of 2007, our position should be within the 3rd quartile (51st to 76th), and so on.

An important point to note with respect to the targets is that they refer to a position, as opposed to a specific country. This would ensure that development

efforts would constantly be focused to achieving and sustaining a position that resonates as best in the world.

Another point of note is that the measures as listed within each dashboard are not listed in any order of priority. They simply seek to capture, at the respective level, those measures that would comprehensively encompass the progression within the global environment.

An important caveat is that, at this time, all of the indicators suggested are not available. Ensuring availability of data for the indicators used to track performance will be an important exercise during the first planning period.

Diagram 9.1



Developing a Performance Management Logic

- You Will Get What You Measure
- Measurement Motivates
- Measurement identifies problems
- Measurement encourages discipline and innovation

Table 9.1: National Scorecard

Indicator	P0		P1	P2	P3
Developing Innovative People	Score	Rank-Quartile	Quartile	Quartile	Quartile
Quality of the Education System (GCR)	3.3/7*	Q3	Q2	Q1	Top 10
% Tertiary Enrolment (GCR)	6.5%	Q4	Q3	Q2	Q1
Brain Drain (GCR)	3.2/7	Q3	Q2	Q1	Top 10
Functional Literacy Rate*	No data				
Nurturing a Caring Society	Score	Rank-Quartile	Quartile	Quartile	Quartile
Unemployment (WDI)	10%				
Poverty levels (WDI)	Nat'l 21% Int'l 12%				
Reliability of police (GCR)	2.7/7	96-Q4	Q3	Q2	Q1
HIV prevalence (GCR)	2.5/7	87-Q4	Q3	Q2	Q1
Social Inclusion Index*	TBD				
Life Expectancy (WDI)	71yrs				
Governing Effectively	Score	Rank-Quartile	Quartile	Quartile	Quartile
Access to public goods and services (GM)	No data				
Corruption Index*	TBD				
Government waste (GCR)	2.8/7	69-Q3	Q2	Q1	Top 10
Total crime rate*	No data				
Rule of law (GM)	No data				
Enabling Competitive Businesses	Score	Rank-Quartile	Quartile	Quartile	Quartile
Total GDP (US\$B)	10.05				
GNP Growth	TBD				
GDP/Capita (US\$)	\$9,975	46-Q2	Q1	Top 10	Top 5
Inflation Rate (GCR)	3.5/7	56-Q3	Q2	Q1	Top 10
County Credit Rating (GCR)	55.6	48-Q2	Q1	Top 10	Top 5
Gross foreign direct investment as a % of GDP (GCR)	11.6%	Q2	Q1	Top 10	Top 5
Investment in R&D (GCR)	3.0/7	61-Q3	Q2	Q1	Top 10
% Increase in non-oil exports*	No data				
Rate of local business formation*	No data				
Local investment in energy sector*	No data				
Administrative burden for start-ups (GCR)	4.0/7	49-Q2	Q1	Top 10	Top 5
Investing in Sound Infrastructure and Environment	Score	Rank-Quartile	Quartile	Quartile	Quartile
Overall infrastructure quality (GCR)	3.6/7	54-Q3	Q2	Q1	Top 10
Government CAPEX*	No data				
Access to an improved water source (WDI)	92%				

* 3.3 out of a total of 7 – see Appendix IV

Indicator	P0		P1	P2	P3
Internet users per 10 000 (GCR)	1060	52-Q2	Q1	Top 10	Top 5
Compliance with international regulations (GCR)	3.7/7	79-Q4	Q3	Q2	Q1
Cumulative greenhouse emissions per capita	No data				

* Local Indicators need to be developed.

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).
3. Governance Matters III: Governance Indicators for 1996-2002.

DEVELOPMENT PRIORITY SCORECARDS

Table 9.2: Developing Innovative People – Scorecard

Indicators	P0		P1	P2	P3
Science, Technology and Innovation	Score	Rank Quartile	Quartile	Quartile	Quartile
Availability of scientists and engineers (GCR)	4.2/7	73/104*	Q3	Q2	Top10
Technological sophistication (GCR)	3.7/7	62/104	Q1	Top10	Top5
Spending on R&D (GCR)	3.0/7	61/104	Q2	Q1	Top10
Quality of the education system (GCR)	3.3/7	64/104	Q2	Q1	Top10
Quality of public schools (GCR)	3.5/7	61/104	Q2	Q1	Top10
Capacity for innovation (GCR)	2.8/7	69/104	Q2	Q1	Top10
Brain Drain (GCR)	3.2/7	55/104	Q2	Q1	Top10
Tertiary enrolment (GCR)	6.5%	85/104	Q3	Q2	Q1

Source:

1. World Economic Forum, “Global Competitiveness Report 2004-2005” (GCR).

Table 9.3: Nurturing a Caring Society – Scorecard

Indicators	P0		P1	P2	P3
Gender	Score	Rank- Quartile	Quartile	Quartile	Quartile
Gender empowerment measure (HDI)	0.644	22-Q1	Top 5	Top 5	Best
Gender related development index (HDI)	40.3				
Number of gender related programmes*	No data				
Labour and Social Security					
Unemployment (WDI)	10%				
Public expenditure on pensions % per capita (WDI)	0.6%				
Labour force participation rate* (%)	81.1 m 49.7f				
Regional Development & Sustainable Communities					
GINI Index (WDI)	40.3				
Households with access to services (WDI)	No data				
Health					
Disparity in health care quality (GCR)	2.3/7	66-Q3	Q2	Q1	Top10
Life expectancy at birth (WDI)	71 yrs.				
% Deaths from disease (WDI)	No data				

104 Countries Surveyed (GCR)

Indicators	P0		P1	P2	P3
Per capita expenditure on health (WDI) US\$	279				
HIV/AIDS					
HIV prevalence (WDI)	2.5	87-Q4	Q3	Q2	Q1
Spending on AIDS programmes per capita*	No data				
Housing					
House price to annual income	No data				
Home ownership*	No data				
Youth, Sport and Recreation					
Youth unemployment (HDI)	No data				
Number of athletic scholarships*	No data				
Participation in sporting events*	No data				

Indicators	P0		P1	P2	P3
Poverty Alleviation and Social Services	Score	Rank-Quartile	Quartile	Quartile	Quartile
% population below national and international poverty line (WDI)	Nat 21% Int 12%				
Human Development Index (HDI) .	0.801	54	Q2	Q1	Top10
Government effectiveness in reducing poverty (GCR)	3.3/7	67-Q3	Q2	Q1	Top10
Total crime rate*	No data				

* Local Indicators need to be developed.

Source:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).
3. Governance Matters III: Governance Indicators for 1996-2002.

Table 9.4: Governing Effectively – Scorecard

Indicators	P0		P1	P2	P3
Governance and Institutional Structures for Development	Score	Rank Quartile	Quartile	Quartile	Quartile
Effectiveness of law making bodies (GCR)	3.0/7	67/104	Q2	Q1	Top10
Transparency of government making policy (GCR)	3.7/7	58/104	Q1	Top10	Top5
Corruption Index (Transparency International)*	TBD				
Law Administration and Legal Affairs					
Administration of Justice					
Efficiency of the legal framework (GCR)	4.2/7	42/104	Q1	Top10	Top5
Effectiveness of law making bodies (GCR)	3.0/7	67/104	Q2	Q1	Top10
Intellectual Property Protection (GCR)	3.2/7	68/104	Q2	Q1	Top10
National Security and Public Safety					
Reliability of police service (GCR)	2.7/7	96/104	Q3	Q2	Q1
Total crime rate*	No data				
Illegal immigrants*	No data				
Pervasiveness of money laundering through bank (GCR)	3.1/7	89/104	Q3	Q2	Q1

* Local Indicators need to be developed.

Source:

1. World Economic Forum, “Global Competitiveness Report 2004-2005” (GCR).

Table 9.5: Enabling Competitive Businesses – Scorecard

	Indicator	P0		P1	P2	P3
Macroeconomy and Finance		Score	Rank Quartile	Quartile	Quartile	Quartile
Inflation (GCR)		3.5/7	56/104	Q2	Q1	Top10
GDP/Capita (GCR)		\$9,975	46/104	Q1	Top10	Top5
Government CAPEX*			No data			
Tourism						
% workforce employed by tourism*		N/A	No data			
Number of tourist arrivals (TIDCO)			409,000			
Financial Services						
Financial market sophistication (GCR)		4.2/7	44/104	Q1	Top10	Top5
Soundness of banks (GCR)		6.1/7	30/104	Q1	Top10	Top5
Credit rating (GCR)		55.6	48/104	Q1	Top10	Top5
Agriculture						
Agriculture contribution to GDP (WDI)		2%				
Agriculture value added per worker (WDI)		\$3,034	Upper middle	Q2	Top10	Top5

Energy					
Total energy production*		No data			
\$ New investment downstream*		No data			
\$ Value of local investment*		No data			
International Relations, Regional Cooperation & Trade					
Gross Foreign Direct Investment as % of GDP (GCR)	11.6	High income	Q2	Top10	Top5
% increase in non-oil exports		No data			
Industry and Entrepreneurship					
Effectiveness of bankruptcy laws	3.9/7	73/104	Q2	Q1	Top 10
Cost of importing foreign equipment	2.3/7	64/104	Q2	Q1	Top 10
Interest rate spread	8.3/7	70/104	Q2	Q1	Top 10

* Local Indicators need to be developed.

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).
3. Governance Matters III: Governance Indicators for 1996-2002.

Table 9.6: Investing in Sound Infrastructure and Environment - Scorecard

Indicators	P0		P1	P2	P3
Infrastructure	Score	Rank Quartile	Quartile	Quartile	Quartile
*Overall infrastructure quality (GCR)	3.6/7	54/104	Q2	Q1	Top10
Port infrastructure quality (GCR)	4.0/7	48/104	Q1	Top10	Top5
Air transport infrastructure quality (GCR)	4.6/7	52/104	Q1	Top10	Top5
Government CAPEX*	No data				
Container cargo throughput (TEUs)*	No data				
Airport international category rating (FAA)	CAT 2		Cat1	Cat1	Cat1
Number of new airline routes connecting through T&T*	No data				
Road coverage*	No data				
Number of bridges constructed/upgraded*	No data				
Vehicle operating cost (\$/Km/vehicle)*	No data				
Environment					
Deforestation and Biodiversity: % average annual deforestation (WDI)	0.8%				
Cumulative greenhouse gas emissions per capita (Gg) (UNCCC)	No data				
Compliance with international agreements (GCR)	3.7/7	79/104	Q3	Q2	Q1

Indicators	P0		P1	P2	P3
Public Utilities	Score	Rank Quartile	Quartile	Quartile	Quartile
Household access to sewerage connections	30%				
Quality of electricity supply (GCR)	4.8/7	55/104	Q2	Q1	Top10
Unaccounted for water (PU SCR) ⁵	50%				
Percentage of population receiving 24hr water access* (PU SCR)	20%		75%	100%	100%
Telephone lines per 1000 inhabitants (GCR)	25.0	47/104	Q1	Top10	Top5
Postal efficiency (GCR)	4.3/7	56/104	Q2	Q1	Top10

* Local Indicators need to be developed.

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).
3. Federal Aviation Authority (FAA).
4. United Nations Convention on Climate Change.
5. Public Utilities Sub-Committee Report

CHAPTER 10

Frameworks For Action Culture/Population/Diversity

Photo: Marlon Rouse



INTRODUCTION

The key actions included in each of the twenty-eight (28) Sub-Committee Reports have been identified in summary Frameworks for Action (FFA). More detailed action plans must be developed by the implementing agency.

There is a critical focus on “measurement”. Because we have identified the absence of a measurement culture as a critical enabler of our ‘developed nation’, we have raised the importance of measurement and included several dashboards in Chapters 10-15.

There is a national dashboard, which identifies overall areas of focus. Additionally, there are dashboards for each of the development priorities also indicated in this chapter. These FFAs highlight the most critical actions and serve as a guide to preparing the more detailed plans. Some of the important details of this section are listed below:

- The FFAs are also designed to instil a culture of accountability, where the owners or ‘initiators of primary action’ are indicated. Along with this identification, the dashboards will help to keep the focus on actions that are required to be taken.

- Time is suggested in four separate periods – P0 is the baseline and refers to 2004 through 2005, P1 refers to 2005 through 2007, P2 refers to 2008 through 2010 and P3 refers to 2010 and beyond.

By outlining specific actions, identifying the persons or agencies responsible, and the time in which the action should occur, we believe that the groundwork is laid for the development of more detailed action plans that will ensure accomplishment of the goals identified by the experts.

This chapter captures three frameworks for action which cut across all thematic areas. These three areas – culture, diversity and population – highlight considerations that cut across the grain of all Trinidad and Tobago and as such, all sectors.

In addition, these three FFAs are believed to be so critical to the national development effort that they require special treatment and emphasis. The basic premise in assembling these FFAs suggests that without a comprehensive treatment of our diversity, our culture and the changes in our population we will fall short of our aspirations to be a developed nation by 2020, if not before.

Table 10.1: Dashboard – Culture, Population And Diversity

	Culture, Population and Diversity	P0		P1	P2	P3
Goals	Indicators	Score	Rank	Quartile	Quartile	Quartile
G1	Ethnic and gender composition of the University of the West Indies (faculty and student body)	No data				
G1	Ethnic and gender composition of the Police Service.	No data				
G1	Ethnic and gender composition of the Defence Force.	No data				
G1	% of public sector contracts awarded to women contractors*	No data				
G1	# of physically challenged persons employed*	No data				

	Culture, Population and Diversity	P0	P1	P2	P3
Goals	Indicators	Score	Rank	Quartile	Quartile
G1	# of public sector contracts awarded to small business owners	TBD			
G1	Ethnic equality in service contracts*	No data			
G2	% of persons surveyed who feel that there is general harmony in their communities*	No data			
G2	# incidents of sexual harassment per 1,000 members of population*	No data			
G2	Unemployment rates of population by age and by race	No data			
G2	# of hate crimes reported per 1,000 persons*	No data			
G2	# of new hires in the public service by race (%)*	No data			
G2	Women as a proportion of different pay levels of the workforce*	No data			
G2	Disaggregated performance in GCE/CXC exams by race	No data			
G2	Disaggregated performance in GCE/CXC exams by gender.	No data			
G4	# of women in senior executive positions.	No data			
G4	# of women in senior public service positions – PSs and directors.	No data			
G4	Number of students in denominational schools	TBD			
G4	# of women entrepreneurs*	No data			
G4	Access to loans by gender and size of loans*	No data			
G4	Accessibility of public services*	No data			
G5	# of patents developed by diverse teams*	No data			
G5	Comparison of performance of companies with differing workforce compositions*	No data			

* Local indicators not yet developed

CULTURE**Vision Statement**

We envision our Culture and our Attitudes as the rhythm and catalyst for the growth and development of Trinidad and Tobago

Goals

- To instil a sense of national pride in citizens.
- To promote social re-engineering of behaviour patterns.
- To instil in the citizenry an attitude for environmental care and preservation.
- To develop a sophisticated system of research and data collection and retrieval.
- To harness and nurture the potential of our people.

Goal 1: To instil a sense of national pride in citizens.**Objective 1: To create greater awareness of our diverse local cultural practices and heritage.**

Actions	Owner	Phase
Build national awareness and pride within communities.	MoCDCGA	P1
Involve all stakeholders in all cultural activities.	MoCDCGA	P1
Facilitate, optimise and implement intercultural exchanges within the national community during the various cultural celebrations.	MoCDCGA	P1
Facilitate, optimise and implement intercultural exchanges within the national community during the various cultural celebrations.	MoE	P1
Ensure every school child knows the National Anthem & National Songs.	MoE	P1

Objective 2: To use the media to transmit and promote our cultural heritage and legacy.

Actions	Owner	Phase
Use all media for nation building.	MOPAI;	P1
Increase airplay of local music.	MoCDCGA MOPAI	P1
Increase the production of local television programmes.	MOPAI, Private Media Houses and Agencies.	P1

Objective 3: To create and develop a cultural industry sector.

Actions	Owner	Phase
Utilise the unique creations of our diverse culture for the production of goods and services.	MoCDCGA, MOTI	P1
Strengthen institutional capacity of the Ministry of Community Development, Culture and Gender Affairs to develop cultural industries.	MoCDCGA	P1

Objective 4: To preserve and promote intangible resources, cultural heritage & festivals.

Actions	Owner	Phase
Mobilise libraries, museums, artists, living legends, and sector interest to mount visual displays, exhibitions of art and artifacts and travelling exhibitions, industrial expositions, live performances.	MoCDCGA, MoE	P1
Develop internal tourism and build historical regional & international partnerships through the national community for UNESCO.	MOCT, MoLG	

Goal 2: To promote social re-engineering of behaviour patterns.**Objective 1:** To create a physical and social environment that is supportive of the fundamental rights and freedoms enshrined in our constitution.

Actions	Owner	Phase
Promote positive behaviour and attitudes in the society that respect individual rights, freedoms and differences.	MoCDCGA	P1
Increase the level of safety and security in homes, communities and public spaces (roads, parks, beaches).	MoCDCGA, MoNS	P1
Provide social services for the differently abled.	MoCDCGA, MoSD	P1

Goal 3: To instil in the citizenry an attitude for environmental care and preservation.**Objective 1:** To create and maintain clean and healthy living environments.

Actions	Owner	Phase
Ensure the provision of basic amenities such as public transport, public sanitation, basic infrastructure and public recreational spaces for use by citizens.	MoPUE, MoWT, MoLG	P1
Create a national public sanitation programme.	MoPUE, MoLG	P1

Actions	Owner	Phase
Maintain a clean environment through the mobilisation of existing resources.	MoCDCGA, MOPUE	P1
Create beautiful vistas (public and private) and recreational spaces.	MoLG	P1

Goal 4: To develop a sophisticated system of research and data collection and retrieval.

Objective 1: To create a national cultural policy for development as a philosophical base to guide the planning and development process.

Actions	Owner	Phase
Include cultural indicators in our sustainable development strategy.	MoPD	P1
Create and develop a cadre of persons who can contribute to the development of an agenda for culture and development.	MoPD, MoCDCGA	P1

Objective 2: To collect and report on relevant cultural data.

Actions	Owner	Phase
Collect culture related research in order to develop benchmarks and quantifiable targets.	MoPD; MoCDCGA	P2
Create a coordinating technical secretariat for culture and attitudes.	MoPD; MoCDCGA	P1

Objective 3: To document living history.

Actions	Owner	Phase
Develop materials on living histories (and the collective wisdom of the community of elders) for dissemination in all forms of media.	MoCDCGA	P1

Objective 4: To refocus the mandate of the MoCDCGA

Actions	Owner	Phase
Restructure the Ministry responsible for cultural development into an agency with monitoring, co-coordinating, analysis and oversight responsibilities.	MOPAI, MoPD, MoCDCGA	P1

Objective 5: To have the appropriate legislative framework to deal with the trade in cultural products and services.

Actions	Owner	Phase
Protect traders in cultural products and services.	MOLA	P2

Goal 5: To harness and nurture the potential of our people.**Objective 1:** To develop human capital through education.

Actions	Owner	Phase
Develop an educational sector which creates enlightened citizens.	MoSTTE, MoE	P1

Objective 2: To develop creative talent and expression of our people.

Actions	Owner	Phase
Facilitate theatrical experimentation and exploration by playwrights practitioners at premium venues.	MoCDCGA	P1
Create Centres for cultural expression and training for amateur artists.	MoCDCGA	P1
Central Government to allocate funds to bona fide governing organisations for the development of the arts.	MoCDCGA, MoF	P1
Nurture and develop technical resources and personnel to support the performing and visual arts.	MoCDCGA	P1
Encourage private sector involvement and contribution towards the Arts.	MoCDCGA	P1
Promote music programmes in schools.	MoCDCGA, MoE	P1
Facilitate the transfer of skills and ideas from experienced practitioners to beginners in the field.	MoCDCGA	P1

Objective 3: To support the strengthening of NGOs and CBOs.

Actions	Owner	Phase
Strengthen the capacity of NGOs and CBOs to deliver improved services to communities.	MoCDCGA; NGOs; CBOs	P1

Objective 4: To protect intellectual property rights.

Actions	Owner	Phase
Enforce legislation.	MoLA	P1

POPULATION**Vision Statement**

Population issues will become an integral part of the national development process.

Goals

- To develop a reliable population database which informs the decision making process of all Ministries.
- To minimise the negative impacts of migration on the society.
- To ensure full access by all of the population to all sexual and reproductive health care and services.
- To achieve the optimum utilisation of the country's land resources for agriculture, settlement and commercial and social activities in a sustainable manner.
- To provide sustainable employment for all or employment, which can provide a sustained quality of life
- To harmonise the spatial units from which data are collected for decision-making.

Goal 1: To develop a reliable population database which informs the decision making process of all Ministries.

Objective 1: To ensure population data and projections are 95% accurate, available and current by P1.

Actions	Owner	Phase
Strengthen the human resource capacity of its Population Unit.	MoPD	P1
Evaluate the methodology used by CSO in arriving at mid-year estimates, population projections, births and deaths data, migration data and data on education including private secondary and tertiary level institutions.	MoPD Population Unit	P1
Evaluate and analyse the 2000 Population and Housing Census data.	MoPD Population Unit.	P1
Commission papers on: ▪ The impact of declining fertility and migration on education, the work force and the elderly. ▪ The socio-economic situation of the elderly and the differently abled, including levels of poverty, abuse; the role of the elderly as care givers. ▪ An analysis of existing legislation and policies pertaining to population in general. ▪ The exploration of a recommendation which forces early diagnostic testing to be done on children to determine learning disabilities. ▪ The review and analysis of existing policies and programmes relating to returning migrants, including deportees. ▪ Cost benefit analysis of migration. ▪ Analysis of the causes of emigration. ▪ The impact of emigration on the family including children, the elderly and the differently abled.	MoPD Population Unit, MOH, MoLG	P1

Goal 2: To minimise the negative impacts of migration on the society.

Objective 1: To reduce the emigration of skilled labour (especially those in the education and health professions) by 20% at the end of 2006.

Actions	Owner	Phase
Implement recommendations from commissioned papers (See Goal 1, Objective 1)	MoPD Population Unit	P1

Objective 2: To facilitate the harmonious assimilation and integration of all return migrants by December 2006.

Actions	Owner	Phase
Implement recommendations from commissioned papers (See Goal 1, Objective 1)	MoPD, MoSD	P1

Objective 3: To facilitate the full integration of documented and non-documented migrants into the society by December 2006.

Actions	Owner	Phase
Implement recommendations from commissioned papers (See Goal 1, Objective 1)	MoSD	P1

Goal 3: To ensure full access by all of the population to all sexual and reproductive health care and services.

Objective 1: To reduce maternal mortality and morbidity by 20% by December 2007.

Actions	Owner	Phase
Commission a family health survey.	MoPD Population Unit, MoH	P1

Objective 2: To make available, youth-friendly, gender sensitive, sexual and reproductive health information, education and services, to 100% of the nation's adolescents and youth by December 2007.

Actions	Owner	Phase
Ensure that user-friendly materials are located in all health care facilities.	MoH	P1

Objective 3: To strengthen and institutionalise health and family life education in all educational facilities by December 2007.

Actions	Owner	Phase
Make health and family life education a part of the curriculum for all educational institutions	MoE, MoH	P1

Goal 4: To achieve the optimum utilisation of the country's land resources for agriculture, settlement and commercial and social activities in a sustainable manner.

Objective 1: To review all laws regarding land use and amend as necessary within a framework of sustainable development by December 2007.

Actions	Owner	Phase
Host wide stakeholder consultations to create general awareness of land utilisation policies and acceptable practices.	MoPD, TCP, UDeCOTT, MoALMR, MoLG	P1
Evaluate strengths of various agencies to enforce the laws.	MoPD	P1
Host consultations with all ministerial bodies/agencies and amend existing laws if necessary based on recommendations coming out of these consultations.	MoPD	P2

Goal 5: To provide sustainable employment for all or employment, which can provide a sustained quality of life

Objective 1: To provide sustainable employment to all persons by 2010.

Actions	Owner	Phase
Host consultations with relevant ministerial bodies and agencies to determine the best actions to take to create sustainable full employment.	MoLSMED.	P3

Objective 2: To have all wage packages set at a level, which would provide a sustained quality of life for all by December 2007.

Actions	Owner	Phase
Review all wage, income levels and general compensation in relation to the poverty line and make recommendations based on this review.	MoLSMED, MoPAI	P2

Objective 3: To ensure that the quality of education and training that is available makes people employable and further ensure that they can be used in the labour market by December 2007.

Actions	Owner	Phase
Review all education and training curricula.	MoE, MoSTTE	P2

Objective 4: To provide opportunities for continuous retraining for those who wish to be retrained by December 2005.

Actions	Owner	Phase
Assess retraining needs of the population and make available the relevant programmes to retool these individuals.	MoSTTE	P1

Goal 6: To harmonise the spatial units from which data are collected for decision-making.

Objective 1: To ensure that ministries and agencies use the same boundaries to define their target population.

Actions	Owner	Phase
Consult with stakeholders on the existing legislation and boundaries relating to the spatial spreads.	MoPD Pop. Unit	P2
Review legislation and boundaries that define macro geographical areas e.g. municipalities and regional corporations.	MoPD, Pop. Unit	P2
Amend or develop legislation that would facilitate the construction of communities in a legally defined way.	MoPD, Pop. Unit, MoLG, MoHs, LRC	P2

DIVERSITY**Vision Statement**

One developed Trinidad and Tobago aspiring together, building on our collective cultures in an environment of harmony and goodwill, participatory and collaborative, creative and inclusive, giving hope to future generations and achieving world-class results.

Goals

- To develop the capabilities of all citizens through full integration into the general society without discrimination.
- To build harmonious communities.
- To listen to the voices of all of our people in a truly collaborative process.
- To deliver services without regard to social or cultural differences.
- To recognise diversity as a strength and build on its positive attributes.

Goal 1: To develop the capabilities of all citizens through full integration into the general society without discrimination.

Objective 1: To reduce the number of acts of discrimination.

Actions	Owner	Phase
Educate and train public agency officers to conduct investigative and counselling work.	OPM	P1
Recruit, train and advance members of under-represented groups in the public and private sectors.	OPM	P1-P2

Objective 2: To provide equal access to opportunities.

Actions	Owner	Phase
Use merit as the determinant of selection and promotion in the public sector.	OPM, PSC	P2
Private sector associations to develop guidelines and codes of conduct to promote equal employment opportunities.	Chamber of Commerce, Professional Associations	P1
Provide universal access to government's goods and services.	MoLG, MoCDCGA, OPM	P2

Objective 3: To develop sensitivity amongst the general public on the ills and impact of prejudice.

Actions	Owner	Phase
Conduct public awareness programmes on race, gender, and other dimensions of diversity.	OPM	P1
Develop community education programmes on conflict resolution and consensus building.	MoCDCGA, OPM	P1
Use the media to educate the public on adopting healthy attitudes towards each other.	MoCDCGA, MoLG	P1
Integrate diversity into the curricula and co-curricula activities at primary and secondary schools.	MoE	P2

Objective 4: To attain equal employment opportunities for all, irrespective of race, gender, physical disability and social class.

Actions	Owner	Phase
Create and implement awareness programmes to inform teachers, employers and the general public on disability issues.	OPM, MoE, MoPAI	P1
Incorporate equipment and facilities in all existing schools, Ministries and public buildings to facilitate the disabled as well as differently abled.	MoE	P1
Include courses on work ethics and job preparedness in existing educational/training programmes for the differently-abled.	MoE MoSTTE	P1
Develop rehabilitative programmes, employment and training programmes for prisoners and deportees.	MoSD, MoNS	P2
Approve and implement Policy on Persons with Disabilities and the Strategic Plan for Displaced Persons.	MoSD, MoCDCGA, OPM, SSD	P1

Goal 2: To build harmonious communities.

Objective 1: To incorporate respect for difference as an important value at national, community and individual levels.

Actions	Owner	Phase
Develop and implement diversity think tanks in communities.	MoCDCGA	P1
Actively seek to create teams of diverse persons to develop and implement programmes at all levels of society.	MoCDCGA, MoPD, MoLG	P1

Actions	Owner	Phase
Ensure that the climate in our agencies, communities and businesses is welcoming to people of all backgrounds.	MoCDCGA	P2
Ensure that advertising is culturally sensitive.	OAG	P2

Goal 3: To listen to the voices of all of our people in a truly collaborative process.

Objective 1: To develop processes that utilise the collective inputs of all Trinbagonians in decision making.

Actions	Owner	Phase
Convene teams of diverse perspectives to resolve national level problems on task forces.	OPM	P1
State Board composition to reflect differing perspectives and approaches.	OPM	P1
Establish a system to encourage ALL citizens to offer their input to decision makers.	OPM	P1
Seek a multi-cultural and multi-background planning team to implement the Vision 2020 National Strategic Plan.	OPM, MoPD	P1

Goal 4: To deliver services without regard to social or cultural differences.

Objective 1: To ensure that public services are accessible to all without fear of discrimination.

Actions	Owner	Phase
Design Equal Opportunity Legislation.	OPM, LRC	P1
Develop and publicise clear sanctions for persons, agencies or companies who transgress the legislation.	OPM	P1
Evaluate mechanisms that support and protect individuals who bring allegations of gender, sexual, and racial discrimination.	OPM	P1
Conduct research on the users of government services and develop a database by demographic criteria.	OPM	P1
Appoint a diversity and discrimination Ombudsman.	OPM	P1

Objective 2: To ensure that private sector firms are actively addressing appearances of prejudice in their organisations.

Actions	Owner	Phase
Assess the race and gender of clients who receive service.	OPM	P1
Set targets for bank loans to diverse groups.	OPM	P1
Create structures to ensure success of new businesses by women and under-represented groups.	OPM	P1

Goal 5: To recognise diversity as a strength and build on its positive attributes.

Objective 1: To build national development around teams that comprise all of our diversity.

Actions	Owner	Phase
Measure the success of diverse teams of persons who work on big projects in the public and private sector.	OPM	P1
Ensure clear race and gender balance in the services – police, defence force, medical personnel, teaching service, etc.	OPM	P1
Measure the effectiveness of the services provided and assess satisfaction along similar lines.	OPM	P1
Conduct research on the users of government services and develop a database using demographic criteria.	OPM	P1

Objective 2: To celebrate and uplift our diversity as a positive force.

Actions	Owner	Phase
Measure the impact of our different cultures on Carnival and other cultural activities.	OPM	P1
Develop criteria for assessing the contributions of diverse backgrounds on innovation and invention.	OPM	P1
Measure the effectiveness of the services provided and assess satisfaction along similar lines.	OPM	P1
Conduct corporate research on the success of companies relative to the diversity of their executive and line staff.	OPM	P1

Essential Pre-Conditions

- Passage of an Equal Opportunity Act or similar legislation.

Critical Success Factors

- Establishment of a National Diversity Council.
- Wider sensitisation of the population to diversity issues.
- Measurement of diversity indices.
- Leadership committed to reducing and eliminating discrimination in our society.

CHAPTER 11

Frameworks For Action Innovative People

Photo: Tidco





INTRODUCTION

Creativity has always been the hallmark of Trinbagonians. Blessed with some 1.3 million creative minds with strong “can do” attitudes, our people, as a completely renewable resource, is the country’s most valuable. As such, this resource requires the greatest support from this national planning effort. We must therefore hold true to the development of this resource by moving inefficiency and lethargy out of the way of our creativity if we intend to capture our rightful place amongst the most competitive and prosperous nations of the world.

Our intent is to develop a well disciplined, yet fun-loving culture, which is creative to the core and built on our history of globalisation and rich diversity. To support this creative thrust, we must properly educate our people at all levels, increase tertiary penetration and render our education system more relevant to the future we so passionately desire.

Our education system is at the heart and soul of the development of our intellectual capabilities and is therefore the pivot to achieving our ‘developed nation’ status. A relevant and globally competitive, locally specific education system, will fuel the continuing development of our most valuable resource – our industrious people.

The burning questions that should thus drive education reform must be:

- What do we need to get us to 2020 and beyond?
- What skills must we possess as a people?
- What resources do we require?
- When and how must we combine our resources to fully develop a relevant and meaningful education sector?

When we answer these questions with the necessary changes in design, implementation and investment, we will not be surpassed in the drive toward world-class status.

To achieve our vision for Innovative People, we must create the conditions suitable for individual analysis, excellence and convergence of ideas. We must encourage healthy, free-spirited thinking, risk taking, critical analysis and entrepreneurial behaviours. In this environment, each individual becomes a source of ideas and challenges the status quo while embracing different perspectives.

The power of our innovative capacity both individually and collectively, lies in the gift of our diversity which allows every individual to bring his or her own unique perspective to solve important national and corporate problems. Innovation thrives on the free and confident input of every citizen and stimulates new human capital energy and productivity at a national level. Given our geographic position, there is also good reason for developing multi-lingual competencies at a national level.

To develop an industrious, multi-lingual, risk tolerant and confident population, we must ensure an environment that supports good health, sound and relevant education and a dynamic atmosphere for sharing ideas and listening to dissenting views without prejudice or malice.

Vision for Innovative People

A highly skilled, well educated people aspiring to a local culture of excellence that is driven by equal access to learning opportunities. Our people acknowledge and actively pursue the development of self and country by being socially responsible and contributing to economic development.

Trinidad and Tobago must create an innovative society through the deliberate development of an education sector designed to guide and harness the innovativeness of our people.

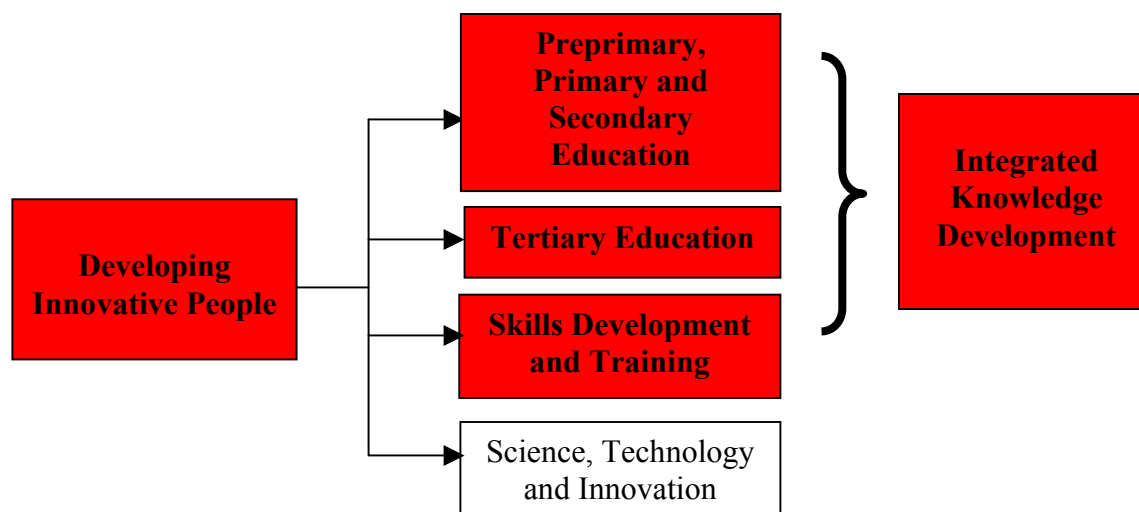
This chapter, therefore, places much emphasis on developing strategies and specific actions to infuse a penchant for innovation and creativity within the pre-primary, primary, secondary and tertiary institutions. Additionally, all technical skills development institutions have been considered as part of the education sector and have also been addressed. For ease of representation, the Pre-primary, Primary and Secondary Education; Tertiary Education; and Skills Development Sub-Committee work, have all been fused into one Frameworks for Action called Integrated Knowledge Development Frameworks for



Action. Dashboard Tables have also been created to assist in tracking the achievements of goals and objectives against global standards of excellence, where these standards are available. In instances where global standards are not available, we have

proposed that local standards of excellence be developed and tracked.

Detailed representations of the source reports used to compile this chapter can be viewed in Appendix 2 of this Document.

**INTEGRATED KNOWLEDGE DEVELOPMENT****Vision for Integrated Knowledge Development**

A learning society propelled by creative, civilised, productive people.

Goals

- To develop a seamless, world-class, self-renewing education system.
- To develop a learning society by creating quality education opportunities for all people throughout their lifetime.
- To establish the management capacity for sustaining the quality of educational institutions and professionals.
- To develop the broadest social alliances and partnerships to support the learning society.

Introduction

If Trinidad and Tobago is to successfully develop a culture of lifelong learning within its people, education and training initiatives must be crafted and delivered in a manner which takes our diverse interests into consideration. This requires a sound, well-constructed, internationally competitive system of education in which liberal arts, science, technology, communication, and problem solving must be emphasised. Our population must be fully equipped with the ability to critically analyse its conditions and create options to realise its desired future state.

Education is the most important national priority since it is the foundation for development and alleviation of many of our social ills. If the role of education in development is not addressed, the enormous gaps between developing and developed countries in skills training, research, science and technology will continue to widen. The major goals of any system that we create must be based on quality, access and maintenance of high standards and the creation of distinctiveness in the learning system.

In view of the enormous technological advancements that have taken place in the latter half of the 20th



century, it is now understood that manual skills alone are not enough and that vocational and technical programmes must be re-engineered in order to meet the demands of today's rapidly changing technologies. This signifies that curricula must be aligned to provide broad-based, transferable skills and relevant.

Strategic development of our education system must be based on the demands of the world of work and available opportunities. Skills and demand must be aligned. The job market must refine its human capital development practices to meet the needs of a more demanding worker, who requires fairness, respect and a favourable work environment. Brain drain must be stemmed and reversed. Everyone has a stake in education, thus many partnerships will be necessary to the holistic development of our learning society.

The education system must also assure inclusion, and the system must be built on our unique global and socio-historical position. Specifically, it must cater to and promote respect for our many cultures and other dimensions of diversity. A central theme in our education system is embracing the positive and constructive benefits of our multi-culturalism, and the curriculum should reflect our national promise to have "every creed and race finding an equal place". To achieve our vision, the following actions have been recommended:

Summary of Actions

In general, to accomplish the vision for education, the overall actions are aligned to five key ideas:

- Assuring quality education at all levels.
- Ensuring all nationals have access to educational resources at all levels.

- Implementing appropriate management systems to support and shape the success of the educational sector.
- Producing a quality product that is in keeping with a strong sense of national identity and capable of making a worthy contribution to national development.
- Ensuring an alignment between the education and skills being taught to the demands of the world of work.

The overall accomplishment of these goals is also predicated on:

- A significant private-public sector partnership; and
- A close alignment of the national needs and business development with curriculum design.

Measuring our Success

Given its importance to development, many global indicators exist for measuring success in education. For our first goal of creating a capacity for innovation in education, we can look at the overall quality of the education system and the quality of public schools. For our development of a learning society, the most appropriate indicators track the penetration of education in the population—enrolment at all levels and in the workforce.

To sustain the quality of the educational system, measures like the pupil/teacher ratio and spending on education are recommended. Finally, a good measure of the public/private alliances is the ratio of spending on education that comes from each sector available from the National Centre for Education Statistics. The following Dashboard Table summarises these indicators and ranks and scores our ratings.

**Table 11.1: Dashboard – Integrated Knowledge Development**

	Integrated Knowledge Development	P0		P1	P2	P3
Goals	Indicator	Score	Quartile	Quartile	Quartile	Quartile
G1	Quality of the educational system (GCR)	3.3/7	Q3	Q2	Q1	Top 10
G1	Quality of public schools (GCR)	3.5/7	Q3	Q2	Q1	Top 10
G1	Percentage of the population 25-64 years of age that has completed a specific highest level of education (NCES)	No data	No data			
G1	Percentage of the population within various age groups having attained at least an upper secondary level of education (NCES)	No data	No data			
G1	Capacity for innovation (GCR)	2.8/7	Q3	Q2	Q1	Top10
G2	Brain Drain (GCR)	3.2/7	Q3	Q2	Q1	Top 10
G2	Primary enrolment (GCR)	100	Q3	Q2	Q1	Top 10
G2	Net enrolment - Primary (NCES)	94%				
G2	Net enrolment - Secondary (NCES)	65%				
G2	Tertiary enrolment (GCR)	6.5%	Q4	Q3	Q2	Q1
G3	Primary Pupil / Teacher Ratio (NCES)	19:1	Q1	Top 10	Top 5	Best
G3	Public expenditure on education (NCES)	13.4%				
G4	Distribution of public and private expenditure at the higher education level (NCES)	No data	No data			
G4	Distribution of public and private expenditure on primary and secondary education (NCES)	No data	No data			
G2	Employer expenditure on employee training and development*	No data	No data			
G1	Number of professionals attaining foreign degrees (through scholarships, fellowships and internships)*	No data	No data			
G1	Functional Literacy*	No data	No data			
G3	Number of School Boards at primary and secondary schools*	No data	No data			

*Local Indicators need to be developed.

Sources:

1. World Economic Forum, “Global Competitiveness Report 2004-2005” (**GCR**).
2. National Centre for Education Statistics (**NCES**), <http://www.nces.gov>.


Frameworks for Action – Integrated Knowledge Development

Goal 1: To develop a seamless, world-class, self-renewing education system.

Objective 1: To establish a system of creating ongoing education policy and setting standards.

Actions	Owner	Phase
Set up a working group comprising key stakeholders to support educational reform and incorporating comparative research.	MoE, Private Sector	P1
Provide a supporting legislative framework to under gird policy changes.	MoSTTE, MoE	P1
Develop effective research capability to support policy review and change.	MoSTTE, Universities, Private Sector	P1, P2
Develop a mechanism to monitor and evaluate the implementation of policies.	MoE, MoSTTE	P1
Establish a reform policy implementation and monitoring unit within the Ministry of Education.	MoE, MoSTTE	P2

Objective 2: To continuously align the strategic direction of the education sector with the objectives set for national development.

Actions	Owner	Phase
Develop a curriculum that is inclusive of the needs of our multi-cultural society.	MCDCGA, MoE	P1
Establish a network of institutions to address the progressive deficit of skills in specific sub-sectors and at all levels of education.	MoE, Private Sector Groups, MoPD	P1
Align organisational systems and structures to the strategic objectives of the working group.	MoSTTE	P1
Develop programmes that cater to the diversified needs and interests of students and prepare them for life.	MoSTTE	P1-P3
Create opportunities for implementing a flexible national skills development programme.	MoE, Private Groups, MoSTTE, Sector	P1
Streamline education to meet market and social needs and increase participation.	MoE, Civil and Private Groups, Sector	P1



Objective 3: Narrow the knowledge gap by implementing the standards set.

Actions	Owner	Phase
Accelerate the process to high-quality education for all according to the standards set by the working group.	MoE	P1
Address specific issues such as lack of knowledge centres e.g. public libraries and poor use of IT.	MoE, MoSTTE, Universities	P1
TLI's should establish cross-linkages with other TLI's in both developed and developing countries.	MoE, MoSTTE	P1-P3
Expand Adult Education Programmes and make it more accessible to adults and 'drop-outs'.	MoE	P1
Promote a fully functional literate society by expanding the definition of literacy to more than the 3Rs (reading, writing and arithmetic) to include languages, culture and computer literacy.	MoE	P1
Establish skills training and preparation centres in disenfranchised communities.	MoE, MoLG, MoSTTE	P1

Goal 2: To develop a learning society by creating quality education opportunities for all people throughout their lifetime.

Objective 1 A: To provide equal access to primary and secondary education to all, without regard to race or class that meets special needs, is relevant, current and ensures functional literacy.

Actions	Owner	Phase
Develop programmes for children with special needs.	MoE	P1
Install mechanisms to identify under-performing (Primary and Secondary) schools and render them more effective.	MoE	P1
Allow for home based schooling using internet and distance education modes.	MoE	P2
Strengthen career and guidance counselling in Secondary schools and introduce into Primary schools.	MoE	P1
Prepare a fully revised policy for early childhood education, including centres for curriculum design and teacher training.	MoE	P1



Objective 1 B: To provide to all citizens without regard to race or class, with equal access to tertiary education and ensure that individuals are prepared for the workforce.

Actions Specific to Tertiary Education:

Actions	Owner	Phase
Expand current tertiary opportunities, including online access and distance learning.	MoE, MoSTTE	P1
Introduce a needs-based financial support system.	MoE	P1
Ensure a comprehensive approach to education that incorporates theoretical and practical components (i.e. private sector internships).	MoE, Private Sector Organisations	P2
Partner with regional and international TLI's to facilitate the exchange of knowledge.	MoE, MoSTTE	P1

Objective 1 C: To develop a world-class thinking workforce that is skilled, innovative and entrepreneurial.

Actions	Owner	Phase
Provide opportunities for continuous re-training and re-tooling.	MoSTTE	P1
Conduct a comprehensive needs gap analysis that goes beyond the labour market survey.	MoSTTE	P1
Establish independent Accreditation Council to certify all training and ensure consistency in training programmes and policy.	MoSTTE	P1-P2
Inventorise, assess and reorganise the existing skills training programmes, including accreditation programmes, work-based learning etc.	MoSTTE	P1

Goal 3: To establish the management capacity for sustaining the quality of educational institutions and professionals.

Objective 1: To upgrade management quality across all learning institutions, and throughout the education system.

Actions	Owner	Phase
Strategically manage the educational system including alignment of organisational systems and structures.	MoSTTE	P1, P2
Introduce modern management structures and practices in schools in accordance with international benchmarks.	MoSTTE	P1, P2
Prepare a fully articulated system for teacher development.	MoSTTE	P1-P3



Objective 2: To effectively manage all resources (human, financial and physical) of all educational institutions.

Actions	Owner	Phase
Establish an appropriate school security system.	MoSTTE, MoE	P1
Establish a modern and environmentally safe school environment.	MoSTTE, MoE, MoPUE	P2
Establish an effective programme for maintenance and upgrading of schools and all facilities.	MoSTTE, MoE	P1
Introduce an effective resource management system.	MoSTTE	P1

Objective 3: To embrace wider use of technology in every aspect of the education system.

Actions	Owner	Phase
Use technology for systems management and coordination.	MoSTTE	P1
Use technology applications in the delivery of educational services.	MoSTTE	P2
Improve research and library facilities.	MoSTTE	P1
Introduce a Trinidad and Tobago Education, Training and Employment Council (TTETEC) to oversee the functions of all institutions relating to skills development.	MoSTTE	P1

Goal 4: To develop the broadest social alliances and partnerships to support a learning society.

Objective 1: To establish a system of incentives, material and financial support to facilitate access to continuing education.

Actions	Owner	Phase
Develop School Mentoring Programme supported by public-private sector partnerships.	MoE	P1
Provide incentives and rebates for approved private sector educational foundations and funds, established to facilitate access to all levels of education, especially for marginalised groups.	MoE, Private Chambers of Commerce, MoSTTE, Sector, of	P1
Establish private-public partnership fund to finance research in higher education and upgrade infrastructure.	MoSTTE	P1
Develop a Caribbean programme to promote mobility of teaching staff and students among academic institutions to support regional integration (CSME etc.).	MoE, MoSTTE	P1



Objective 2: To develop programmes in which the private sector actively participates in the formulation of education policy.

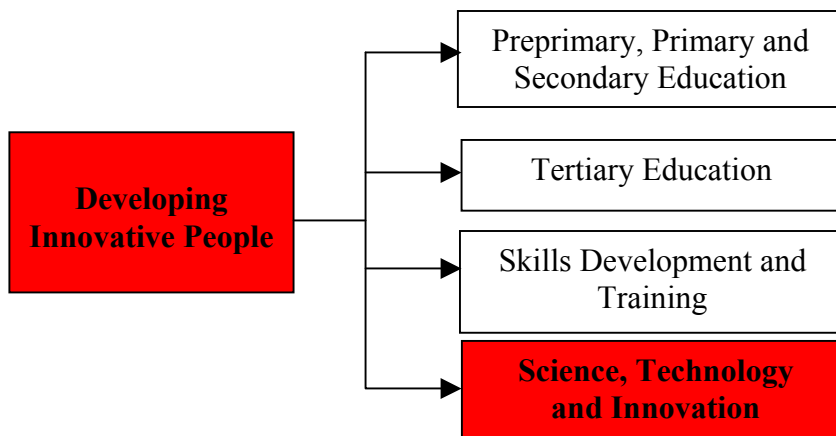
Actions	Owner	Phase
Provide financial support for student and teacher development.	MoE, Private Sector, Chambers of Commerce	P1
Involve Private sector in curriculum development.	MoE, Private Sector, Chambers of Commerce	P1
Support on-the-job training for students.	MoE, Private Sector, Chambers of Commerce	P1

Essential Pre-Conditions

- Practical application of technology and innovation.
- Legislative and fiscal support (incentives, tax credits, etc.) for private sector involvement in education.
- Good base of well-trained and quality teachers and lecturers.

Critical Success Factors

- Allocation of adequate resources for the refurbishing of school plants, training of education personnel at all levels.
- Re-conceptualisation of the curriculum at all levels.
- Ensuring institutional transformation of the Ministry of Education (MoE) and Ministry of Science, Technology, and Tertiary Education (MoSTTE) to provide efficient service and support to educational institutions.
- Energise and motivate teachers through their terms of employment.

**SCIENCE, TECHNOLOGY AND INNOVATION****Vision for Science, Technology and Innovation**

A society empowered to participate in science, technology and innovation manifested by increased levels of entrepreneurship and national competitiveness.

Goals

- To build a competitive, knowledge – driven, entrepreneurial workforce.
- To forge a National Innovation System (NIS) that encompasses existing and new STI institutions.
- To substantially increase public and private sector participation in research, development and innovative activities.

Introduction

Science, Technology and Innovation (STI) combined, are widely seen as underlying factors behind rapid economic and industrial growth, leading to the development of competitive nations and developed societies.

Globally, newly industrialised countries have had to master the use of imported and indigenous technology in order to achieve economic development on par with developed countries. Countries with high growth rates use technological means to export a strong mix of value-added, high-tech goods and services. Their private sectors invest aggressively in technology, research and innovation with active support from government. Their educational systems produce large numbers of

scientists and technologists who find profitable employment.

Wealth and job creation depends on the application of new technology and a well-trained, adaptive citizenry to keep established industries competitive. According to the Global Competitiveness Report for 2004-2005, with regard to the availability of scientists and engineers, Trinidad and Tobago is ranked 73rd out of 104 countries. Accordingly, STI inputs are therefore essential to the development of most sectors of our society and will also play a critical role in addressing our pressing social and environmental issues. For example, considerable research and analysis will be needed into the causes and remedies for the growing incidence of poverty.



The application of scientific approaches and innovation in state enterprises such as the utilities, security and health services can foster a better quality of life for citizens. So too, the harnessing of our scientific, technological, and innovative resources can be used to better understand and treat with the environment. STI has implications for the quality of our environment - pollution, and social development projects. It is therefore critical that the country is able to harness all of its STI and human resources to create wealth and social development for future generations. The following actions are recommended with these factors in mind.

Summary of Actions

In general, to accomplish the vision for this sector, the overall actions are aligned to:

- Increasing the level of tertiary participation in the STI related areas.
- Creating a culture where science, technology and innovation are widely used in enhancing productive processes and outputs.
- Ensuring that a culture of innovation becomes a part of the political and regulatory framework across Trinidad and Tobago by way of the establishment of a National Innovation System.

- Ensuring alignment between public and private sector agents in setting an agenda for science, technology and innovation that includes focused and relevant R&D and an increased number of patents.

Measuring our Success

Some measures that will keep us focused on the vision of empowering our people to participate in the global trends in STI have been identified, and will ensure that we develop the requisite skills and capabilities in the quantities needed to get Trinidad and Tobago into the top quartile performance in this area by the year 2020. For a first goal, globally tracked figures for the availability of scientists and the quality of math/science education will help us understand T&T's access to talent in Science and Technology.

For the second goal, recommended measures of the National Innovation System's success compared to other countries would be technological readiness, the number of high quality scientific institutions, the prioritisation of ICT, and the number of patents granted. For our last goal, we can simply measure the spending on R&D.

Table 11.2: Dashboard – Science, Technology and Innovation

	Science, Technology and Innovation	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	Availability of scientists and engineers (GCR)	4.2/7	73-Q3	Q2	Q1	Top 10
G1	Quality of math and science education (GCR)	3.9/7	61-Q3	Q2	Q1	Top 10
G2	Quality of scientific institutions (GCR)	3.6/7	62-Q3	Q2	Q1	Top 10
G2	Technological sophistication (GCR)	6.2/7	37-Q2	Q1	Top 10	Top 5
G2	Government prioritisation of ICT (GCR)	4.0/7	72-Q3	Q2	Q1	Top 10
G3	Subsidies for research (GCR)	2.8/7	60-Q3	Q2	Q1	Top 10
G3	Annual patent applications*	No data	No data			
G3	Number of new products created (by private and public sector)*	No data	No data			
G3	Spending on R&D (GCR)	3.0/7	61-Q3	Q2	Q1	Top 10

*Local Indicators need to be developed.

Source:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).

**Frameworks for Action – Science, Technology and Innovation****Goal 1: To build a competitive, knowledge -driven, entrepreneurial workforce.****Objective 1:** To increase the percentage of the labour force with tertiary and post-tertiary level certification in Science, Technology, Engineering and Entrepreneurship.

Actions	Owner	Phase
Expose all secondary school students to a broad and balanced curriculum, and career guidance in science, innovation and entrepreneurship.	MoE, MoSTTE	P1
Create a national technical university system that enhances the availability and quality of technical education.	MoE, MoSTTE	P1
Emphasise combination of applied sciences, engineering and technology with business and social studies at the tertiary levels.	MoSTTE, Universities	P1, P2
Improve opportunities for expanded Ph.D. training and Post-Doctoral opportunities for nationals in science, technology and engineering.	MoSTTE, Universities	P1
Provide core funding to maintain and develop the S&T capability of our STI institutions.	MoSTTE	P1

Objective 2: To establish an appropriate incentive regime for technology development and promotion for businesses, communities, and individuals (e.g. scholarships, contests, awards).

Actions	Owner	Phase
Recognise and reward the contribution of scientists, technologists, engineers, researchers and innovators.	Office of the Prime Minister (Prime Minister Award Committee)	P1
Create funding mechanism established for new product and process development in the private sector and research programmes in areas of strategic importance.	MoSTTE	P1
Provide fiscal incentives to businesses to encourage them to invest more in appropriate training for their technological and non-technological workforce.	MoSTTE, Private Sector, Chambers of Commerce	P1-P3

**Goal 2: To forge a National Innovation System¹ that encompasses existing and new STI institutions.**

Objective 1: To establish institutional structure to manage, guide and lead the National Innovation System, set research and development policies, priorities and programmes.

Actions	Owner	Phase
Create a public/private governance structure to implement the National Innovation System with a mandate to supporting the NICT strategic plan.	MoSTTE, Private Sector	P1
Allocate funds for the creation of the National Innovation System.	MoSTTE, Private Sector	P1

Objective 2: To create working partnerships and alliances between the Government, the Private sector, the other stakeholders to implement the National Innovation System.

Actions	Owner	Phase
Bring all stakeholders together under an umbrella organisation through the establishment of the National Innovation System.	MoSTTE, Private Sector	P1
Encourage businesses to partner with Government and R&D Institutions.	TLIs, MoSTTE, Private Sector	P1
Guide investment in skills development, technology adoption, graduate training through the recommendations of the National Innovation System.	MoSTTE	P1

Objective 3: To monitor and map the progress of the institutions, enterprises and individuals engaged in scientific, technological and innovative initiatives in the country.

Actions	Owner	Phase
Benchmark international models for Research, Development and Innovation Fund Management and evaluation through like bodies in developed countries.	MoSTTE	P1
Measure the National Innovation System against best practices amongst like bodies (e.g. the national innovation council for Singapore).	MoSTTE	P1

¹ The initial research has been based on Singapore's model.



Goal 3: To substantially increase public and private sector participation in research, development and innovative activities.

Objective 1: To agree on a national research and development agenda and establish appropriate mechanisms to encourage the private sector to become the dominant player in STI and R&D activities.

Actions	Owner	Phase
National Innovation System to set national agenda for R&D.	MoSTTE, Private Sector	P1
Create and fund research/innovation programmes to attract industry participation in R&D.	MoSTTE, Private Sector	P1- P2
Support industry in the areas of product and process competitiveness, standards, quality, certification, testing and innovative financing.	MoSTTE	P1-P3
Provide fiscal incentives to the private sector businesses engaged in technological growth and human capital.	MoSTTE	P1
Facilitate partnerships between government and private sector to create Business Incubators and Technology Parks.	MoSTTE	P1

Objective 2: To establish public funding to build national STI capacity and facilitate industry competitiveness, sustainable development and social well-being.

Actions	Owner	Phase
Communicate to stakeholders to create buy-in for use of public funds.	MoSTTE	P1
Create a joint public and private sector fund that is easily accessible to support developments in indigenous R&D activity.	MoSTTE	P2

Essential Pre-Conditions

- Develop a pipeline of students coming through primary, secondary, tertiary education prepared in the sciences.
- Practical application of technology and innovation.

Critical Success Factors

- Provision of major funding by the Government to spearhead the scientific and innovation thrust.
- Buy-in by Ministry of Education and Ministry of Science, Technology & Tertiary Education to the prescriptions of this Sub-Committee.
- Partnership between government, the private sector and the institutions.

CHAPTER 12

Frameworks For Action **Caring Society**





INTRODUCTION

Caring for our human capital and assuring our young nation of reliable and relevant health and education systems and providing world-class infrastructure will make the lives of our people more liveable. The strong correlation between strong economic growth and solid fundamental social development can be seen as the hallmark of ‘real’ and sustainable development.

Developing a more caring society is a function of ‘lifestyle development and choices’ as well as ‘human development’. As such, in this chapter we have amassed proposed strategies and actions from eight (8) Sub-Committee Reports, the essence of which are reproduced in the pages to follow. The Reports used to create this chapter are as follows:

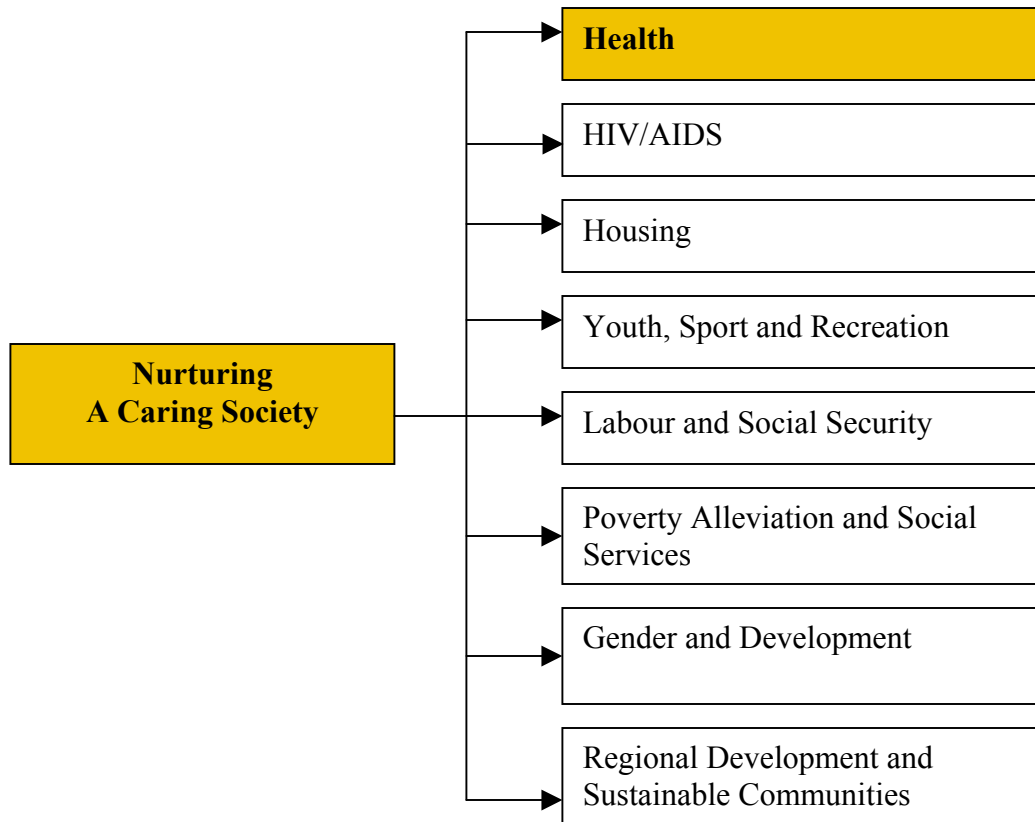
- Health
- HIV/AIDS
- Housing

- Youth, Sport and Recreation
- Labour and Social Security
- Poverty Alleviation and Social Services
- Gender and Development
- Regional Development and Sustainable Communities

In this context then, our caring society must be one that is built around enduring individual and national values. We must be well educated, with a reliable healthcare system and an infrastructure that is wholesome and environmentally sensitive. We will be expected to nurture a stronger sense of patriotism, respect for our heritage and history, respect for “Rule of Law” and be supported by a culture that is strong on volunteerism, community orientation, and courtesy. Our people deserve care and warmth and once the systems are provided we will flourish and become the best that we can be. Our vision for nurturing a caring society is therefore as follows:

Vision for Caring Society

To nurture and develop a healthy society in a sustainable environment where citizens are well educated, embrace diversity, have their basic and special needs adequately and consistently met, and in which the national development process is further informed by these well articulated needs.

**HEALTH****Vision for Health**

A nation whose citizens are empowered to live long, healthy, happy and productive lives.

Goals

- To improve the general health status of the population.
- To enhance the management of communicable and non-communicable diseases.
- To improve the performance of healthcare delivery systems.
- To improve the quality of national healthcare services.
- To unify the delivery of health care services.
- To develop a research agenda as the platform for evidence-based decision-making, policy formulation, new learning and development.



Introduction

Trinidad and Tobago's health sector faces many challenges. The vision of a nation to empower citizens to take charge of their destinies through prudent primary and lifestyle choices and actions requires a solid foundation of care, education and service.

Apart from the need for efficiency and effectiveness, the health sector has to become people focused and service friendly. Staff attitudes have to undergo major changes. Staff must see themselves not merely as providers but as partners in the process of providing health care. This would require doctors and other health care professionals to communicate and to share information with their clients about their health and well being much more readily than is now being done. Greater teamwork and consultation among doctors and other professionals has to be fostered.

Additionally, the new health system would have to place emphasis on wellness and prevention of illness, while simultaneously concentrating on providing modern, reliable treatment alternatives to enable patients to overcome illnesses quickly, with minimal pain and suffering. Another major challenge, in the immediate years ahead, is to find ways to optimise resources as well as to develop a workforce in health that not only sees itself as service oriented but also performs in a manner that reflects this dictum.

The key priorities have been developed to harmonise with the work in progress by the Ministry of Health and their success will depend on a high degree of

intersectoral collaboration and commitment to continuity by successive governments.

Summary of Actions

The indicated approach to healthcare is one where primary healthcare is at the forefront. As such, there is a need to:

- Promote primary health care and preventative medicine by empowering people with knowledge to make more informed choices; and
- Reform the health delivery system to provide more efficient and user-friendly service for all the stakeholders.

Measuring our Success

We recommended a combination of global and local sources. The overall health status of the country is typically measured by the average life expectancy and the infant/young child mortality rates. Death from diseases is an ideal indicator for our second goal around managing disease. People's access to drugs and the disparity in health care indicate the performance of our healthcare delivery systems. Similarly, the availability of hospital beds, physicians, and skilled birth personnel indicate the quality of our national healthcare services. Our spending on healthcare, while not a perfect match, can give us a sense of the quality of our research agenda. Customer Service, our final goal in this sector, must be measured through local feedback surveys where customers can voice their own opinions.



Table 12.1: Dashboard - Health

	Health	P0	P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile
G1	Life expectancy at birth (WDI)	71			
G1	Infant mortality rate (WDI)	17/1000			
G1	Under five mortality rate (WDI)	20/1000			
G2	% of deaths from disease*	No data			
G3	Disparity in health care quality (GCR)	2.3/7	66-Q3	Q2	Q1
G3	Population with sustainable access to essential drugs (HDI)	50-79%			
G4	Physicians per 1000 ppl (WDI)	0.8			
G4	Hospital beds per 1000 ppl (WDI)	5.1			
G4	Births attended by skilled health staff (WDI)	96%			
G5	Total expenditure on health as a percentage of GDP (WDI)	4.0%			
G5	Per capita expenditure on health (WDI)	\$279			
G6	Local customer satisfaction ratings*	No data			

*Local indicators not yet developed.

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. UNDP, "Human Development Report 2004" (HDR).
3. World Bank, "World Development Indicators 2004" (WDI).

**Frameworks for Action - Health****Goal 1: Improve the general health status of the population.****Objective 1:** To promote primary health care and empowerment of people to take ownership of their own health.

Actions	Owner	Phase
Establish community wellness councils empowered to ensure high quality and appropriate health services at the level of their communities.	MoH, MoLG, MoCDCGA	P1
Ensure the involvement of regional corporations as a means of developing the primary health care approach.	MoH, MoLG	P1
Ensure appropriate resources are available and under the control of these wellness councils.	MoH, MoLG	P1
Develop the components of health information dissemination and counselling both to patients and the general public.	MoH MoLG	P1
Expand the role of District Health Visitors and allied health professionals on the team and ensure maintenance.	MoH MoLG	P1
Revise/upgrade the data requirement needs and institute appropriate technology support and training.	MoH	P1
Institute a Health Ombudsman.	MoH	P1
Enact legislation to empower the Patient Rights Charter.	MoH, MoAG	P1

Objective 2: To decrease maternal and infant mortality rates.

Actions	Owner	Phase
Educate about proper pre and post natal care.	MoH	P1
Provision of professional maternal and child care services.	MoH, RHA	P1
Create a healthy and nurturing environment during the first year of life.	MoH, RHA	P1
Early detection of developmental diseases.	MoH, RHA	P1
Develop systems for post-natal support for disenfranchised and disempowered families.	MoH, MoLG, MoCDCGA	P1


Objective 3: To enhance longevity and quality of life.

Action	Owner	Phase
Implement PAHO/WHO healthy communities initiatives.	MoH	P1
Adopt the Caribbean Charter on Health and Aging to assist in the development of policies on aging.	MoH	P1
Provide incentives to companies to establish health units and group health insurance plans for employees.	MoH, Private Sector Assoc.	P1
Establish a Workplace Health Programme that encourages employees to use health and fitness facilities.	MoH, Private Sector	P1
Institute UNICEF's Health and Family Life Education Programme to inform students of healthy lifestyle practices.	MoH, MoE	P1
Encourage improved standards of care at private and public health institutions.	MoH, MoCDCGA	P1
Enhance norms and standards for institutional care for elderly.	MoH	P1

Objective 4: To enhance and protect the environment.

Actions	Owner	Phase
Advocate greater enforcement of existing environmental and public health legislation/policies.	MoH, MoPUE, MoLG	P1
Draft new environmental health legislation to replace the outdated Public Health Ordinance Chap. 12, No. 4.	MoH, MoPUE, MoLG, LRC	P1
Enforce existing legislation such as the Occupational Health and Safety Act, the EMA Rules and relevant TTBS standards.	MoH, MoPUE, MoLG, MoLSMED	P1
Enact legislation for the integrated management of solid and hazardous waste, including bio-medical waste.	MoH, MoPUE, MoLG, LRC	P1
Develop inter-sectoral partnerships to share the responsibility of delivering improved environmental health services.	MoH, MoPUE, MoLG	P1
Review and update existing food and drug legislation and draft appropriate regulations.	MoH, MoPUE, MoLG, LRC	P1
Strengthen collaboration with agriculture through an integrated food safety agency with specific mandates.	MoH, MoALMR, MoPUE, MoLG	P1
Monitor water supply.	MoH, MoPUE MoLG	P1



Objective 5: To control substance use and abuse, especially as they relate to tobacco, alcohol and illicit drugs.

Actions	Owner	Phase
Design a health information gathering system to systematically report on the use of tobacco, alcohol and other addictive substances.	MoH	P1
Determine the levels of use of such substances and the contribution they are making to the burden of disease.	MoH	P1
Begin using the framework convention on tobacco control and implement demand and supply reduction measures.	MoH, MoF	P1
Bring awareness and disseminate knowledge on tobacco, alcohol and illicit drug use to students through the Family Health and Life Education Programme.	MoE, MoH	P1

Goal 2: Enhance the management of communicable and non-communicable diseases.

Objective 1: To improve the prevention, control and treatment of communicable diseases, including HIV/AIDS, diarrhoeal and respiratory diseases.

Actions	Owner	Phase
Strengthen the disease surveillance unit to provide more comprehensive epidemiological data.	MoH, MoLG, MoCDCGA	P1
Improve the surveillance system for food and water borne diseases.	MoH	P1
Develop consistent and reliable information system and approve information dissemination for new and emerging diseases.	MoH	P1

Objective 2: To manage non-communicable diseases and other lifestyle related conditions.

Actions	Owner	Phase
Institute greater regulatory controls on the nutritional content of food products.	MoH, Bureau of Standards,	P1
Develop effective policies, strategies, and models for controlling non-communicable diseases.	MoH	P1

**Objective 3:** To enhance the provision of mental healthcare.

Actions	Owner	Phase
Heighten the priority status of mental healthcare.	MoH	P1
Secure Ministry of Health commitment to prioritise resources for mental health care through service agreements with RHAs.	MoH	P1
Further develop the Mental Health Plan 2000 to the implementation stage using the recommendations made by PAHO.	MoH	P1

Goal 3: To improve the performance of healthcare delivery systems.**Objective 1:** To complete the health systems upgrade envisaged under the health sector reform programme.

Actions	Owner	Phase
Implement priority areas for system upgrade under the health sector reform programme.	MoH	P1

Objective 2: To utilise technology for information, science, healthcare and medicine.

Actions	Owner	Phase
Assess existing health technology infrastructure.	MoH	P1
Prepare a health technology infrastructure 'blue print' utilising wireless technology to link health institutions.	MoH	P1
Establish technology interface between public/private sector.	MoH	P1
Train personnel in the use of technology.	MoH	P1
Redesign organisational structures in health institutions to capitalise on ICT benefits.	MoH, MoPAI	P1
Mandate the computerisation of all patient data.	MoH, MoPAI	P1
Develop protocols and policies to encourage health providers to adopt a culture of research to guide decision making.	MoH	P1
Develop a comprehensive, integrated, effective and efficient electronic health information system.	MoH	P1
Pursue the development and implementation of the unique identifier system.	MoH	P1
Computerise all cost information and link them with other health information.	MoH	P1



Objective 3: To increase funding to the health sector and implement an appropriate health financing mechanism.

Actions	Owner	Phase
Increase the percentage of GDP spent on health.	MoF, MoH	P1
Implement a mandatory national health insurance scheme with incentives for health promotion.	MoF, MoH	P1
Provide additional funding for primary health care programmes.	MoF, MoH	P1
Implement standard business practices in the management of health care financing.	MoF, MoH	P1

Objective 4: To develop all categories of human resources for health particularly geriatricians, counselors, nurses, etc.

Actions	Owner	Phase
Conduct a health manpower survey to assess the existing pool of health care providers and identify the shortages.	MoH, MoLSMED	P1
Review and implement an attractive remuneration package for health care providers.	MoF, MoH, MoPAI	P1
Develop and administer performance appraisal criteria for all categories of staff.	MoPAI, MoH	P1
Develop clear procedures for employment, termination and conditions of service.	MoPAI, MoH, MoLSMED	P1
Employ health care workers to work exclusively at public institutions.	MoH, MoPAI	P1

Goal 4: To improve the quality of national health care services.

Objective 1: To reform the Healthcare System to improve efficiency and effectiveness for delivery of quality healthcare.

Actions	Owner	Phase
Establish National Health Public Policies to foster communication and access to information.	MoH	P1
Empower communities through effective health promotion and build capacity of health providers.	MoH	P1
Accelerate the development and implementation (including training) of an electronic health information infrastructure.	MoH	P1



Objective 2: To establish a National Quality Health Improvement Commission to manage and audit the implementation of quality improvements.

Actions	Owner	Phase
Re-organise the functions of the Ministry of Health and Regional Health Authorities consistent with the RHA Act and the imperatives of the Health Sector Reform Programme of 1994.	MoH	P1

Objective 3: To institute a TQM strategy and establish a system to ensure rationalisation and utilisation of healthcare services to the public by healthcare providers.

Actions	Owner	Phase
Promote and implement continuous quality improvements by tracking changes in the health care system.	MoH	P1
Adjust benchmarking to reflect best practices in Corporate & Clinical Quality Policies.	MoH	P1
Share best practices through various forums to ensure full participation of healthcare providers and clients.	MoH	P1
Conduct impact analyses of tourism on health services in Tobago and develop quality interventions for access to treatment with appropriate fee structure.	MoH	P1
Develop and deliver primary, secondary, tertiary and community health care, using a critically sensitive philosophy for health care.	MoH	P1
Establish an independent living fund to facilitate quality care of the elderly and physically challenged youth.	MoH	P1

Goal 5: Unify the delivery of health care services.

Objective 1: To promote private/public sector collaboration to obtain greater efficiencies.

Actions	Owner	Phase
Enact legislation to ensure access to private health sector information.	MoH, LRC	P1
Encourage the private health sector to include public sector participation on committees that oversee the formulation of their policies.	MoH	P1
Employ private sector management approaches in public sector hospitals and health facilities.	MoH	P1



Objective 2: To promote integration among health care services.

Actions	Owner	Phase
Adopt a team based approach to patient care throughout the health system.	MoH, MoLG, MoCDCGA	P1
Establish liaison units to assist in information sharing and discharge planning.	MoH, MoLG, MoCDCGA	P1

Goal 6: To develop a research agenda as the platform for evidence based decision-making, policy formulation, new learnings and development.

Objective 1: To develop a management system/structure to support activities of the Essential National Health Research (ENHR) Council.

Actions	Owner	Phase
Develop a marketing strategy for the promotion of ENHR.	MoH	P1
Assess frontline employees' capability to respond to patients' complaints.	MoH	P1
Review & restructure the national health research system.	MoH	P1
Define and update current list of institutions involved in health research.	MoH	P1
Provide funding for essential research through an allocation in the national health budget.	MoH	P1

Objective 2: To advance the conduct of biomedical and behavioural research.

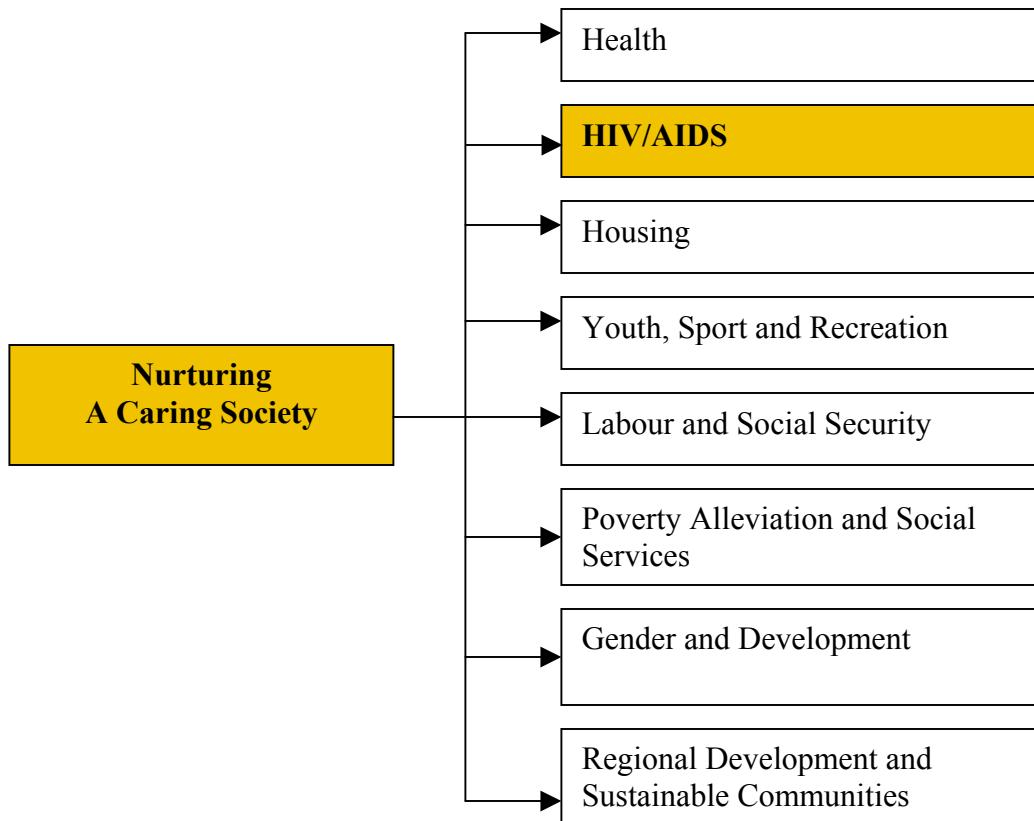
Actions	Owner	Phase
Sensitise Government to the importance of health research and its value to health policies and decision-making.	MoH	P1
Document research activities and disseminate findings.	MoH	P1
Facilitate the practical application of research findings.	MoH	P1
Promote evidence based medicine.	MoH	P1

Essential Pre-Condition

- Availability of a well-trained cadre of health care professionals and administrators dedicated to quality service delivery.

Critical Success Factors

- Securing full participation and commitment of all stakeholders.
- Implementation of an appropriate appraisal and recognition system for excellence at all levels and in all areas of Health.
- Availability of funding.

**HIV/AIDS****Vision for HIV/AIDS**

A Trinidad and Tobago free from the yoke of HIV/AIDS, where the spread of the epidemic is controlled, where victims have access to care, treatment and support, and where stigma and discrimination is institutionally and culturally abolished.

Goals

- To promote and advocate HIV/AIDS education and prevention among the general local population.
- To promote and advocate better treatment and care of HIV/AIDS patients.
- To effectively manage and coordinate all the HIV/AIDS programmes and stakeholders.



Introduction

In order to build a harmonious and caring society, the devastating effect of HIV/AIDS must be controlled and those battling the disease must be treated humanely. Two stakeholder consultations were held as part of the Sub-Committee's research – one in Trinidad and one in Tobago. These consultations brought together all the stakeholders who were involved in the prevention of or affected by the epidemic¹². Most of these stakeholders were also involved in the development of the National Strategic Plan for HIV/AIDS and as such, they were well positioned to indicate achievements and constraints of the plan's implementation process. From the stakeholder consultations done, three main areas have been identified to be actioned – Education and Prevention, Treatment, Care and Support, Programme Management and Co-ordination.

In the area of Education and Prevention, it is proposed that everyone be educated about the contents and the goals of the National Strategic Plan (NSP) for HIV/AIDS. There is also a need to set clear curriculum goals and objectives

Furthermore, a policy must be developed to protect those living with HIV/AIDS. The main points put forward under Treatment, Care and Support, are the need to strengthen the national surveillance systems for HIV/AIDS and the need to promote better co-ordination among all HIV/AIDS related stakeholders.

With respect to Programme Management and Co-ordination, there is a need for the development of

strong leadership within the national response to HIV/AIDS. Additionally, the specific peculiarities of the Tobago response must be well crafted.

Summary of Actions

In general, to accomplish the goals for HIV/AIDS three sets of actions are proposed:

- The key stakeholders (leaders of the country and people) must become educated about the prevalence and negative labour impact of HIV/AIDS.
- People living with HIV/AIDS must be treated and protected from discrimination through well-resourced treatment centres and protective legislation.
- Security of funding for the effort must be achieved

Measuring our Success

The measures for our success in the fight against HIV/AIDS are closely tied to the specific goals that we have in this regard. First, and most importantly, the prevalence of HIV/AIDS in the population must be tracked with the utmost vigilance. This will allow us to gauge our progress against the first goal of educating the population about HIV/AIDS.

Spending on HIV/AIDS, either as a percentage of all spending or per person, will allow us to measure the emphasis and penetration of programmes that support people living with the disease.

Measuring business impact of HIV/AIDS will help us to track the progress against the final goal, ensuring that adequate resources are deployed and that key entities are working together effectively.

¹ Vision 2020 HIV/AIDS Sub-Committee Report



Table 12.2: Dashboard – HIV/AIDS

	HIV/AIDS	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	HIV prevalence (WDI)	2.5%	87-Q4	Q3	Q2	Q1
G2	AIDS expenditure as a % of all health expenditure*	No data				
G2	Spending on AIDS programmes per capita*	No data				
G3	Business Impact of HIV (GCR)	4.3/7	90-Q4	Q3	Q2	Q1

*Local Indicators need to be developed.

Sources:

1. World Economic Forum, “Global Competitiveness Report 2004-2005” (GCR).
2. World Bank, “World Development Indicators 2004” (WDI).

Frameworks for Action – HIV/AIDS

Goal 1: To promote and advocate HIV/AIDS education and prevention among the general local population.

Objective 1: To disseminate and communicate all of the contents of the National Strategic Plan on HIV/AIDS to all the stakeholders.

Actions	Owner	Phase
Conduct consultations in which the contents of the plan and the underlying philosophies are explained and understood.	NACC	P1
Host community based meetings to educate the general population on the contents of the NSP.	NACC, MoE, MoCDCGA	P1

Objective 2: To educate all of the population on the spread and prevention of HIV/AIDS.

Actions	Owner	Phase
Implement awareness programmes in schools, linking with HFLE Programmes.	NACC, MoE, MoH	P1
Host educational outreach programmes geared towards all sectors (e.g. Tourism).	NACC, all key sectors	P1



Actions	Owner	Phase
Provide skills based programmes to key, at-risk populations like sex workers and drug users.	NACC, MoCDCGA, MoT, NGOs, THA, MoH	P1

Goal 2: To promote and advocate better treatment and care of HIV/AIDS patients.

Objective 1: To create a sustained approach to monitoring the spread of HIV/AIDS and treatment amongst the population.

Actions	Owner	Phase
Expand treatment, care and support facilities throughout Trinidad and Tobago.	NACC, MoH, MoSD	P1
Ensure timely access to relevant data for the key stakeholders to use in programme development and management.	NACC	P1
Train and recruit sufficient personnel in the treatment, care, and support of PLWHA and their families.	NACC, MoH, UWI, NGOs	P1

Objective 2: To ensure that PLWHA are not discriminated against.

Actions	Owner	Phase
Develop and pass legislation, which protects PLWHA from discrimination in the workplace and society.	NACC, LRC	P1
Widely advertise the agencies that advocate on behalf of those with HIV/AIDS.	NACC, NGOs	P1
Distribute messages about discrimination against people with HIV/AIDS.	NACC, all sectors	P1

Goal 3: To effectively manage and coordinate all the HIV/AIDS programmes and stakeholders.

Objective 1: To provide the programmes with sufficient resources to meet their targets.

Actions	Owner	Phase
Engage members of Parliament for their input in the control of the HIV/AIDS epidemic.	NACC	P1
Secure a sustained source of funding from the national budget to support the ongoing efforts.	MoH	P1



Objective 2: To ensure that the programmes and bodies work together optimally.

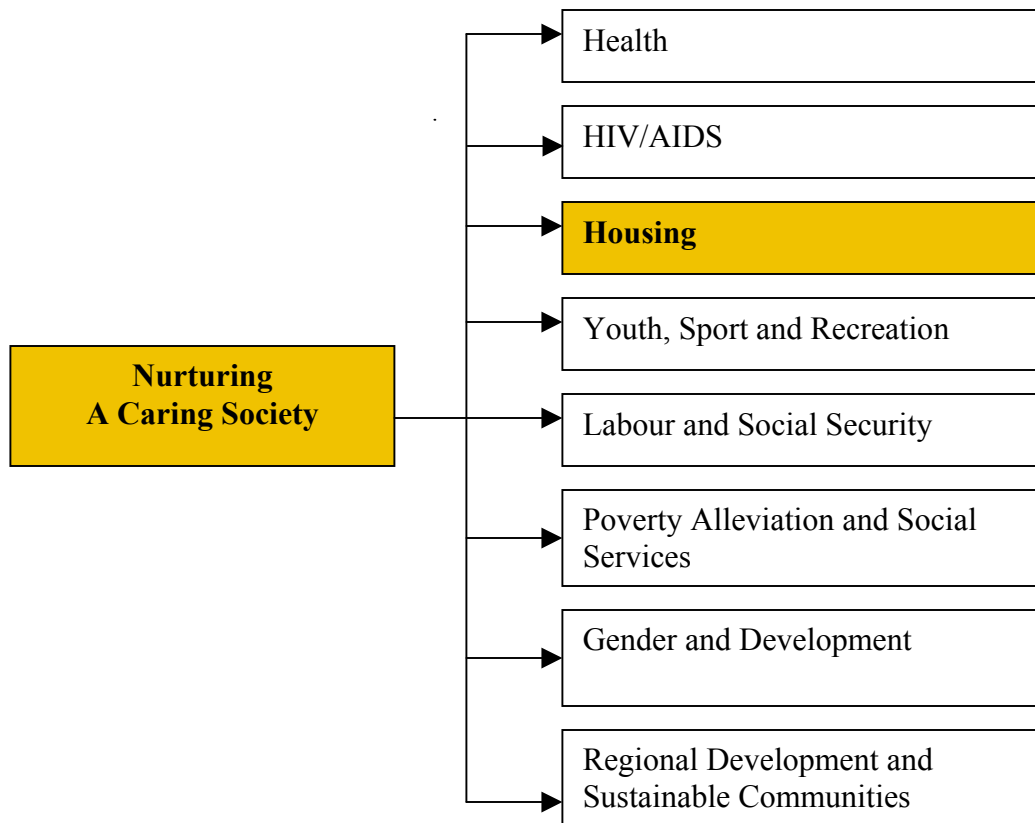
Actions	Owner	Phase
Bring the National AIDS Coordination Committee into full operations to co-ordinate activities.	MoH, NACC	P1
Clarify the roles of all public sector entities in the process of combating HIV/AIDS.	NACC	P1
Involve the private sector in the programming for their support in marketing and public relations.	NACC	P1

Essential Pre-Conditions

- The National Aids Coordinating Committee must be functional, with sufficient power to carry out the monitoring and controlling of the HIV/AIDS effort.

Critical Success Factors

- The availability of adequate and dedicated funding to support all the programmes and activities under the five strategic areas of the National Strategic Plan (NSP) for HIV/AIDS.
- The National Strategic Plan for HIV/AIDS must have a wide, strong base of support amongst the key stakeholders.
- Comprehensive management of all five priority areas of the National Strategic Plan for HIV/AIDS.

**HOUSING****Vision for Housing**

Every citizen of Trinidad and Tobago has access to adequate, quality housing.

Goals

- To support housing development in the country through an effective legal, regulatory, and financial framework.
- To ensure the availability of all required resources for housing design and construction.
- To fulfil the country's housing needs through adequate land management.
- To ensure active participation of all stakeholders in the housing development process.



Introduction

“Adequate housing” has been defined as not merely the provision of housing units but the creation of quality communities provided with all facilities and utilities—well planned and socially and economically balanced.

It is estimated that in order to achieve the Housing Vision, the country must build ninety thousand (90,000) housing units with related facilities and utilities within the said community structure by 2020³. Additionally, 100% of houses should be supplied with basic utilities and amenities.

In meeting this need or demand, the size and cost of a house, as well as geographical location, must be taken into consideration.

The provision of housing must be regarded as a major element in guiding urban policy and development. A substantial part of the new housing stock should be constructed in our cities with specific emphasis on Port-of-Spain. Forty percent (40%) of the housing units needed to meet the 2020 housing demand can be accommodated within the country’s urban environments⁴.

This will assist in urban redevelopment, and counteract the present sub-urbanisation trend by providing housing communities in close proximity to existing employment opportunities and infrastructure. Any housing programme should follow the basic principles as stated in our Credo.

Housing Policy in Trinidad and Tobago must adhere to the following basic core principles:

- That every citizen has a right to access adequate housing.
- That an essential component of adequate housing is access to basic utilities, facilities and services, inclusive of the means of transportation.
- That security of tenure is an essential component of housing.
- That housing must be affordable to all citizens.

³ Vision 2020 Housing Sub-Committee Report.

⁴ Ibid.

- That housing must be developed within the context of sustainable communities.
- That there should be social and economic balance in housing communities.
- That equal opportunity in obtaining housing must be given to citizens regardless of gender, race, religion, disability, political affiliation, etc.
- That housing policy must incorporate a set of design and building standards based on economy of space and efficient use of resources.

This exercise should be seen as a first step in the development of basic principles and policy setting at a national level. Mechanisms must be established to follow through with the actions recommended below, coordinate the National Housing Programme on an ongoing basis, and also monitor performance.

Summary of Actions

The actions proposed to fulfil the vision are aimed at:

- Facilitating the home owning process by facilitating financing, streamlining the legal and regulatory frameworks and building planning and development capability;
- Accessing timely and accurate information to improve the service delivery of housing agencies;
- Securing steady funding to finance the National Housing Programme; and
- Training and resourcing local authorities to better support community development.

Measuring our Success

One measure for successful implementation of strategies for upgrading the regulatory framework would be consumers’ access to credit. For our second goal of ensuring the access, a measure such as housing price to income is appropriate.

Homeownership is an ideal indicator of our success in providing adequate housing stock. Finally, measuring the success of stakeholder participation can be accomplished by looking at the percentage of new communities that embrace the community management concept.

**Table 12.3: Dashboard – Housing**

	Housing	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1, G2	House price to annual income (WDI)	No data				
G3	Persons per room*	No data				
G3	Home ownership*	No data				

*Local Indicators need to be developed.

Source:

1. World Economic Forum, “Global Competitiveness Report 2004-2005” (GCR).

Frameworks for Action – Housing

Goal 1: To support housing development in the country through an effective legal, regulatory, and financial framework.

Objective 1: To develop mechanisms to access timely, reliable and accurate information to successfully formulate a national housing strategy.

Actions	Owner	Phase
Develop a comprehensive information system to capture relevant data.	MoHS MoPD	P1/P2
Review and evaluate existing data with respect to the demand for housing in urban and rural areas.	MoHs MoPD	P1/P2

Objective 2: To improve the regulatory framework in order to streamline the development approval process as well as the home acquisition process.

Actions	Owner	Phase
Expedite approvals by rationalising the process and restructuring the approving agencies.	MoPD, OAG (LRC)	P1
Standardise legal documentation necessary for real estate purchase and transfer of property; minimise transaction costs.	OAG (LRC)	P1
Implement revised TCP and EMA Acts and other relevant legislation.	OAG (LRC)	P1
Review proposed Mortgage Bill 2000 with a view to its enactment and implementation.	OAG (LRC)	P1



Actions	Owner	Phase
Amend the mortgage legislation on assumable and portable mortgages on residences to make them more favourable.	OAG, (LRC)	P1

Objective 3: To establish a sound financial and legal framework for supporting home ownership and construction.

Actions	Owner	Phase
Allocate for an initial five-year period 2% of the National Budget to funding a national housing programme.	MoF, MoH	P1
Source funding through the issuing of tax-free housing bonds.	MoF	P2
Mandate (with incentives) that the financial sector allocate a portion of their loan portfolio to the poorest 30% of borrowers.	MoF	P1
Encourage employers through appropriate incentives, including tax incentives to provide matching funds for employees' savings accounts reserved specifically for house purchase/construction.	MoF	P1
Offer a tax incentive to individuals to hold special Housing Savings Accounts designated for house purchase/construction.	MoF	P1
Allow properly structured Credit Unions to source external long-term funding for mortgage lending.	MoF	P1
Provide Mortgage Indemnity Insurance Coverage at reasonable rates.	MoF	P1
Increase the level of allowable cost of house construction to qualify for corporate tax exemption.	MoF	P1
Establish a policy to encourage developers to participate in home rental projects through the introduction of a system of incentives.	MoF	P1

Objective 4: To expand local government's terms of reference and modify their legal framework to embrace the wider need for the development and management of communities.

Actions	Owner	Phase
Review and amend existing legislation to encourage local participation and modify accordingly.	OAG (LRC)	P1
Delegate authority for planning and implementing community development to the local government authorities.	MoLG, MoPD	P1
Structure, train and resource the local authorities to be able to carry out the planning and implementing role in community development.	MoLG	P1/P2



Objective 5: To establish a rational structure of efficient and well-organised implementing agencies of the Housing Programme.

Actions	Owner	Phase
Review the performance of the existing agencies on effective cost delivery of the housing solution.	MoHs	P1
Set guidelines and quality performance criteria – physical, social, financial and environmental.	MoHs	P1

Goal 2: To ensure the availability of required resources, capability and capacity for housing design and construction.

Objective 1: To ensure adequate materials, labour and equipment for housing construction are available.

Actions	Owner	Phase
Identify the shortfall of the type and quantum of skills, competencies and material and equipment resources needed.	MoLSMED, MoHs	P1
Expand and accelerate present training programmes to meet the demand at all levels.	MoSTTE	P1
Encourage contractors and developers in accordance with existing tax incentives to initiate on the job training.	MoLSMED and MoTI	P1
Establish training for small contractors in construction and business management.	MoLSMED and MoTI	P1
Facilitate the use of temporary foreign skilled labour as required.	MoLSMED, MoNS	P1
Encourage the establishment of additional plant capacity to supply material needed for the housing programme.	MoLSMED, MoTI	P1

Objective 2: To encourage the development of design services, which are relevant to the requirements of the customers they serve and the demands of the local environment.

Actions	Owner	Phase
Create a scholarship programme at the undergraduate and graduate level for training in community design specifically.	MoSTTE	P1
Create a Chair in Architecture and Planning at UWI, St. Augustine Campus.	MoSTTE	P1
Package community design briefs to a scale and level of challenge sufficient to attract the design professionals.	MoHs	P1
Establish programmes for the production and mass distribution of housing designs to meet the needs of the low and middle income home owner.	MoHs	P1



Objective 3: To support the development of construction capability and capacity.

Actions	Owner	Phase
Strengthen the construction capability and capacity through funding the T&T Contractors Association in the execution of their duties.	TTCA, MoF, MoHs	P1
Obtain information with respect to the current capability and shortfall in contracting capacity.	TTCA	P1
Review and establish a single register of contractors.	TTCA	P1
Establish a Contractors Licensing Act and a Lien Law.	TTCA, LRC	P1

Goal 3: To fulfil the country's housing needs through adequate land management and improvement of the existing housing stock.

Objective 1: To ensure the availability of the right amount of land in a desirable and accessible location, serviced with the required facilities and obtainable at an affordable price.

Actions	Owner	Phase
Establish community design standards, which indicate the minimum level of community services in relation to housing development (e.g. access to schools, health centres, recreation facilities, etc.).	MoPD, MoHS, MoALMR	P1
Formulate settlement plans at the national, regional and local level.	MoPD	P1
Identify immediately available sites in keeping with national settlement planning guidelines.	MoPD	P1

Objective 2: To improve the existing housing stock and create new housing sites by implementing rational, well-planned squatter regularisation programmes.

Actions	Owner	Phase
Implement policies for the immediate curtailment of further squatting activities and review existing legislation to facilitate the regularisation process.	MoHs	P1
Update the necessary surveys to identify the quantum and nature of squatting in the country.	MoHs	P1

**Objective 3:** To encourage urban redevelopment.

Actions	Owner 1	Phase
Establish a national urban redevelopment policy and identify areas for urban redevelopment.	MoPD	P1
Declare these areas as Comprehensive Development Areas in accordance with the TCP Act.	MoPD	P1
Refocus and institutionally strengthen UDeCOTT for the purpose of effectively coordinating our urban redevelopment including social sensitisation.	MoPD	P1

Objective 4: To establish a national rural improvement strategy.

Actions	Owner	Phase
Develop a national rural improvement strategy and plan.	MoPD	P1
Utilise existing agencies, such as the Sugar Industry Labour Welfare Committee along with strengthened local government to drive the rural improvement strategy.	MoPD, MoLG, Unions and Civil Groups	P1

Goal 4: To ensure active involvement of stakeholders in the housing development process.**Objective 1:** To introduce Community Management into the housing programme.

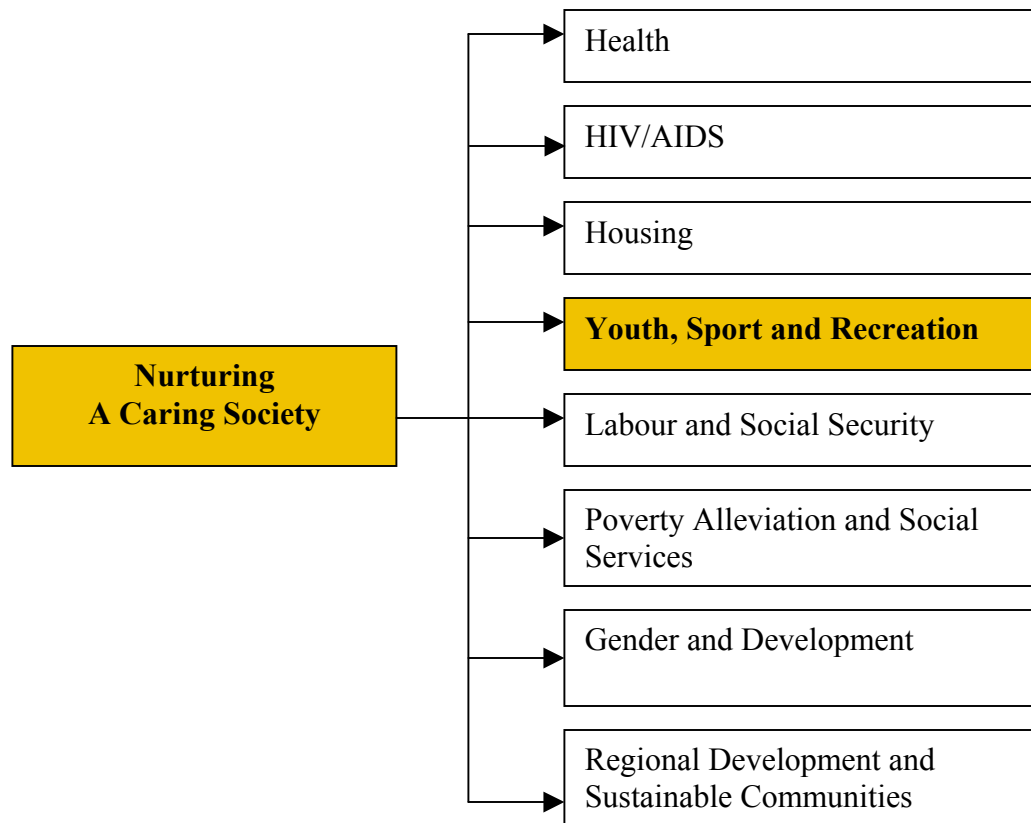
Actions	Owner	Phase
Establish clear cut guidelines (legal, environmental, social, financial) for the creation of community management structures.	MoHs	P1
Institute programmes to train an entire cadre of Community Managers.	MoHs	P1

Essential Pre-Conditions

- Political will and dedication by the relevant stakeholders to provide suitable housing for all citizens.
- An accommodating legal and regulatory framework, which supports the housing vision and provides for more involvement of regional corporations in housing and community development.

Critical Success Factors

- Adequate human and financial resources to implement the housing policies and plans.
- A National Spatial Strategy and Plan that identifies and allocates adequate land resources to meet the needs of the national housing programme.

**YOUTH, SPORT AND RECREATION****Vision for Youth**

Sport in Trinidad will be a vehicle for development, enriching people's lives through total participation, healthy lifestyles, quality training, excellence and national success.

Goals

- To develop Sport as an industry.
- To promote youth development through sport.
- To develop the necessary supporting functions to enhance the growth of both the youth and sport sectors.



Introduction

The National Youth Policy Task Force of Trinidad and Tobago defines a youth as “a person between the ages of 12 and 29 years who is becoming independent of parents and learning to master the biological, psychological, political, economic and social changes associated with this period of transition”.

The Youth, Sport and Recreation Sub-Committee of the Vision 2020 Planning Committee essentially provides a blueprint to lift youth, sports and recreation to new heights in Trinidad and Tobago. The report clearly demonstrates the importance of developing youth, sports and recreation in our country.

The implementation of the recommendations contained within this section will require great dedication as well as close cooperation from all members of the sporting fraternity and youth groups: athletes, coaches, administrators, officials, parents, the media, youth groups, NGOs, as well as the

government, if the vision for sport and youth development is to be achieved.

Summary of Actions

Actions identified recommend that:

- Modern sporting facilities be established.
- Training and development of personnel involved in the development of sport in the country be a priority.
- Sporting scholarships for youth be established.
- Community based groups as well as local government work together to promote sport.

Measuring our Success

Global data is generally not available for the youth and sport sectors. Our second goal of developing youth is the only one tracked by an international source, the Human Development Report. Otherwise, we must use local measures such as revenue from sporting events, the number of international events hosted and the number of athletic scholarships to monitor our other two goals.


Table 12.4: Dashboard – Youth, Sport and Recreation

	Youth, Sport and Recreation	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	Number of international events hosted*	No data				
G1	Annual revenue of sporting events*	No data				
G1	Participation in sporting events*	No data				
G2	Youth unemployment*	No data				
G3	Number athletic scholarships per annum*	No data				
G3	Number of athletes who get international contracts*	No data				

* Local Indicators need to be developed.

Frameworks for Action – Youth, Sport and Recreation

Goal 1: To develop Sport as an industry.

Objective 1: To upgrade existing and introduce new facilities to support the development of Youth and Sport.

Actions	Owner	Phase
Identify and develop sporting and recreational facilities in all communities.	MoSYA	P1-P2
Furnish sport facilities and national training centres with state of the art equipment and facilities based on demand.	MoSYA	P1
Ensure recreational sites and facilities can be used by all individuals, community based organisations and schools.	MoSYA	P2-P3
Institute a Facilities Maintenance Programme in all regional and national sporting facilities.	MoSYA	P1
Establish a biomechanical clinic to implement new scientific methods of analysis and training of athletes.	MoSYA	P1
Develop a strategy, legislation and incentives to support development of an industry in sport and recreation.	MoTI, MoT, MoSYA, LRC	P1
Actively market T&T to investors and other sporting bodies as a partner for sporting investments.	MoTI, MoT, MoSYA	P1
Include career guidance that supports sport as an alternative career choice at secondary school levels.	MoE, MoSYA	

**Objective 2:** To promote the hosting of major international events.

Actions	Owner	Phase
Establish management committees to oversee events.	MoSYA, MoT	P1
Train personnel to provide expertise both at the Administrative and technical levels.	MoSYA, MoE	P1
Develop meaningful relationships with corporate sponsors.	TIDCO, MoSYA	P1

Objective 3: To promote regional and international awareness of Trinidad & Tobago as a sports destination.

Actions	Owner	Phase
Formulate a marketing plan in conjunction with TIDCO, airlines and Hotel Associations.	MoT, MoSYA, THA	P1
Develop and promote recreational sports and recreational sport venues.	MoSYA, MoT, THA	P1
Coordinate sports events and cultural festivals.	MoT, MoSYA, THA	P1
Lobby Government for funding.	MoT	P1
Promote Trinidad & Tobago's elite athletes.	MoT, MoSYA	P1
Promote water sports in Trinidad & Tobago.	MoSYA, Min Tourism, THA	P1

Objective 4: To conduct human resource development initiatives for those persons charged with responsibility within the sectors.

Actions	Owner	Phase
Train and engage personnel to staff and execute existing programmes and develop new programmes at all levels.	MoSYA/MoE	P1
Develop assessment criteria/standards for all coaching personnel in major sporting disciplines.	MoSYA	P1
Provide training in financial systems and management to sporting administrators.	MoSYA	P1

Goal 2: To promote youth development through sport.**Objective 1:** To develop high performance athletes from talented youth.

Actions	Owner	Phase
Encourage clubs and sporting associations to develop a talent identification programme for selecting high potentials.	MoSYA	P1



Actions	Owner	Phase
Encourage sporting federations to invest in producing elite athletes in selected sporting disciplines.	MoSYA	P1
Fund an athlete career and sport scholarship programme.	MoSYA	P1

Objective 2: To create effective development programmes and special events that develop the sector.

Actions	Owner	Phase
Restructure and effectively coordinate existing, and introduce new sport programmes and cultural events (e.g. Village Olympics).	MoSYA	P1
Conduct programmes/workshops to inform and upgrade the training and development of athletes and other sport personnel.	MoSYA	P1
Conduct a survey to assess the motivations, interests and challenges of youth organisations	MoSYA	P1
Bring proposals from youth organisations to the attention of interested parties through “Business Persons’ Forums”.	MoCDCGA, MoT	P1
Design and implement a programme to establish community-based youth officers across T&T.	MoCDCGA, MoSYA	P1
Create an inventory of existing youth employment/business development initiatives.	MoLSMED, MoSYA	P1
Facilitate an annual Labour Exchange/Career Fair.	MoLSMED, MoSYA	

Objective 3: To foster the development of recreational and youth activities.

Actions	Owner	Phase
Assist all involved stakeholders in attaining financial self-reliance and interaction.	MoSYA	P1
Establish community-based youth development networks/associations to include all stakeholders.	MoSYA	P1
Develop a national youth assembly composed of youth representatives from organisations in civil society.	MoSYA	P1
Develop ‘Train-the-Trainers’ Programmes in schools to deliver Adolescent Development Programmes (ADP) to youth.	MoCDCGA, MoSYA	P1



Actions	Owner	Phase
Establish youth officers in communities to link with youth serving organisations and to provide institutional strengthening/capacity building support.	MoSYA	P1
Prepare Youth Employment and Employability Policy through a consultative process with all stakeholders.	MoLSMED, MoSYA	P1

Goal 3: To develop the necessary supporting functions to enhance the growth of both the youth and sport sectors.

Objective 1: To develop financial incentives and measures to support growth initiatives of the sectors.

Actions	Owner	Phase
Establish a Youth Micro Enterprise Scheme.	MoLSMED, MoSYA	P1
Create a Youth Development Fund.	MoSYA, MoCDCGA	P2
Provide financial support to develop world class sporting facilities with the requisite human resources.	MoSYA	P1
Increase incentives for the corporate sector to invest in the sport sector.	MoSYA, MoF, Private Sector	P1
Provide incentives and criteria for Clubs, Associations/Federations to implement training programmes for athletes and technical personnel.	MoSYA	P1

Objective 2: To develop information systems and frameworks to support the youth and sport sectors.

Actions	Owner	Phase
Facilitate the exchange of information between employers and youth workers.	MoLSMED, MoSYA, Private Sector	P1
Establish a Labour Market Information System.	MoLSMED, CSO	P1
Establish a registry of Youth Organisations.	MoSYA, MCDGA	
Contract IT professionals to design and implement appropriate information and communication technologies.	MoSYA	P1

**Objective 3:** To establish the requisite legal infrastructure.

Actions	Owner	Phase
Provide Legal support for Youth Councils by incorporation through an Act of Parliament.	MoSYA	P2
Support Youth Councils in operationalising all aspects of the project “Voice of Youth”.	MoSYA	P2

Objective 4: To build alliances and cross linkages with regional and international institutions and bodies.

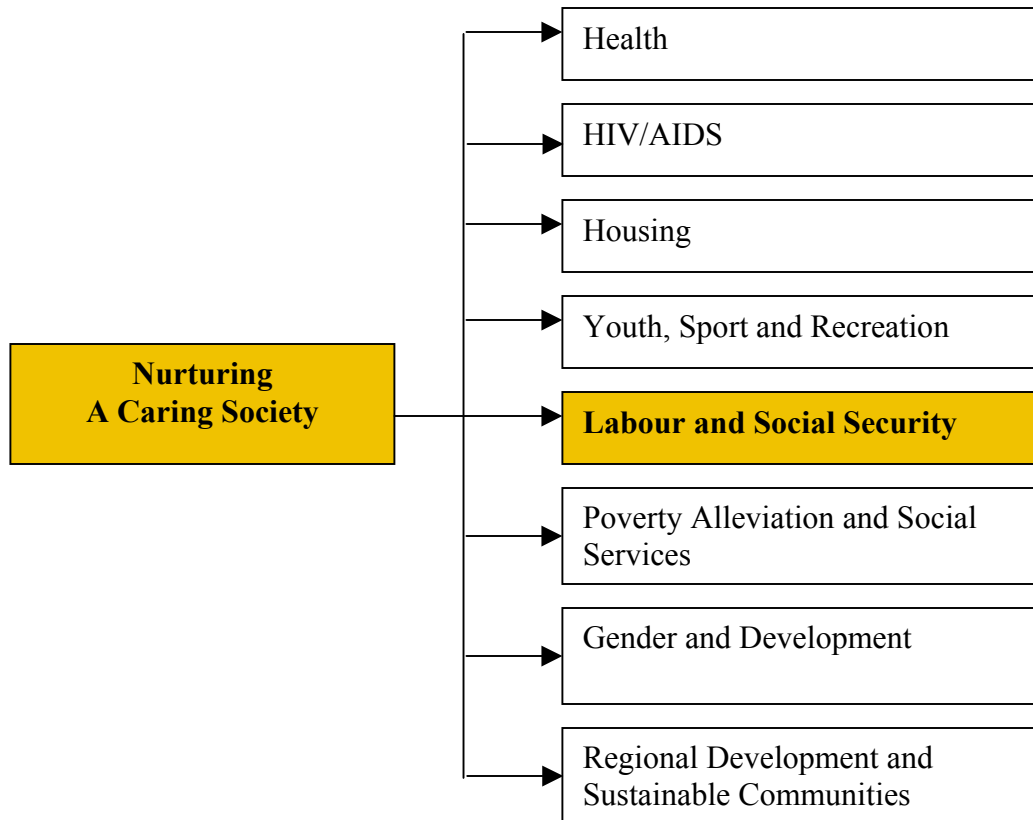
Actions	Owner	Phase
Establish long-term partnerships with major sponsors, international agencies and sporting bodies.	MoSYA, TIDCO	P1
Promote Trinidad & Tobago as a viable alternative training centre (e.g. Establish links with colleges in the US, UK, or Canada).	MoSYA	P1
Build positive relations with the media through improved communication with media agencies and personnel.	MoSYA	P1

Essential Pre-Conditions

- The Political will to recognise and reward Sport as a key enabler of development.
- Vibrant and healthy youth interested in Sport as a career.

Critical Success Factors

- Securing full participation and commitment on the part of key interest groups to the process of planning and implementing changes to national development goals for youth and the sport sector.
- Institutional and legal mechanisms to provide for private sector involvement in the resourcing of sport and youth development initiatives.
- Implement adequate mechanisms to ensure that youth and sport development systems play catalytic roles in the national development process.

**LABOUR AND SOCIAL SECURITY****Vision for Labour and Social Security**

A society with full employment and decent work environments with adequate, flexible systems for social security and income protection.

Goals

- To ensure that pensions maintain the dignity of the old as well as support the cost of ageing.
- To achieve sustainable full employment within the framework of decent and safe work in a non-discriminatory and equitable environment.
- To create a favourable industrial relations environment, based on freedom of collective bargaining, tripartism, appropriate legal protection, timely dispute resolution and mutual respect.



Introduction

The work done on this area revolved around three main areas – Social Security, Employment and Industrial Relations.

Recognising that Labour and Social Security issues are closely integrated with other sub-sectors, the Committee held discussions with the following Sub Committees - Poverty Alleviation and Social Services, HIV/AIDS, Skills Development and Training, Culture and Attitudes and Tourism.

The present scope of, and arrangements for, social security in Trinidad and Tobago were examined and the following addressed:

- The challenges facing social security in a globalised environment.
- A vision for social security.
- Poverty and living standards.
- Portability of Pension Plan benefits.
- Options for providing a wide range of pension benefits.
- A model for social security by 2020.
- Government employees' pension system.
- The relationship between pensions and the management of the macro-economy.

Targets for job creation as well as identifying some broad strategic approaches to employment creation were the focus of this particular Sub-Committee. High priority was placed on achieving full employment well before 2020, in an environment of decent work, social dialogue and labour-management cooperation. The Sub-Committee also agreed that this environment of decent work must ensure the full

participation of all vulnerable groups including women, youth and the disabled. There was further agreement that the legal and institutional framework for industrial relations needs to be strengthened and reformed.

Summary of Actions

The actions suggested fall into three broad areas:

- The Provision of a safety net for the retired and elderly so that they will live with dignity through the rest of their lives;
- Full employment by 2010; and
- The nurturing of an appropriate/healthy Industrial Relations climate where dispute resolution is collaborative.

Measuring our Success

Work on this subject falls in an area that has traditionally suffered from poor problem definition and, as a result, ineffective measurement. Attention to indicators is therefore critical to achieving our goals for Labour and Social Security. For social security, the ideal measure is public expenditure on pensions which will help us track whether sufficient funds have been set aside. For Labour, the subject of our second goal, unemployment and labour force participation must be closely monitored.

Finally, with Cooperation in Labour Relations, an index from the Global Competitiveness Report is a good measure of performance on these issues. It should be noted that Trinidad and Tobago falls in the fourth quartile on this measure.



Table 12.5: Dashboard – Labour and Social Security

	Labour and Social Security	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	% Population 60 and above (HDI)	6.9	54-Q3	Q2	Q1	Top 10
G1	Public expenditure on pensions % per capita (WDI)	0.6%				
G2	Unemployment (WDI)	10%				
G3	Cooperation in labour relations (GCR)	3.7/7	93-Q4	Q3	Q2	Q1
G3	Labour force participation rate (%) (WDI)	M 81.1 F 49.7				

Sources:

1. World Economic Forum, “Global Competitiveness Report 2004-2005”(GCR).
2. UNDP, “Human Development Report 2004” (HDI).
3. World Bank, “World Development Indicators 2004”(WDI).

Frameworks for Action – Labour and Social Security

Goal 1: To ensure that pensions maintain the dignity of the old as well as support the cost of ageing.

Objective 1: To receive retirement benefits no less than the poverty line for every citizen.

Actions	Owner	Phase
Set Old Age Pension (OAP) indexed against 50% of projected inflation rate no less than the poverty line.	OPM, SSD; MoF	P1
Set up self-financing OAP fund from petrodollar windfall profits.	MoF	P1
Maintain the national insurance scheme as presently constructed.		P1
Implement actuarial advice on NIS pensions.	NIB, MoF	P1
Widen coverage of NIS to include all self-employed persons	MoF	P1
Harmonise OAP, NIS and other retirement income so as to avoid the poverty trap.	MoSD; MoF	P1
Use surpluses from Pension Plan funds to provide for spouse and child benefits.	TU	P1
Reform pension legislation.	MoF	P1
Increase the retirement age from 60 to 65 years.	MoLSMED	P1



Goal 2: To achieve sustainable full employment within the framework of decent and safe work in a non-discriminatory and equitable environment.

Objective 1: To achieve full employment by the end of the year 2010.

Actions	Owner	Phase
Create an employable workforce which is also able to create its own income and generate its own wealth by ensuring easy access to all relevant education and training.	MoPD; MoLSMED; All other Ministries.	P2
Develop a competitive advantage in the area of creative arts and culture through human resource development.	MoPD, MoE	P2

Objective 2: To achieve of social and economic equity in a safe system for all groups in the society (men, women, youths, vulnerable groups) by the end of 2010.

Actions	Owner	Phase
Create the proper legislative framework, which prevents discrimination and unfair treatment of workers.	MoLSMED; OAG, (LRC), OCPC.	P2
Facilitate the reshaping of the labour market to reduce the majority of low value, unskilled jobs in the market.	MoPD.	P2
Allow a tax allowance of 100% of the salary of a disabled employee for the first year of employment.	MoF	P2
Provide a tax allowance for 100% of the cost of modifying an existing business or training institution to facilitate accessibility to disabled persons.	MoF	P2

Goal 3: The creation of a favourable Industrial Relations Environment, based on freedom of collective bargaining, tripartism, appropriate legal protection, timely dispute resolution and mutual respect.

Objective 1: To create of a healthy Industrial Relations Environment, which protects the rights of workers in a globalised workplace.

Actions	Owner	Phase
Ensure proclamation of the Occupational Safety and Health Act.	MoLSMED	P1
Re-appoint the Standing Tripartite Committee.	MoLSMED	P1
Pass the Employment Disability and Injury Benefits Bill and Security Agencies Bill.	MoLSMED	P1
Amend the Industrial Relations Act, specifically to provide for the merger of Trade Unions, to facilitate easier and speedier recognition of Trade Unions and to remove the essential industry clause.	MoLSMED	P1
Review the Social and Economic Compact.	MoLSMED	P1



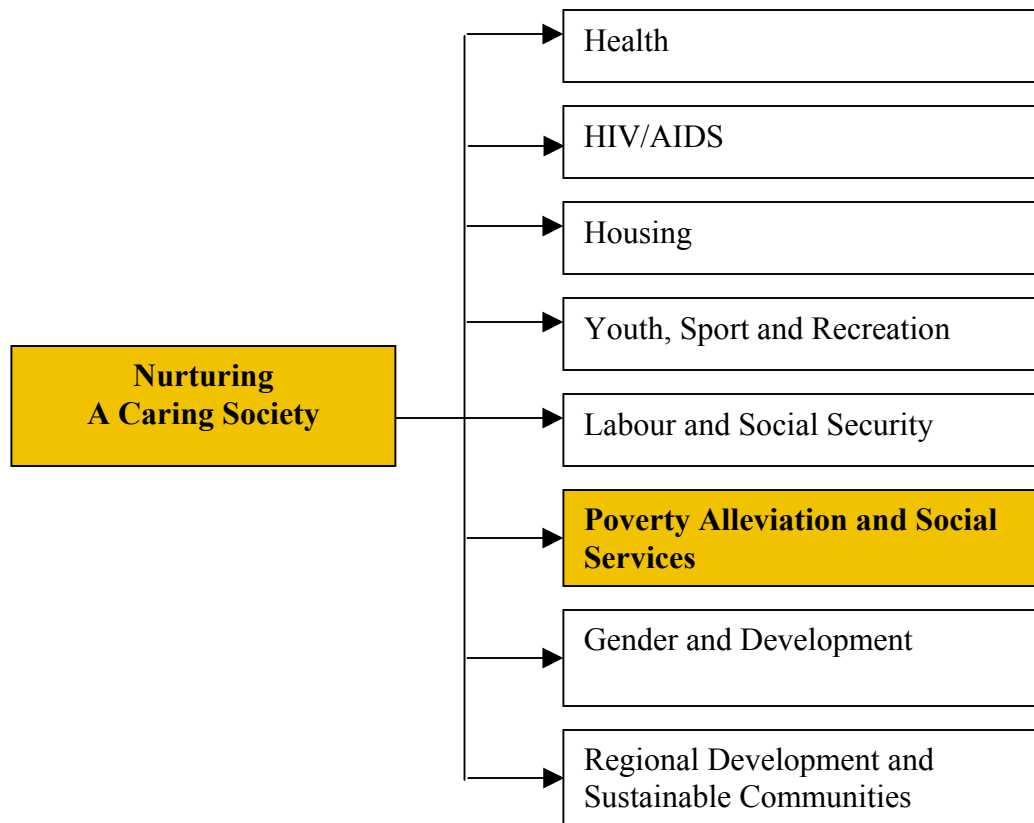
Actions	Owner	Phase
Amend the Supplemental Police Amendment Act 2001.	MoLSMED	P1
Ensure security of tenure of Industrial Court Judges and their appointment by an independent tribunal.	MoLSMED	P1
Establish a severance pay system whereby all employers will pay insurance similar to workmen's compensation insurance. In the event that a firm has to sever workers and is unable to pay the severance (such as in the case of bankruptcy) the insurers would pay.	MoLSMED	P1

Essential Pre-Conditions

- A review of the measurement of the Poverty Line.
- A review and agreement on an appropriate definition of poverty, under-employment and unemployment.
- A Population not severely crippled by the effects of HIV/AIDS.
- The creation of a database of all vulnerable groups (who have not traditionally been steadily employed) by education, employment status, age and gender to guide implementation of actions.

Critical Success Factors

- Commissioning of a study on the impact of HIV/AIDS on current and future labour force numbers.
- Commissioning of a study on Government's pension obligation to employees.
- Retraining of Teachers to deliver training and education to disabled, vulnerable, difficult and socially displaced individuals.

**POVERTY ALLEVIATION AND SOCIAL SERVICES****Vision for Poverty Alleviation and Social Services**

A poverty-free, inclusive society with mechanisms to prevent and treat vulnerabilities and create ample opportunities for self-actualisation.

Goals

- To develop the capabilities of all vulnerable groups both within and outside the labour market to achieve for them a high quality of living and their full integration in the general society without discrimination.
- To instil in individual citizens a positive self-concept, personal empowerment, lifelong learning and a healthy respect for persons irrespective of race, class, disability or gender.
- To reduce the inefficient duplication of effort among the social services institutions and increase the awareness of the available services.



Introduction

A classical definition of poverty is that it is 'the inability to attain a minimal standard of living measured in terms of basic consumption needs or the income required for satisfying them' (World Bank 1990). However, poverty is much more than difficulty in satisfying one's needs or about low income. It embodies poor health and education, deprivation in knowledge and communication, inability to exercise human and political rights and the absence of dignity, confidence and self-respect.

Some advocates classify poverty into four types:

- Material
- Moral
- Educational
- Religious

There is also environmental impoverishment and the impoverishment of entire communities. Behind these faces, lies the grim reality of desperate lives without choices and opportunities (Human Development Report 1997, UNDP).

The Sub-Committee has configured its work in the context of a recommended Mission, namely:

The reduction of poverty and the development of social service delivery programmes to manage social and economic vulnerability such that there is the total elimination of the incidence of chronic poverty or indigence (food poverty), by 2010.

Given its remit and its Vision and Mission, the Sub-Committee sees its responsibility to address not only poverty alleviation but also poverty reduction and eradication. In that regard, it seeks to design an Action Plan such that the Social Services will help the poor and the vulnerable to escape poverty by dint

of their own efforts, and where this is not possible, the social services delivery system will provide protection such that no citizen will be allowed to live in poverty or in conditions incompatible with those of a developed country.

Summary of Actions

The Sub-Committee's approach to poverty eradication anticipates 'helping people to create possibilities'. This speaks to:

- Self-actualisation and the empowerment of all persons to ensure individual, household and community sustainability.
- The unrestricted access to all basic utilities by all vulnerable groups.
- Ensuring that good values are emphasised in the school curriculum and that services are efficiently provided by trained personnel.
- Data collection that is accurate and timely.
- The creation of equal employment opportunity for all.

Measuring our Success

Poverty is a subject on which global data is readily available to measure success. The poverty throughout the country is typically measured by the percentage of the population that falls below national and international poverty lines. Our overall development, implied by our second goal, can be measured through an indicator called the Human Development Index, published in the United Nations' Human Development Report. A measure of the government's effectiveness in reducing poverty will tell us how successful our social services have been. Our last two goals pertaining to the indigent go hand in hand. These can be tracked by looking at the size of the informal sector (which includes drug activity) and the total crime rate.

**Table 12.6: Dashboard – Poverty Alleviation and Social Services**

	Poverty alleviation and social services	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	% population below national (N) and international (I) poverty line (WDI)	(N) 21% (I) 12%				
G1	Prevalence of child malnutrition (WDI)	4%				
G1	Child immunisation rate (WDI)	89%				
G1	Contraceptive prevalence (WDI)	No data				
G2	Human Development Index (HDI)	0.801	54-Q3	Q2	Q1	Top 10
G3	Government effectiveness in reducing poverty (GCR)	3.3/7	67-Q3	Q2	Q1	Top 10
G4, G5	Informal Sector (GCR)	3.9/9	58-Q3	Q2	Q1	Top 10
G4, G5	Total crime rate*		TBD			

*Local Indicators need to be developed.

Sources:

1. World Economic Forum, “Global Competitiveness Report 2004-2005”(GCR).
2. UNDP, “Human Development Report 2004”(HDI).
3. World Bank, “World Development Indicators 2004” (WDI).

Frameworks for Action – Poverty Alleviation and Social Services

Goal 1: To develop the capabilities of all vulnerable groups, both those within or outside the labour market, to achieve for them a high quality of living and their full integration in the general society without discrimination.

Objective 1: To have 20% of the trainable vulnerable groups trained in a life skill by December 2006.

Actions	Owner	Phase
Educate and re-train welfare officers to conduct investigative work to ensure effective assessment of applicants for the support of the social service delivery.	MoSD, MCDGA, MoLG	P1



Objective 2: To have 30% of the trainable vulnerable groups trained by December 2009.

Actions	Owner	Phase
Develop motivational programmes that encourage higher participation and enrolment in educational and training programmes by poor and out-of-school youth.	MoSD	P2

Objective 3: To have 10% of the trainable vulnerable groups who are not willing to be trained encouraged to do so in their communities by December 2006.

Actions	Owner	Phase
Conduct public awareness programmes to instil a desire to learn and self-actualise.	MoSD	P1
Develop community mentorship programmes.	MoCDCGA	P1
Use the media in educating the public on attitude change and the power of self-actualisation.	MoSD	P1

Objective 4: To design lifelong programmes to care for those vulnerable groups which are not trainable by December 2006.

Actions	Owner	Phase
Pay a lifelong monthly grant which covers expenses associated with living a good quality life.	OPM,SSD	P1

Objective 5: To have 100% of the vulnerable groups gain unrestricted access to all basic utilities by December 2010.

Actions	Owner	Phase
Negotiate with relevant agencies/Ministries, universal access to basic utilities – water, electricity, access to quality health care, education, and infrastructure.	MoCDCGA, MoWT, MoSD, MoPUE. MoH, MoE, MoF	P2

Objective 6: To attain equal employment opportunities for all irrespective of gender, physical disability and social class by December 2006.

Actions	Owner	Phase
Create and implement awareness programmes to inform teachers, employers and the general public on disability issues.	MoPD	P1
Incorporate equipment and facilities in all existing schools, government and public buildings to facilitate the disabled as well as differently-abled.	MoSD	P1



Actions	Owner	Phase
Include courses on work ethics and job preparedness in existing educational/training programmes for the differently-abled.	MoSD	P1
Develop rehabilitative programmes/employment and training programmes for prisoners and deportees.	MoSD	P1
Approve and implement Policy on Persons with Disabilities and the Strategic Plan for Displaced Persons.	MoSD	P1

Goal 2: To instil in individual citizens a positive self-concept, personal empowerment, lifelong learning and a healthy respect for persons irrespective of race, class, disability or gender.

Objective 1: To incorporate respect-building, self empowerment and lifelong learning values into all primary and secondary school curricula.

Actions	Owner	Phase
Increase guidance and other forms of counselling in the schools.	MoE	P1
Revise curricula in schools to incorporate lifelong values.	MoE	P1

Objective 2: To have 60% of the citizenry in sustainable employment by December 2007.

Action	Owner	Phase
Restructure the existing training and employment programmes (YTEPP, HYPE,) to develop elements of sustainable employment.	MoSTTE, MoCDCGA	P1
Target specific communities to increase educational attainment and skills development of persons close and living under the poverty line.	MoSD, MoCDCGA, MoLG	P1
Develop and encourage micro-entrepreneurship, craft development.	MoLSMED	P1

Objective 3: To provide interventions to address dysfunctionalities in families by December 2007.

Actions	Owner	Phase
Develop programmes to reduce and eradicate dysfunctionality in family life.	GAD in MoCDCGA	P2
Review existing care giving facilities and create legislation to ensure the certification, upgrade and maintenance of quality services in these facilities as well as facilities that will be established in the future.	MoSD	P2
Develop viable and accessible programmes of foster care.	OPM, SSD	P2



Goal 3: To reduce the inefficient duplication of effort among the social services institutions and increase the awareness of the available services.

Objective 1: To harmonise the services offered by social services institutions by December 2005.

Actions	Owner	Phase
Review and synchronise existing social services programmes to avoid duplication and ensure close collaboration of service providers at local and regional levels.	OPM, SSD	P1
Establish a central database for all social services available.	OPM, SSD	P1

Objective 2: To increase the percentage of the population aware of the available services by 20% year on year.

Actions	Owner	Phase
Transform the Social Services Delivery telecentre into a 24-hour facility.	OPM, SSD	P2
Increase the number of telecentres by using space available in existing Government buildings/departments in localities throughout Trinidad and Tobago.	OPM, SSD	P2
Conduct surveys to determine what additional services are necessary	OPM, MSD, SSD, MCDGA, MoLG	

Objective 3: To introduce Redistributive Justice as a platform to provide social services and alleviate poverty.

Actions	Owner	Phase
Create a fund used to provide services for the dispossessed.	OPM, SSD	P1
Conduct benchmark studies against similar funds in other countries.	OPM, SSD	P1

Objective 4: To increase the availability and reliability of service-related data

Actions	Owner	Phase
Create a central data collection agency to manage the collection of data.	MoPD, CSO, MCDGA	P1
Conduct benchmark studies against developed country agencies.	MoSD, OPM, SSD	P1



Objective 5: To fully reintegrate prisoners and deportees into the society by the end of their first year as a prisoner or deportee.

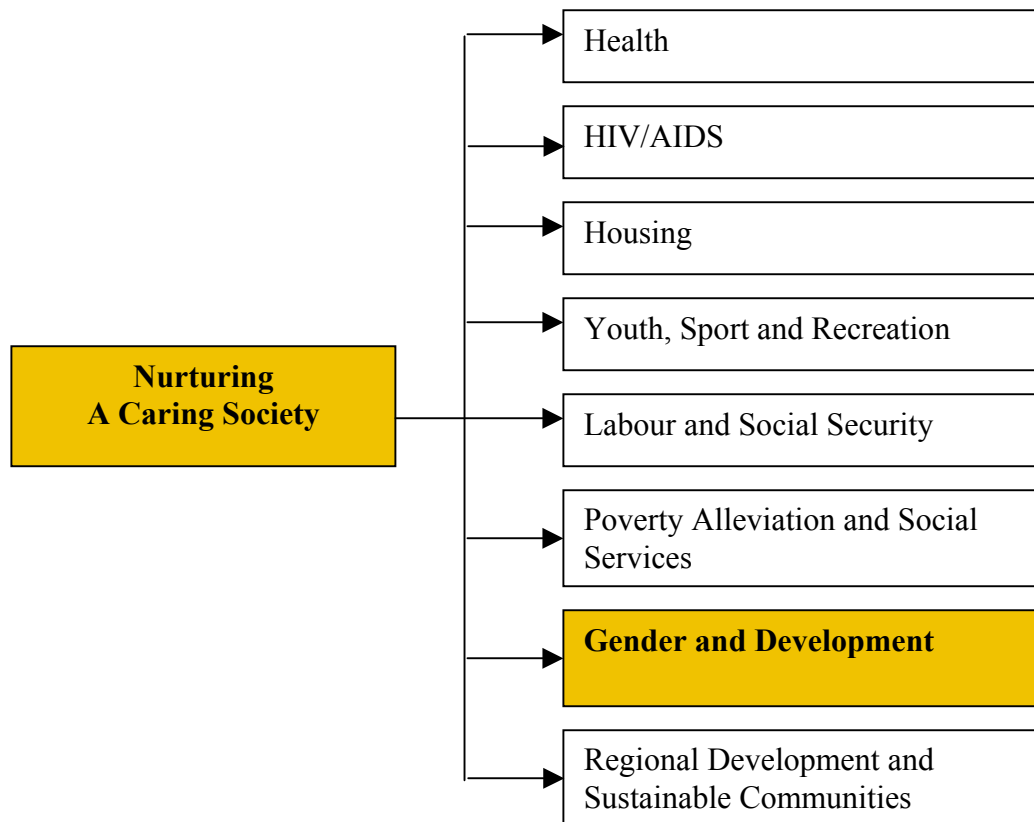
Actions	Owner	Phase
Establish a remedial unit to re-orient deportees when they return.	OPM, SSD, MCDGA	P1
Establish rehabilitative programmes in the prison system.	OPM, MoNS	P1
Provide financial relief to families where the main breadwinner is no longer available to support the family.	OPM, MoSD	P1

Essential Pre -Conditions

- Political will dedicated to the eradication of abject poverty.

Critical Success Factors

- The categorisation and creation of a database creation of all vulnerable groups in T&T by type and location.
- The allocation of resources to focus on collating data pertaining to the various vulnerable groups in T&T, to facilitate the designing and implementation of programmes and strategies to meet their needs

**GENDER AND DEVELOPMENT****Vision for Gender and Development**

A society in which women and men contribute to, and benefit from, equitable access to and control of resources.

Goals

- To establish mechanisms to promote gender equity in the public and private sectors.
- To sensitise the public on issues arising out of the Gender Policy.
- To produce gender disaggregated social and economic data.
- To educate NGOs and CBOs on gender issues.



Introduction

The term Gender, which refers to the relationships between men and women and how this relationship changes in various societies, has long been a main issue on the agendas of developed and developing economies. The Gender and Development Sub-Committee Report addresses the issue of gender inequalities in specific areas of national development. The Beijing Platform, the Draft National Gender Policy and Action Plan, the Millennium Development Goals and the Government's vision for the year 2020 all guide the recommended initiatives for action proposed herein.

In its deliberations on how best to address gender inequalities in national and social development by the year 2015, the committee reflected on the history, diversity, and legacies of the country and how these have impacted on key institutions such as the family and the state. Entrenched in these institutions, are ideologies and structures that sustain gender inequity and inequalities.

It is the view of the committee that in the context of current sector reforms in areas of Tourism, Agriculture, Labour, Health and Education, emphasis must be given to identifying and transforming those economic, political and social structures and ideologies that reinforce and reproduce gender inequities.

The Sub-Committee's vision is a society in which women and men contribute to, and benefit from, equitable access to and control of resources valuing its indigenous/traditional capabilities to generate and apply knowledge towards the promotion of its social, economic, political and cultural transformation.

Key enablers identified by the committee to support the gender and development process are:

- Sustainable development efforts with a focus on equality and justice for women and men and the empowerment of women.
- Supportive social and economic policy frameworks.
- Enabling institutional environments to support gender mainstreaming.

- Commitment to improved accountability for implementing the Draft National Gender Policy and Action Plan.

In formulating its report, the committee took cognisance of the following issues impacting on gender and development in Trinidad and Tobago:

- Gender as a cross cutting theme and not a specific socio-economic sector in the development process.
- The recommendations in the Draft National Gender Policy and Action Plan.
- A lack of quantitative and qualitative gender disaggregated data.
- The labour market, which makes a distinction between the productive activities which generate income and are subject to market forces and those activities which relate to unremunerated work (for example work in the home and in communities, caring for the young and elderly).

Summary of Actions

The work on Gender and Development recommends actions that are aimed at promoting gender awareness, sensitivity and appreciation in all citizens. To this end:

- It is imperative that gender disaggregated data be collected, monitored, measured and reported on by those charged with the planning and development of the country.
- All Ministries undergo gender planning training.
- A Gender Management System be established within the Public Sector.
- Public gender awareness campaigns be embarked upon.

Measuring our Success

A necessary pre-requisite to achieving goals, is producing data that allows us to analyse each gender separately. This step completes our third goal. With this data, we can measure our success in achieving parity of men and women in the public service by tracking maternity leave legislation, seats held in parliament, and legislators/senior officials.

Our final goal of educating NGOs and CBOs can be measured locally by tracking the number of gender related programmes they offer.

**Table 12.7: Dashboard - Gender and Development**

	Gender and Development	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	Maternity laws impact on hiring women (GCR)	5.1 / 7	41-Q2	Q1	Top 10	Top 5
G1	Maternity leave legislation	No data				
G1	Gender related development index (WDI)	40.3				
G1	Gender empowerment measure (HDI)	0.644	22-Q1	Top 10	Top 5	Best
G1	% Seats in parliament held by women (HDI)	25.4%	22-Q1	Top 10	Top 5	Best
G1	% of female legislators, senior officials, and managers (HDI)	40%	22-Q1	Top 10	Top 5	Best
G1	% of female professional and technical workers (HDI)	51%	22-Q1	Top 10	Top 5	Best
G2	Ratio of female to male earned income (HDI)	0.45	22-Q1	Top 10	Top 5	Best
G2	Ratio of female to male literacy (HDI)	99 – 97.9 %				
G2	Ratio of female to male—primary, secondary, tertiary enrolment (HDI)	65 - 63				
G2	Female economic activity rate (HDI)	44.9%	54-Q3	Q2	Q1	Top 10
G2	% women contributing family workers (HDI)	75%	54-Q3	Q2	Q1	Top 10
G3, G4	Number of gender related programmes*	No data				

* Local Indicators need to be developed.

Sources:

1. World Economic Forum, “Global Competitiveness Report 2004-2005”(GCR).
2. UNDP, “Human Development Report 2004”(HDI).
3. World Bank, “World Development Indicators 2004”(WDI).

**Frameworks for Action – Gender and Development****Goal 1: To establish mechanisms to promote gender equity in the public service.****Objective 1:** To empower the Gender Affairs Division with the requisite status as the National Machinery.

Actions	Owner	Phase
Strengthen the existing gender institutions in terms of capacity building of the human resource base.	MoCDCGA, MoPD	P1
Establish the Gender Affairs Division as a Secretariat of Gender Management Systems (GMS) within the Public Service.	MoPAI, MoCDCGA	P1

Objective 2: To facilitate the organisational transformation of Ministry, Agencies and Statutory Bodies towards gender mainstreaming.

Actions	Owner	Phase
Build capacity within critical sectors of Finance, Planning and Development, Social Development, Education, Community Development, Foreign Affairs and Labour.	MoCDCGA, MoPD	P2
Establish gender management systems/structures within Ministries, Agencies and Statutory Bodies.	MoPD, MoPAI	P1
Promote/ensure gender equality/equity in all programmes, projects and policies within Ministries, Agencies and Statutory Bodies.	MoCDCGA	P2

Objective 3: To ensure and sustain buy-in/acceptance of policy by all Ministries, Agencies, and Statutory Bodies.

Actions	Owner	Phase
Promote and implement communication strategy for the integration of the gender policy within Ministries, Agencies, and Statutory Bodies.	MoCDCGA	P1
Identify and establish gender focal points within Ministries, Agencies, and Statutory Bodies.	MoCDCGA	P1
Establish institutional mechanisms for the implementation of gender mainstreaming.	MoCDCGA	P1

Goal 2: Public sensitisation on issues arising out of the Draft National Gender Policy and Action Plan.**Objective 1:** To educate and sensitise the society on issues arising out of the Draft National Gender Policy and Action Plan.

Actions	Owner	Phase
Conduct a communication campaign to educate the public on the issues arising out of the Draft National Gender Policy and Action Plan.	MoCDCGA	P1



Actions	Owner	Phase
Conduct education programmes among community groups, particularly women's organisations, village councils.	MoCDCGA	P1

Goal 3: To produce gender disaggregated social and economic data.**Objective 1:** To create and promote information systems, databases and research studies on gender issues.

Actions	Owner	Phase
Strengthen the capacity of the Central Statistical Office to improve collection and analysis of gender sensitive data.	CSO, GAD	P1
Develop a comprehensive information system to capture relevant data and research on the issues of gender within relevant Ministries, Agencies and Statutory Bodies.	MoCDCGA	P1

Goal 4: To educate NGOs and CBOs on gender issues.**Objective 1:** To ensure that gender perspectives are integrated into the programmes and policies of NGOs and CBOs.

Actions	Owner	Phase
Conduct gender audits into the programmes and policies at the level of the CBOs and NGOs.	MoCDCGA, NGOs and CBOs	P1

Objective 2: To ensure gender awareness strategies are integrated into poverty reduction and social programmes and activities.

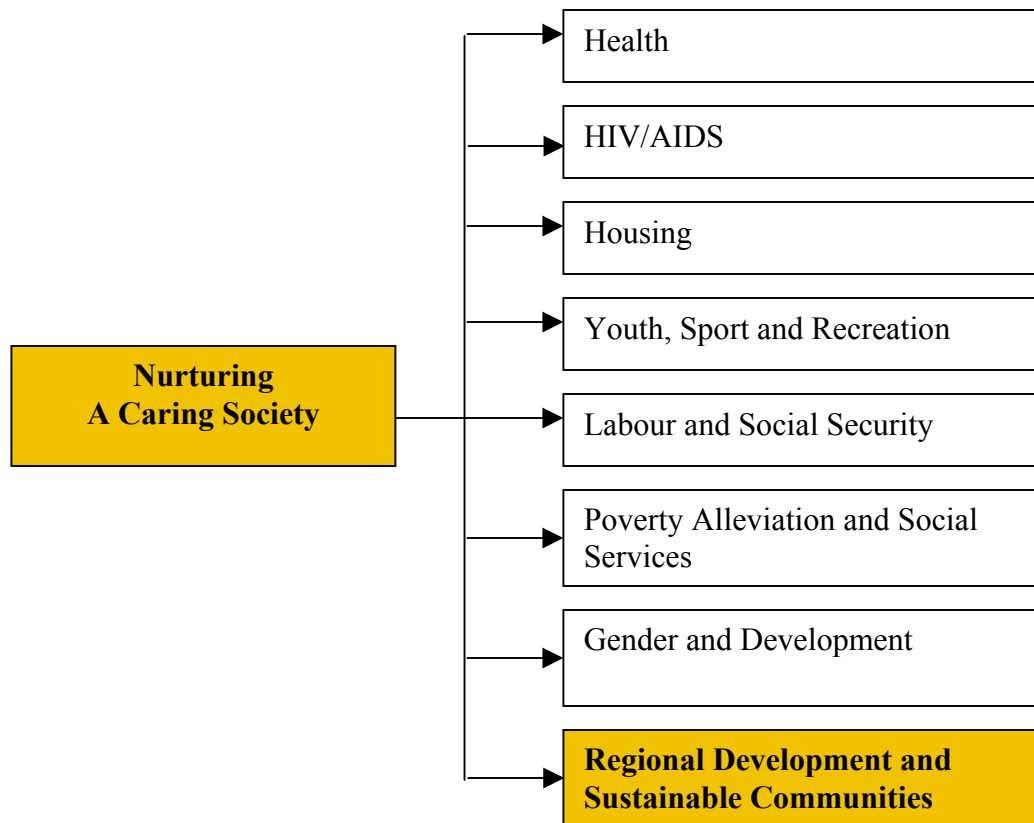
Actions	Owner	Phase
Integrate gender concerns and issues into national poverty reduction strategies and social programmes.	MoCDCGA, MoSD, CBOs and NGOs,	P1

Essential Pre-Conditions

Political will to incorporate and give emphasis to gender planning in the development process.

Critical Success Factors

- Educate all Ministries and agencies about gender and development.
- Resource the Gender Affairs Division of the Ministry.
- Conduct more research on gender disaggregated data.
- Supportive socio-economic policy frameworks.

**REGIONAL DEVELOPMENT AND SUSTAINABLE COMMUNITIES****Vision for Regional Development and Sustainable Communities**

Each region and every community living harmoniously in a safe and secure environment, making judicious and sustainable use of the natural resources and enjoying a sustained quality of life.

Goals

- To empower citizens to take responsibility for the sustainable development of their communities.
- To support the development of sustainable regional economies and business enterprises.
- To ensure that every citizen within every community has fair access to resources and facilities necessary for living a satisfying life.
- To restructure Local Government allowing citizens to participate in the decision-making processes of local authorities.
- To facilitate information sharing and knowledge development within and between communities.



Introduction

Societal Development represents an ongoing transformation and renewal of society and seeks to continuously improve the well-being of the people. People are, therefore, at the centre of this development and transformation process.

Regional Development occurs at the level of the fourteen (14) Municipal Corporations in Trinidad. It takes into account issues of managing resource demand and balancing resource allocation; population distribution, growth and change; employment creation and distribution; inter and intra regional transportation and connectivity; healthy aerial, terrestrial and marine environments; equitable enhancement of physical infrastructure and social facilities.

To facilitate this process within the Vision 2020 strategic planning exercise for Regional Development and Sustainable Communities, the Sub-Committee constructed a conceptual framework for problem identification and the benchmarking of sustainable

development at the regional and community levels, within the framework of integrated national development.

Community in the context of this Sub-Committee Report refers to a group whose members (1) reside in a specific geographic location and enjoy a common cultural and historical heritage, or (2) defined in accordance with political or administrative divisions for planning and implementation of service delivery. Communities vary and evolve over time. For administrative purposes Trinidad and Tobago is divided into 607 communities.

Sustainable communities are those in which its residents are empowered to meet their needs for housing, social facilities, physical infrastructure, recreation and employment opportunities either within or in close proximity to the community without compromising the ability of future generations to meet their needs.

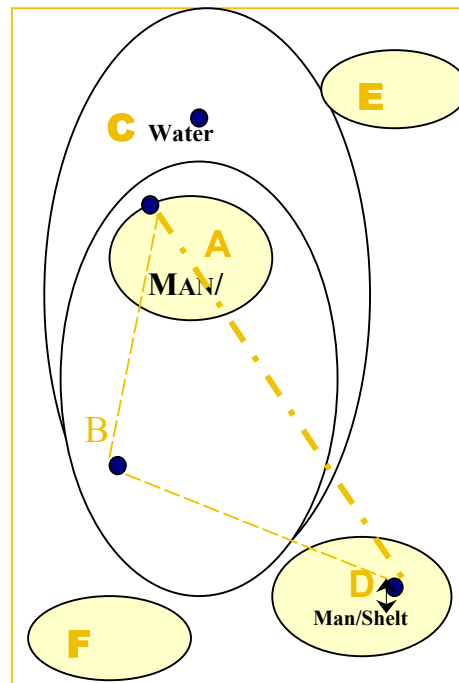
**Diagram 12.1: Schematic Illustration of the Evolution of a Sustainable Community****Diagram 12.2: Elaborated Sustainable Community Framework**



Figure 12.1 illustrates that within the enclosure D the human (or family) has access to housing (a shell only) within a given environment. This configuration is unsustainable in that access must be gained to other basic needs such as water, food and overall environment conducive for human survival and enhancement. A similar situation exists at enclosure A in which the family exists within a shelter shell. Consequently, there are two human communities that are unsustainable. In pursuit of sustainability, both communities must gain access to water and food by either bringing these into their respective spheres, or by establishing networks/linkages which facilitate such access. In effect, although water and food may be available, access must be gained in order to improve opportunities for sustainability.

As these communities develop, they may also enhance their survival through harmonious interdependence. The illustration also shows that access to elements such as food at B, education at F, and health at E, are still outside the grasp of two communities and access will be sought on a priority basis as the need arises. It is shown that linkages have been made with respect to food at B.

Efforts will be made progressively to access other amenities and opportunities. In cases of constraints a situation of queuing may occur. If the needs are essential, attempts may be made to wrest access by inappropriate means, hence the need for regulatory procedures and increased opportunities within and amongst communities. For instance, access to certain needs may eventually be determined by an initial access to education and training, the benefits of which are then exchanged within the regulated system for the means of access to a variety of downstream needs.

The measure of development of a society may thus be determined by the extent of queuing and access in relation to primary and extended needs in a sustainable manner. As societies become more developed, it is evident that more complex means for accessing needs, as well as regulatory systems of governance for the optimisation and sustainable distribution of resources, will be required amongst communities. Of critical importance is the Vision that the people, as members of respective communities

and a nation state, will be participating fully in the regulatory framework for the attainment of development.

Figure 12.2 provides an extended simulated framework of a more advanced level of sustainable community development than was conceptualised in Figure 1. It is against these indicators that the process of the accumulative attainment of developed country status may be further monitored and evaluated. The list is still illustrative and not intended to be exhaustive. The range of indicators must be determined by the stakeholders in a particular jurisdiction as appropriate. Inevitably, the pursuit of developed country status must incorporate standards for the multi-sectoral and inter-disciplinary factors.

Summary of Actions

All actions proposed within this section treat with:

- The empowerment of communities to develop programmes and work closely with industry and regional bodies to facilitate the effective planning and development of their communities.
- The encouragement and cultivation of an entrepreneurial spirit at the community level.
- Safeguarding communities and the environment.
- The empowerment of Municipal Corporations to be able to drive regional transformation.
- The creation of an IT savvy population by initially giving each primary school child a free lap-top.
- The promotion of e-government.

Measuring Our Success

Our first goal of citizen involvement can be measured locally by the number of active CBOs participating in community development processes. For our second goal, we can get a sense of performance from monitoring the strength of property rights from the Global Competitiveness Report. The GINI index is a perfect measure of citizens' equitable access to resources – our third goal. Similarly, the burden of local government can measure our success in having people participating in local government. Knowledge sharing, our final goal, can be measured by Internet usage and cell phone access.

**Table 12.8: Dashboard – Regional Development and Sustainable Communities**

	Regional Development and Sustainable Communities	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1, G3	Households with access to services (WDI)	No data				
G2	Property Rights (GCR)	4.4 / 7	60 – Q3	Q2	Q1	Top 10
G3	GINI index (WDI)	40.3				
G4	Burden of local government (GCR)	3.1 / 7	55-Q3	Q2	Q1	Top 10
G5	Cell phones per 100 subscribers (GCR)	27.8	54-Q3	Q2	Q1	Top 10
G5	Telephones per 100 inhabitants (GCR)	25.0	47-Q2	Q1	Top 10	Top 5
G5	Internet users per 10,000 inhabitants (GCR)	1060	52-Q3	Q2	Q1	Top 10

*Local indicators need to be developed.

Sources:

1. World Economic Forum, “Global Competitiveness Report 2004-2005”(GCR).
2. World Bank, “World Development Indicators 2004”(WDI).

Frameworks for Action – Regional Development and Sustainable Communities

Goal 1: To empower citizens to take responsibility for the sustainable development of their communities.

Objective 1: To mobilise citizens to actively participate in and contribute to the sustainable development of their regions through consultation, collaboration and representation in the decision-making process.

Actions	Owner	Phase
Mobilise civil society groups and community residents to participate in consultations/town meetings.	MoCDCGA in conjunction with MoLG	P1 - P2
Build stakeholder capacity to facilitate the planning and execution of developmental work programmes in the regions.	MoLG	P1 – P2
Provide follow-up support to build capacity for participation by communities in sustainable development.	MoLG	P1 – P2



Actions	Owner	Phase
Conduct regional consultations/town meetings to generate ideas and obtain feedback with respect to the best approach to establishing civil society networks.	MoLG, MoCDCGA	P2

Objective 2: To increase the capacity of appropriate institutions to provide an improved level of infrastructure, services and facilities in all regions.

Actions	Owner	Phase
Enhance institutional capacity and capability at the regional level to formulate policy to generate, allocate and manage regional development.	MoLG	P1
Strengthen the institutional framework of agencies which will provide support to the stakeholder consultative mechanism.	MoLG, MoPD	P1

Objective 3: To facilitate the sharing of information and other resources among various regions.

Actions	Owner	Phase
Establish networks of civil society groups/organisations in each region.	MoCDCGA, MoLG	P0 – P1
Develop information and resource centres in each region to facilitate the exchange of information and experiences.	MoCDCGA, MoLG	P2 – P3

Goal 2: To support the development of sustainable regional economies and business enterprises.

Objective 1: To create greater access to income earning opportunities and wealth creation leading to productive and sustainable employment.

Actions	Owner	Phase
Enhance financing mechanisms for enterprise development (e.g. low interest loans; seed capital for new ventures; etc.).	MoLSMED, MoCDCGA, MoTI, MoF, BDC/NEDCO	P1 – P2
Establish business advisory/development services and training.	MoLSMED, MoCDCGA, MoTI, BDC/NEDCO	P1 – P2
Create appropriate opportunities and facilities for marketing of goods and services (e.g. markets, vendor booths).	MoLSMED, MoCDCGA, MoALMR, MoTI, BDC/NEDCO	P2 – P3

**Objective 2:** To increase economic participation of disadvantaged and marginalised groups.

Actions	Owner	Phase
Improve the capabilities of people through training to use their own labour and natural resources to produce goods and services.	MoLSMED, MoSTTE MoSD, MoALMR and GAD	P1 – P2
Facilitate the integration of the differently abled into the workplace.	MoLSMED MoSD	P1 – P3
Provide facilities for working women in the labour market (e.g. nurseries at workplace).	MoLSMED MoSD, GAD	P1 – P3
Encourage entrepreneurship and self-employment among the youth.	MoLSMED, MoSYA, MoSD	P1 – P2

Objective 3: To stimulate innovation, entrepreneurship, technology development and research.

Actions	Owner	Phase
Encourage the development of entrepreneurial attitudes.	MoLSMED, MoE	P1 – P2
Support research and development by providing funding and facilities.	MoLSMED, MoF, MoPD	
Encourage a process of lifelong learning for all categories of workers and entrepreneurs.	MoLSMED, MoE	P1 – P3

Objective 4: To strengthen community links with industry.

Actions	Owner	Phase
Establish systems which will allow the wealth obtained from the resource base of the community to stimulate development programmes within the community/region.	MoLSMED, MoLG, MoPD, MoCDCGA	P2
Provide funding, facilities and technical support to enable communities to transform local materials into manufactured products.	MoTI, MoLSMED, MoLG, MoF	P3
Establish mechanisms to facilitate partnerships among government, industry and community.	MoTI, MoLSMED, MoLG, MoPD, MoCDCGA	P1



Objective 5: To ensure economic development is sustainable and consistent with sound environmental management.

Actions	Owner	Phase
Use appropriate strategies and tools to monitor and mitigate the environmental impacts of economic development.	MoLG, MoPD, MoPUE	P1 – P3
Enforce environmental regulations and adherence to international protocols with respect to environmental protection.	MoLG, MoPUE	P1 – P3

Goal 3: To ensure that every citizen within every community has fair access to resources and facilities necessary for living a satisfying life.

Objective 1: To sustainably address the most urgent needs for food, housing, education and jobs.

Actions	Owner	Phase
Rank communities at risk on the basis of currently available public information to determine all social ‘hotspots’.	MoSD & GAD in conjunction with MoLG	P1
Develop finely targeted social support responses to address the most urgent needs in the at-risk communities.	MoSD & GAD in conjunction with MoLG	P0 – P1
Design and implement short term social welfare interventions.	MoSD & GAD in conjunction with MoLG	P1
Encourage self-development through education, improved management of family units, personal savings, enterprise, and volunteering.	MoSD & GAD in conjunction with MoLG	P1

Objective 2: To ensure that entrepreneurial and public administrative systems are in place within each community (and within each region where feasible).

Actions	Owner	Phase
Undertake targeted field research to assess the social status of each community.	MoLG, MoCDCGA	P1
Create community development councils comprising 80% resident representation and 20% agency representation.	MoLG, MoCDCGA	P2
Stimulate community cultural, recreation, health, religious, education, sporting and religious activities on a regular basis	MoLG, MoCDCGA	P2 - P3



Objective 3: To establish a collaborative inter-agency planning framework at community and regional levels for concretely identifying and responding to needs and gaps identified.

Actions	Owner	Phase
Assess and map regional and community resources.	MoPD, MoLG	P1
Develop a collaborative inter-agency planning framework to respond to the needs identified.	MoPD, MoLG	P2

Objective 4: To use the land-use planning process and its outputs to facilitate the creation of sustainable communities.

Actions	Owner	Phase
Facilitate the development of sustainable land-use plans for each region and community, and ensure wide-ranging access to various resources.	MoPD, MoLG	P1 – P3
Involve community residents, state and local government agencies in the development of sustainable land use plans for each region and community.	MoPD, MoLG	P1 – P3
Share draft plans widely throughout each community as a means of raising public awareness.	MoPD, MoLG	P1 – P3
Provide the resources, commitment, and “stick-to-itiveness” to implement the land-use plans in a timely manner.	MoPD, MoLG	P2 – P3

Objective 5: To rehabilitate areas of decay or decline.

Actions	Owner	Phase
Identify and prioritise overcrowded or under-served communities.	MoPD, MoLG, MoHs	P1
Promote the need for physical reconstruction and retro-fitting of physically overcrowded communities where necessary.	MoPD, MoLG, MoHs	P1
Mount programmes of community rehabilitation on a country-wide basis.	MoPD, MoLG, MoHs	P2 – P3
Provide incentives to create affordable housing, schooling, jobs within or close to newly established communities.	MoPD, MoLG, MoHs	P1 – P3

Objective 6: To build a sense of community.

Actions	Owner	Phase
Organise competitions to create community slogans, mascots or themes.	MoCDCGA, MoLG, MoSYA	P1 – P3
Conduct awareness programmes about community assets and resources through the use of regional and community display and interactive maps.	MoCDCGA, MoLG, MoSYA	P1 – P3



Actions	Owner	Phase
Facilitate the creation of locally supported sport teams.	MoCDCGA, MoLG and MoSYA	P1 – P3
Facilitate or encourage regular community meetings, inter-religious community prayer sessions and meetings.	MoCDCGA, MoLG MoSYA	P1 – P3
Create community feedback mechanisms for stimulating genuine community dialogue (community radio/TV, newsletters, agency open-house days, etc.).	MoCDCGA, MoSYA	P1 – P3
Facilitate the production of annual community calendars of events available for access and use by citizens and visitors alike.	MoCDCGA, MoLG, MoSYA	P1 – P3

Objective 7: To foster and promote regional and community entrepreneurship.

Actions	Owner	Phase
Explore the use of fiscal incentives to stimulate community and regional private sector entrepreneurship.	MoCDCGA, MoT, MoLG, MoSYA	P1
Stimulate entrepreneurial use of geographically linked natural and cultural assets.		P2-P3

Goal 4: To restructure Local Government allowing citizens to participate in the decision-making processes of local authorities.

Objective 1: To transform the local government systems so that there is greater accountability/transparency, greater responsiveness, enhanced efficiency and effectiveness.

Actions	Owner	Phase
Review staffing and other resource needs of Municipal Corporations and other state agencies.	MoLG	P1
Provide adequate resources to Municipal Corporations and other relevant state agencies to achieve the aforementioned objective.	MoLG	P2 – P3
Implement customer focused management systems with on-going staff development/training to provide fair and equitable treatment to all (citizens) customers.	MoLG	P2
Institute or enhance revenue-earning capability of local government bodies.	MoLG	P2 – P3



Objective 2: To ensure residents will influence resource allocation at the local level and monitor the management of public projects.

Actions	Owner	Phase
Institutionalise consultative process (Councils and Communities) in developing local area plans and regional zoning policies.	MoCDCGA, MoLG, MoPD	P1
Involve residents directly in decision-making and implementation of public projects that will affect them.	MoCDCGA, MoPD, MoLG	P1 – P3
Use or create appropriate citizen representative groups.	MoCDCGA, MoLG	P1 – P2
Ensure local authorities publish their plans and policies to keep citizens informed.	MoCDCGA, MoPD, MoLG	P1 – P3

Objective 3: To provide a clean, safe and healthy environment that allows residents to grow and realise their maximum potential.

Actions	Owner	Phase
Target the attention of Municipal Police Services on the issue of community policing.	MoNS	P1
Encourage the formation of community safety & enhancement groups.	MoNS, MoCDCGA	P1, P2
Support local events promoting sport, culture, art and entertainment.	MoSYA, MoCDCGA	P1 – P3
Contract with community groups for carrying out sanitation services and petty infrastructural works.	MoLG	P1 – P3
Develop heritage sites and regional landmarks with proper signage.	MoPD, MoT	P1 – P3
Create appropriate infrastructure to enable free access to services, facilities and activities, especially by the differently abled.	MoPD, MoLG, MoWT	P1 – P3

Objective 4: To transform and integrate the social and economic character of regions.

Actions	Owner	Phase
Facilitate the development of viable micro and small businesses.	MoLSMED, MoLG, MoTI	P1 – P3
Develop Regional Business Plans.	MoLSMED, MoLG, MoTI	P1 – P3
Involve corporate partners in development and training initiatives.	MoLSMED, MoLG, MoTI	P1 – P3
Establish linkages with Development Agencies for the transfer of technology and knowledge to community.	MoLSMED, MoLG, MoTI	P2 – P3

**Goal 5: To facilitate information sharing and knowledge development within and between communities.****Objective 1:** To ensure that residents of each community are computer literate and have free access to information.

Actions	Owner	Phase
Provide computers in every classroom and make computer literacy mandatory for each primary school graduate.	MoE, MoLG, MoF	P1 – P3
Accelerate adult training in computer literacy through fiscal incentives (mainly through personal income tax relief).	MoF	P2 – P3
Enhance existing community and regional information infrastructure through the provision of enhanced information technology.	MoPAI	P2 – P3
Design curricula at teacher training colleges to place greater emphasis on information technology training and primary and secondary school levels.	MoE	P2
Provide free basic lap-top computers to each primary school child (Barbados model).	MoE, MoF	P2 – P3
Publish URLs for all government websites and display published copies in all regional public offices.	MoPAI	P1

Objective 2: To ensure that knowledge and information relevant to each community or to groups of communities are shared.

Actions	Owner	Phase
Establish community or regional telecentres and regional information resource centres.	MoCDCGA, MoLG, MoPAI,	P2 – P3
Provide start-up funding, training and technical support for the establishment of community projects.	MoCDCGA, MoLG, MoPAI, MoPD	P2 – P3
Explore the use of fiscal incentives to stimulate community and regional private sector entrepreneurship.	MoCDCGA, MoLG, MoLSMED, MoTI, MoF, MoPAI	P3

Objective 3: To provide easy access to personal documents (deeds, birth/marriage/death certificates), payment of bills facilitated at community or regional level.

Actions	Owner	Phase
Digitise government information currently purchasable in hard copy from the Government Printery and sell this information electronically.	MoPAI	P1
Facilitate online payments for provision of government information services (deeds, birth/marriage/death certificates).	MoLA	P1 – P2



Actions	Owner	Phase
Institute a unique citizen identification number that is attached to all official documents relating to an individual.	MoLA	P2

Essential Pre-Conditions

- Availability of a healthy community structure which is interested in playing a vital role in its development.

Critical Success Factors

- Availability of funding to finance all the developmental programmes.
- Stakeholder support.

CHAPTER 13

Frameworks For Action Effective Government





INTRODUCTION

We have inherited a system of government that continues with us to this day forty-two years after independence. It is clear that given the changes in the global village and our own dreams and aspirations the system must evolve to meet our changing and growing needs.

This calls for redesign of government and refocusing governance, thus setting new governance goals and seeing government as a facilitator and enabler. As such, government is required to create a fully enabled and competitive environment for business where risk taking is encouraged, transparency is the norm, legislation is more progressive and “Rule of Law” is enforced.

Government must be seen to be effective through reduced time to service delivery, reduced government spending on inefficient processes, increased incentives for saving, increased incentives for innovation, and by providing reliable, high-quality and cost-effective infrastructure and services in health, housing, education, social amenities and public utilities.

From a citizen’s point of view, nowhere is effective government more evident than through the equitable enforcement of ‘law and order’, and the delivery of reliable services in health, education and housing.

The actions that drive development in the areas of law and order and administration of justice are covered in the Administration of Justice, Governance and Institutional Structures for Development, Law Administration and Legal Affairs and National Security and Public Safety Sector Strategic Plans. We strive to develop a society where we work hard and smart, have fun, build futures, abide by the law, and consider and respect the rights of others.

For Vision 2020 to become our reality, our model of effective government must become known for transparent, participatory, high quality, reliable and predictable service. Since the government is in fact accountable to the people, the development of appropriate institutional frameworks in which to accomplish our vision must be a priority. Our vision is therefore stated as:

Vision for Effective Government

Trinidad and Tobago is served by an efficient, accountable, participative, and transparent government that is committed to providing quality public institutions, promoting public safety and security, cooperating with local, regional and international bodies and ensuring justice and equality for all.

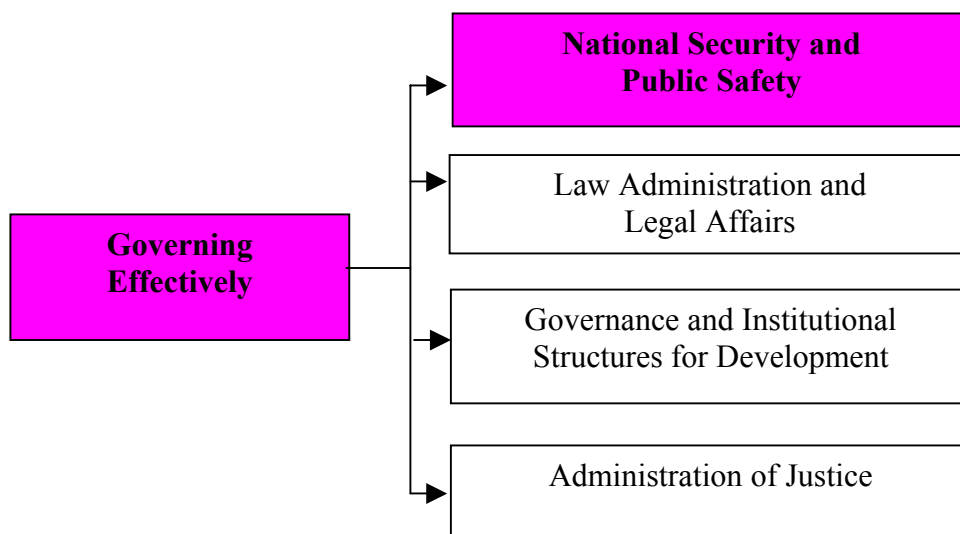
Government’s effectiveness will be measured to the extent that they have alleviated poverty, improved the local and collective HDI measures, are transparent and visible in upholding the principles of democracy, freedom of expression, and “Rule of Law”, and practise the tenets of good governance.

This important responsibility requires that government undertake the necessary reforms to deliver on the promise of excellent service, good governance and sound institutional frameworks. The

following sector strategic plans were used to compile this chapter:

- National Security and Public Safety.
- Law Administration and Legal Affairs.
- Governance and Institutional Structures for Development.
- Administration of Justice.

As previously stated, specific details of these Sector Strategic Plans can be viewed on the CD attached.

**NATIONAL SECURITY AND PUBLIC SAFETY****Vision for National Security and Public Safety**

Highly efficient and professional National Security and Public Safety agencies that serve all communities with fairness and protect our sovereignty, thereby earning the trust and respect of all citizens and fostering the rule of law.

Goals

- To integrate the national security infrastructure to develop professional competencies and improve public confidence/trust.
- To secure the country's interests through international, regional and local defence efforts.
- To reduce crime and protect the citizens from its effects.
- To protect citizens from the hazards of natural disasters, buildings, and the workplace.
- To ensure the efficient operations of the corrections administration.



Introduction

Traditionally, the concept of National Security has acquired an overwhelmingly military character, rooted in the assumption that the principal threat to security comes from other nations. Commonly veiled in secrecy, considerations of military threats have become so dominant that new threats to the security of nations - threats with which military forces cannot cope - are being ignored. These new sources of danger arise from oil depletion, environmental concerns including climatic alterations, HIV/AIDS and over-population. These adverse developments threaten not only national economic security, but also the whole process of governance as it relates to all aspects of existence both in the public and private sphere.

The public sphere involves the operation of the institutions of the State as they relate to the protection and preservation of life and liberty. This ambit of reference goes way beyond the simple control and containment of crime. It has philosophical, psychological and mental connotations. In a philosophical sense, the concept of national security suggests an institutional responsibility whereby the government is entrusted with the task of creating an environment, which ensures public safety and national peace through the maintenance of law and order. The psychological component addresses the presence of a practical sense of calm on the part of the citizenry as they execute their day-to-day functions in keeping with their respective livelihoods. In this context, the prevalence of fear and apprehension is neutralised. The mental aspect of this concept of national security is somewhat different from the psychological in that while the former is person-centred and covert, the latter involves citizen participation with the State. This mental bond, when realised, results in a greater level of citizen participation in the process of governance.

Given this definition, it is clear that the two (2) principal pillars of good governance - namely responsiveness and trustworthiness - cannot be established without an effective national security framework. This security, if not effected, could threaten the fundamental values and vitality of the State. The external aspect of this concept focuses on the ability of the State to defend its interest against

foreign aggression, illegal inflow of negative influences and other inimical forces, all of which can hamper the economic, social and political growth of the State as a legal entity.

The Ministry of National Security operates through a number of divisions and dimensions. Its stated mission is to create an environment that ensures public safety and security through the maintenance of law and order and the commitment of all available resources to the protection of life and liberty. It is recognised that the concept of National Security encompasses numerous aspects. However for the purposes of this Draft Plan, we will be guided by the five divisions under the auspices of the Ministry of National Security, namely: Corrections Administration, National Defence, Internal Security, Public Safety, and Border Control.

A detailed analysis of the current and past trends related to National Security and Public Safety has been conducted. Among the critical issues identified were the spiralling crime levels, the need to reduce crime and the opportunities to commit crime, the proliferation of young people into a life of crime, the need for universal application of the "Rule of Law", and the high turnover of quality staff. This Draft Plan seeks to craft a vision consistent with the attainment of developed nation status and to prescribe a series of actions to facilitate the realisation of that vision.

Summary of Actions

The actions recommended by the National Security and Public Safety sub-committee encompass all of the institutions that are under the auspices of the Ministry of National Security. Because the sub-committee took a holistic view of security and safety, their recommendations also have implications for other public institutions that contribute to the safety and well being of the national community. As such:

- Recommendations were made for the improvements in health and safety, environmental adherence, education, as well as the need for access to basic utilities.
- Stringent border control mechanisms were suggested.



- Infrastructural improvements to all facilities in need, which fall under the ambit of national security were suggested.
- Legislative reform to ensure that laws are modern and relevant.
- An enforcement culture needs to be developed.
- Youth participation in crime needs to be approached from an all-encompassing position that incorporates the efforts from the national security forces, communities, as well as the educational sector.
- The data/intelligence gathering and reporting effort needs to be more accurate and centralised.
- Alliances among local private security agencies, as well as regional and international security bodies, need to be forged and leveraged for the better protection of citizens.

- National security personnel need to develop technical capabilities and strong leadership skills.

Measuring our Success

While the impact of national security initiatives has traditionally been measured by the use of crime statistics, the importance of public perception of their own feelings of safety and security cannot be underscored. In addition to the use of those traditional indicators, therefore, measures for such indices as public trust in the institutions as defined in the Global Competitiveness Report are required. While some of these statistics are not currently monitored, it is recommended that mechanisms be introduced to track this data.



Table 13.1: Dashboard – National Security and Public Safety

#	National Security and Public Safety	P0		P1	P2	P3
Goal	Indicators	Score	Rank	Quartile	Quartile	Quartile
G1	Public trust of politicians (GCR)	2.1/7	63/104-Q3	Q2	Q1	Top 10
G2	National defence spending*		No data			
G3	Illegal immigrants*		No data			
G3	Incidence of fraudulent passports*		No data			
G4	Reliability of police service (GCR)	2.7/7	96/104-Q4	Q3	Q2	Q1
G4	Total crime rate*					
G4	Specific crime statistics (unsolved crimes, indictments, repeat offenders, white collar)*					
G4	Organised crime (GCR)	3.4/7	89/104-Q4	Q3	Q2	Q1
G4	Business cost of crime and violence (GCR)	2.8/7	87/104-Q4	Q3	Q2	Q1
G4	Business cost of corruption (GCR)	4.6/7	50/104-Q2	Q1	Top 10	Top 5
G4	Pervasiveness of money laundering through banks (GCR)	3.8/7	93-Q4	Q3	Q2	Q1
G4	Pervasiveness of money laundering through non bank channels (GCR)	3.1/7	89/104-Q4	Q3	Q2	Q1
G5	Safety permit violations*		No data			
G6	Cost per prisoner per day*		No data			

* Local Indicators need to be developed.

Source:

1. World Economic Forum, “Global Competitiveness Report 2004-2005” (GCR).

**Frameworks for Action- National Security and Public Safety**

Goal 1: To integrate the national security infrastructure to develop professional competencies and improve public confidence/trust.

Objective 1: To develop and implement an integrated approach to national security and public safety.

Action	Owner	Phase
Establish a central information (research) base which will collate, evaluate, analyse, document and disseminate all issues relating to overall national security and public safety with the aim of formulating appropriate strategies.	MoNS	P1
Undertake a comprehensive review of the functional relationship of the intelligence agencies.	MoNS	P1
Establish a permanent crime commission to review and ensure policy implementation.	MoNS, MoAG	P1
Improve the infrastructure, equipment and human resource base of the various divisions of the MoNS.	MoNS	Po
Strengthen the Internal Investigative component of all services.	MoNS	P1

Objective 2: To develop professional competencies in all national security and public safety agencies.

Action	Owner	Phase
Pursue the establishment of degree programmes (B.Sc., M.Sc., Ph.D.) at the University of the West Indies and other accredited institutions specifically tailored to all national security and public safety agencies.	MoNS, MoSTTE	P1
Increase training and development opportunities to develop relevant competencies in a timely manner.	MoNS	P1
Establish a National Defence and Security Training Centre to provide opportunities for professional and technical development of all arms of the protective services.	MoNS	P1

Objective 3: To pursue Trinidad and Tobago's integration in regional and international security, defence, anti-crime and safety efforts.

Action	Owner	Phase
Increase strategic alliances with regional national security and public safety bodies.	MoNS	P1, P2, P3
Strengthen the Intra-Regional Security System.	MoNS	P1, P2, P3
Introduce arrangements for improved participation in: ▪ The crafting of international legal instruments;	MoNS	P1, P2, P3



Action	Owner	Phase
- Participation in the activities of multi-lateral agencies; and - Participation in multi-lateral operations.		

Goal 2: To secure the country's interests through international, regional and local defence efforts.

Objective 1: To participate in international peace support and humanitarian operations.

Action	Owner	Phase
Develop critical incident management capability.	MoNS	P1, P2, P3
Commit resources to regional and international peace support and humanitarian operations.	MoNS	P1, P2, P3

Objective 2: To secure the borders of Trinidad and Tobago from illegal entry and exit of people and products

Action	Owner	Phase
Acquire patrol crafts and increase monitoring of coastal areas.	MoNS	P1
Modernise customs and immigration laws and policies.	MoNS	P1
Provide additional customs and immigration marine crews.	MoNS	P1
Ensure more effective maritime and aerial patrols.	MoNS	P1
Expand the Deportation & Investigation Unit to reduce illegal entry and detect and remove illegal immigrants.	MoNS	P1
Provide new customs facilities including X-Ray machines that can examine shipping containers.	MoNS	P1
Enhance maritime and airspace control capability by improving cooperation among countries with which Trinidad and Tobago share a common border.	MoNS	P1

Goal 3: To reduce crime and protect the citizens from its effects.

Objective 1: To develop an efficient and effective criminal justice system.

Action	Owner	Phase
Upgrade infrastructure of the court.	MoLA	P1, P2, P3
Appoint an adequate complement of magistrates.	MoLA	P1, P2, P3
Ensure that the laws of Trinidad and Tobago are contemporary and cater to	MoAG, MoNS	P1, P2, P3



Action	Owner	Phase
the needs of the society.		
Amend legislation to improve case management especially in the magistrates' court.	MoLA	P1
Amend legislation on the sentencing policy to provide for a wider range of sentencing options.	MoLA	P1
Improve performance management systems in law enforcement agencies.	MoLA	P1

Objective 2: To ensure that the root causes of crime and security threats are adequately addressed through a comprehensive National Crime Policy.

Action	Owner	Phase
Develop programmes that are designed to arrest the flow of young people into a life of crime.	MoNS, MoE	P1
Reduce the demand for drugs through the introduction of drug education in schools.	MoNS, MoE	P1

Objective 3: To reduce the opportunities to commit crime and the public's fear of crime.

Action	Owner	Phase
Target drug trafficking organisations.	MoNS	P1, P2, P3
Reduce availability and accessibility of illegal firearms.	MoNS	P1, P2
Increase visibility of law-enforcement operatives through community policing and appointment of community support officers.	MoNS	P1
Increase information on crime-prevention strategies.	MoNS	P1
Promote public safety and security in schools.	MoNS	P1
Increase access to drug "demand reduction" programmes.	MoNS	P1
Equip law enforcement officers with counselling skills to focus on more prevention initiatives in the community.	MoNS	P1
Facilitate more public information networking to create an environment where information outflow will be more pronounced.	MoNS	P1



Objective 4: To ensure that the laws are enforced with appropriate vigour.

Action	Owner	Phase
Establish an external independent review authority to investigate complaints against the police.	MoNS, MoAG	P1
Promote greater participation of communities and the private sector in both crime prevention and detection.	MoNS	P1
Strengthen the resource base and role of the municipal police.	MoNS	P1

Goal 4: To protect citizens from the hazards of natural disasters, buildings, and the workplace

Objective 1: Establish a safe, hazard-resistant environment.

Action	Owner	Phase
Establish a code of minimum standards for the construction of dwelling houses, office buildings, etc that ensure adequate provision for persons with special needs.	MoPD, MoNS	P1
Create safer communities through planning, design, maintenance and code enforcement.	MoPD, MoLG	P1

Objective 2: To establish and maintain a high standard of safety at all places of public recreation.

Action	Owner	Phase
Establish and enforce safety standards for all places of public recreation.	MoNS, MoH, MoPD	P1
Ensure that all places of public recreation, whether temporary or permanent in nature, have effective emergency plans.	MoNS	P1
Instil a sense of shared responsibility for public safety.	MoPAI	P1

Objective 3: To establish a high standard of safety in the provision and use of basic utilities including electricity, water and telecommunications services.

Action	Owner	Phase
Establish and enforce high safety standards for the provision of basic public utilities.	MoPUE	P1
Promote public awareness of the safe access to, and use of, public utilities.	MoPAI	P1



Objective 4: To reduce the level of unnecessary loss of life and property due to impacts of natural disasters and man made hazards.

Action	Owner	Phase
Ensure that Hazard Impact Assessment (HIA) is included in all aspects of national physical development planning.	MoNS	P1
Cultivate in the Trinidad & Tobago public a culture that is responsive to the need for disaster preparedness and serviced by an efficient response system.	MoNS	P1
Purchase safety and rescue equipment.	MoNS	P1
Construct new fire stations and training facilities to serve new and emerging communities.	MoNS	P1, P2

Goal 5: To ensure the efficient operations of the Corrections Administration.

Objective 1: To improve the effectiveness of the Prisons Service.

Action	Owner	Phase
Develop the physical infrastructure to ensure that prison/cell ratio meets required global standards.	MoNS	P1, P2, P3
Relocate the Port-of-Spain (Remand) Prison to reduce overcrowding.	MoNS	P3
Incorporate a Prisons Training Academy in the proposed National Defence and Security Training Centre.	MoNS	P1
Establish systems to improve information gathering capability.	MoNS	P1
Restructure the prisons administrative structure to include provision for human resource management capability.	MoNS	P1

Objective 2: To improve rehabilitation and reintegration of offenders.

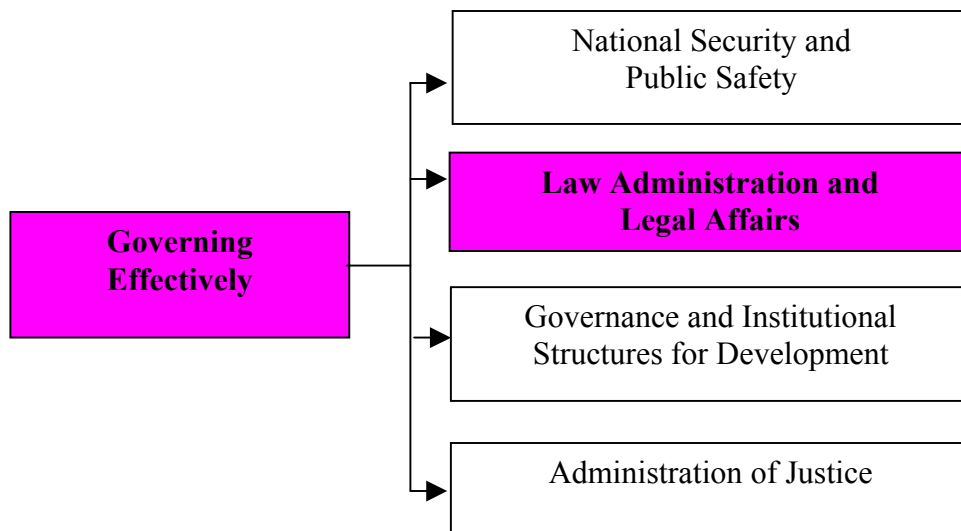
Action	Owner	Phase
Develop a restorative justice philosophy and framework.	MoNS	P1
Adopt a shared responsibility model to facilitate the initiation of reconciliation proceedings between victim and offender.	MoH	P1
Implementation of a quality management system.	MoLSMED	P1
Expand resettlement centres to facilitate social reintegration of ex-inmates.	NHA	P1

**Essential Pre-Conditions**

- Proper institutional framework.

Critical Success Factors

- Buy-in and cooperation from all national security parties.
- Available funding for proposed recommendations.
- Proper communication with the appropriate implementation agencies.
- A non-corrupt national security system.

**LAW ADMINISTRATION AND LEGAL AFFAIRS****Vision for Law Administration and Legal Affairs**

A dynamic and technologically savvy legal system providing efficient legal services and information to all its citizens and the wider world.

Goals

- To provide effective legal representation and services in civil matters and give sound legal advice in a timely manner to the Government through the Solicitor General's Chambers.
- To improve the Office of Chief Parliamentary Counsel and the service it delivers.
- To develop a proactive and restructured Office of the Director of Public Prosecutions, which demonstrates proficiency and innovation in the handling of cases and victims.
- To have the Registrar General's Department be a leader in the provision of Government services to the public.
- To transform the Intellectual Property Office into a dynamic organisation, stimulating creative effort in works involving intellectual property.
- To ensure that the Consumer Affairs Division provides the public with the best possible consumer protection.
- To develop the Law Reform Commission as an innovative, proactive, regional research institution responding to the contemporary needs of our society.
- To create the Legal Aid and Advisory Authority as a dynamic organisation recognised for quality services.
- To promote good industrial relations practices and expeditiously deal with all matters through the Industrial Court.



Introduction

In the year 2020, we envision Trinidad and Tobago as having a dynamic and technologically savvy legal system providing efficient legal services and information to all its citizens and the wider world.

As we work towards achieving our vision, we focused on nine areas within Law Administration & Legal Affairs: the Solicitor General's Chambers, the Office of the Chief Parliamentary Counsel, the Office of the Director of Public Prosecutions, the Registrar General's Department, the Intellectual Property Office, the Consumer Affairs Division, the Law Reform Commission, the Legal Aid and Advisory Authority, and the Industrial Court. While they each have unique issues, these challenges can be broadly placed into four categories: staffing, infrastructure, accommodation and other initiatives.

Once these goals as described are achieved, the country will be left with a system that provides the foundation for all the important activities and agreements for going about daily life.

Summary of Actions

For all nine Law Administration Departments explored recommendations were made to:

- Develop and retain high calibre human resources within these offices.
- Improve the infrastructural quality of these departments.
- Increase the use of information technology and information management systems to make these departments more effective and productive in the carrying out of their duties.
- Improve the quality of the library stock relied upon to inform legal preparation and general high quality service delivery.

Measuring our Success

Measuring the success of our upgraded legal system can focus on a combination of local and global indicators. The effectiveness of law making and the efficiency of the legal framework are appropriate for an overall measure of success against the vision. Intellectual property rights are specifically tracked on an international basis; hence the Intellectual Property Office can be measured against this indicator. For the goal regarding personnel and employees, the percentage increase in staff and the percentage work time spent in training are appropriate. For the goals related to infrastructure and accommodation, the spending on infrastructural upgrades can be measured against the increase in workload to capture the efficiency of the money spent.



Table 13.2: Dashboard – Law Administration and Legal Affairs

#	Law Administration and Legal Affairs	P0		P1	P2	P3
Goal	Indicators	Score	Rank	Quartile	Quartile	Quartile
Staff	% Increase in staff of the various departments*	No data				
Staff	% Work time spent in training*	No data				
Overall	Efficiency of the Legal Framework (GCR)	4.2/7	42/104 -Q2	Q1	Top 10	Top 5
Overall	Effectiveness of Law Making Bodies (GCR)	3.0/7	67/104 -Q3	Q2	Q1	Top 10
Facilities	Spending to increase workload in various departments*	No data				
G5	Intellectual Property Protection (GCR)	3.2/7	68/104 -Q3	Q2	Q1	Top 10
G6	Property Rights (GCR)	4.4/7	60/104 -Q3	Q2	Q1	Top 10
G5	Number of lawsuits filed*	No data				
G5	Number of appeals*	No data				
G5	Number of patents registered*	No data				
G5	Number of trademarks registered*	No data				
G5	Number of incidences of piracy*	No data				
G5	Number of ISO certified products*	No data				
G5	Number of customer complaints*	No data				

* Local Indicators need to be developed.

Source:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).

**Frameworks for Action – Law Administration and Legal Affairs**

Goal 1: To provide effective legal representation and services in civil matters and give sound legal advice in a timely manner to the Government through the Solicitor General's Chambers.

Objective 1: To attract an adequate team of competent, capable and efficient staff.

Action	Owner	Phase
Reorganise several departments (i.e. fusing departments, changing management structure, staffing modifications, salaries).	MoAG	P1
Conduct of continuous appropriate training programmes to improve the legal, administrative, and technical knowledge of all staff (i.e. legal secretaries, law clerks).	OSG	P1, P2
One of our educational institutions to provide training for paralegals on a short-term basis (e.g. 2-3 month courses).	MoAG	P1, P2
Implement an employee assistance programme in the public service in general.	MoPAI	P1, P2, P3

Objective 2: To improve the infrastructure of the Chambers.

Action	Owner	Phase
Upgrade all of the Information Systems and Technology within the department (e.g. developing an overall strategy, computerising the units, providing lap tops, updating the libraries, etc).	PS, MoAG, NCA	P1, P2, P3
Provide new Chambers with exclusive use of vehicles to deliver mail and packages.	MoF, MoAG	P1, P2, P3

Objective 3: To ensure that there is adequate and suitable accommodation for the Chambers.

Action	Owner	Phase
Establish new offices where necessary (Head Office, Sub-offices).	MoPAI, PRES	P1
Secure accommodation that is ergonomically designed to suit the needs of the offices. (e.g. witness rooms, conference room, a library and an archive room).	PRES	P1
Provide the Chambers of the Solicitor General with a special lawyers' lounge where lawyers meet to discuss legal matters in which they are engaged.	PRES	P1

**Goal 2: To improve the Office of the Chief Parliamentary Counsel and the service it delivers.****Objective 1: To attract and retain an adequate team of competent, capable and efficient staff.**

Action	Owner	Phase
Reorganise the department as necessary (re-classify posts, create new positions, appoint proof-readers, change salaries).	CPC, LRC, CPO	P1
Create programmes to train relevant members in all required areas.	PS, MoAG	P1, P2, P3

Objective 2: To provide the necessary modern infrastructure for the proper discharge of functions of the Office.

Action	Owner	Phase
Appoint an information technology specialist and staff on contract or from the public service.	PS, MoAG	P1
Provide a state-of-the-art information technology infrastructure suitable for needs of a law office.	PS, MoAG	P1
Create suitable and compatible telecommunications systems and maintenance of an intranet.	PS, AG, NCA	P1

Objective 3: To provide the Office with suitable, custom-built accommodation.

Action	Owner	Phase
Re-design the existing accommodation to provide a harmonious work environment.	MoPD	P1
Provide computer workstations for all legal officers.	MoPD	P1

Objective 4: To improve service delivery and planning.

Action	Owner	Phase
Ensure that all draftsmen are given proper drafting instructions.	MoAG	P1
Determine other specific actions to be taken to improve the service delivery of the legislative drafting process	MoAG	P1



Goal 3: To develop a proactive and restructured Office of the Director of Public Prosecutions, which demonstrates proficiency and innovation in the handling of cases and victims.

Objective 1: To attract an adequate team of competent, capable and efficient staff.

Action	Owner	Phase
Develop training programmes and regimes for staff as necessary (i.e. Spanish lessons, information technology).	PS, MoAG	P1, P2
Separate the prosecutorial arm of the State from the investigative arm.	MoAG	P1
Increase the number of positions both for the Criminal Indictments Registry and legal staff.	MoAG	P1

Objective 2: To provide the necessary modern infrastructure for the proper discharge of functions of the Office.

Action	Owner	Phase
Use technology to modernise the provision of prosecution services (i.e. redesign the telecom system, establish a website, acquire case management software, etc.).	PS, MoAG	P1, P2
Upgrade existing libraries at the head office and sub-offices	PS, MoAG	P1, P2
Subscribe to legal research websites such as Lawtel, Butterworths and other new and emerging websites.	PS, MoAG	P1, P2, P3

Objective 3: To provide the Office with suitable custom built accommodation.

Action	Owner	Phase
Acquire suitable temporary and eventually custom-built accommodation in a modern building.	MoPAI	P1, P2
Acquire suitable custom built area for the south office; construction of purpose built, state owned accommodation.	MoPAI	P2
Establish permanent presence in Tobago - the acquisition of suitable rental and eventually custom-built accommodation for the setting up of a Tobago Office.	MoPAI	P2

Objective 4: To reduce the prevalence of money laundering.

Action	Owner	Phase
Establish an Economic Crime Prosecution Unit to prosecute money laundering and corruption offences.	ODPP	P1, P2
Transfer the central authority from the MoAG to the ODPP.	MoF, MoAG	P1, P2



Objective 5: To facilitate extradition and mutual assistance treaties and transparency in general operations.

Action	Owner	Phase
Nominate the ODPP as the Central Authority.	ODPP, CoP	P1, P2, P3
Amend the Mutual Assistance Act to provide that the DPP be nominated as the Central Authority.	MoAG	P2
Develop a manual of guidance for the management of police files to DPP.	MoAG	P1

Goal 4: To have the Registrar General's Department be a leader in the provision of Government services to the public.

Objective 1: To staff the Department with courteous and competent personnel.

Action	Owner	Phase
Submit and implement a plan for restructuring the RGD.	MoAG	P1
Restructure RGD by creating three (3) independent registries.	CPO	P1
Create within the establishment, posts for technical managers and paralegals.	CPO, MoF	P1, P2, P3
Amend legislation to remove RGD from the authority of the Solicitor General's Department.	MoAG, C, P	P1
Enhance compensatory packages in order to attract and retain legal, technical and clerical staff.	CPO, MoF	P1, P2, P3
Establish a Technical Training Unit to train new and existing staff members in legal and technical issues.	PS, MoLA, MoF	P1, P2, P3
Provide management training to senior staff.	CPO	P1, P2, P3

Objective 2: To provide the necessary modern infrastructure for the proper discharge of the functions of the Department.

Action	Owner	Phase
Operate a fully automated system within each Registry.	MoF, NCA, PS, MoLA	P2, P3
Complete a Population Register.	MoH	P1
Purchase and maintain modern machinery and equipment.	MoF, NCA, PS, MoLA	P2, P3



Action	Owner	Phase
Provide accurate data with respect to all persons born in T&T and all commercial and land transactions registered.	MoLA	P1, P2, P3
Establish and maintain a website.	MoLA	P1

Objective 3: To provide the Department with suitable, custom-built accommodation.

Action	Owner	Phase
Construct buildings to suit the Department's specific needs.	MoPAI, THA, MoWT	P2, P3
Relocate the head office and sub-offices of Tobago.	MoPAI	P2

Objective 4: To have the Registrar General's Department customer focus driven.

Action	Owner	Phase
Improve cooperation with other government agencies.	All Ministries	P1, P2, P3
Expand services into other areas.	MoF, MoLA	P1
Develop a legislative framework to support technical and administrative reform.	P, C	P1
Provide more customer-oriented services.	MoLA	P1, P2, P3

Goal 5: To transform the Intellectual Property Office into a dynamic organisation, stimulating creative effort in works involving intellectual property.

Objective 1: To organise the staff and its establishment so as to be efficient and progressive and provide the requisite support for creativity.

Action	Owner	Phase
Train staff in order to ensure the proper functioning of the Office (Intellectual Property conference).	MoLA	P1
Hire and appoint staff on specific problem areas.	MoPAI	P1
Make remuneration packages attractive to the staff of the Office.	MoPAI	P1

Objective 2: To establish a technologically modern and suitable infrastructure to meet the demands of the Office.

Action	Owner	Phase
Invest and utilise automated solutions in dealing with industrial property applications.	MoLA	P1



Objective 3: To provide suitable accommodation for the execution of the functions of the Office.

Action	Owner	Phase
Provide suitable and secure accommodation.	MoPAI	P1
Ensure that the Office is properly represented in Tobago.	MoPAI	P1

Objective 4: To heighten the public awareness of the activities of an efficient and effective Intellectual Properties Office.

Action	Owner	Phase
Heighten awareness and increase usage of the intellectual property system.	MoLA	P1
Educate the public in intellectual property, its uses, and its rules.	MoLA	
Increase participation at the local, regional and international level in legislative review and reform.	MoLA	P1

Goal 6: To ensure that the Consumer Affairs Division provides the public with the best possible consumer protection.

Objective 1: To provide an effective and efficient staff structure.

Action	Owner	Phase
Introduce legislation to create an independent statutory authority with two portfolios.	C, P, MoAG, MoLA	P1
Develop attractive compensation packages and contract appointment of professionals.	CPO, MoF	P1
Offer scholarships and training programmes to staff in consumer related areas.	MoPAI, MoF, MoLA	P1, P2, P3

Objective 2: To establish a collaborative work environment with other agencies and an effective means of communication with the consumer public.

Action	Owner	Phase
Provide an effective information technology system.	PS, MoLA, MoF, NCA	P1
Set up a Communications Department at the Consumer Affairs Division.	PS, MoLA, MoF	P1
Provide accommodation for the Authority, separate and apart from the Ministry, in key locations in the country.	MoPAI, MoLA, MoF, THA	P1



Objective 3: To implement an efficient and effective monitoring and control mechanism to protect consumers from unfair trading practices.

Action	Owner	Phase
Develop legislation for the establishment of a Small Claims Court.	P, C, MoLA, CAD	P1
Introduce new and strengthen existing laws to prevent foods and services offered to consumers from posing risks to their health and safety.	RIC, P, C, LRC	P1
Encourage relevant agencies to protect consumers from the adverse effects of monopolies.	MoTI	P1
Review and amend the Consumer Protection and Safety Act 1985 to protect consumers from recalcitrant traders.	CAD	P1
Create a Ministerial Committee to provide effective system for complaint resolution.	CAD	P1, P2
Encourage the establishment of trade associations.	CAD	P1
Meet with the TTBS and relevant associations to formulate a way forward.	TTBS, CAD	P1, P2, P3
Conduct public awareness campaigns to promote this activity.	CAD	P1, P2, P3

Goal 7: To develop the Law Reform Commission as an innovative, proactive, regional research institution responding to the contemporary needs of our society.

Objective 1: To attract an adequate team of competent, capable and efficient staff.

Action	Owner	Phase
Alter the structure of the Commission to facilitate its increasing and diverse work and to foster a multidisciplinary approach.	P, C, LRC, MoAG	P1
Amend the Law Reform Act to provide for the establishment of a Multidisciplinary Committee and to employ additional personnel on a contract basis where necessary.	P, LRC, MoAG	P1
Reclassify and upgrade all legal posts falling under the purview of the Judicial and Legal Service Commission.	JLSC, CPO, PMCD	P1
Employ additional legal and support staff and create new posts where necessary.	LRC, CPO	P1
Establish a student/internship programme.	CPO	P1
Hire an assistant researcher.	CPO	P1



Action	Owner	Phase
Create a training vote for the provision of continuous training for legal and support staff.	HR, MoF, CPO	P1
Publish and sell the Commission's reports.	LRC, CPO	P1

Objective 2: To improve the infrastructure of the Commission.

Action	Owner	Phase
Provide state-of-the-art technology infrastructure suitable to the needs of a law office including telecom, an intranet, online access, etc.	MoAG	P1
Continuously update the library with texts and legal software.	MoF, PS, MoAG	P1

Objective 3: To ensure that there is adequate and suitable accommodation for the Commission.

Action	Owner	Phase
Seek appropriate accommodation to reinforce the Commission's independent status.	LRC	P1
Provide suitable Chambers for legal officers, including workstations and furnishings.	LRC	P1

Objective 4: To ensure the effectiveness and relevance of the operations of the Law Reform Commission.

Action	Owner	Phase
Liaise with stakeholders with respect to the publication of Commission material in audiovisual and braille or other formats available in the future.	LRC, MoE	P2
Create a Cooperative Services/Support Team Division and an Information Technology Department.	LRC, CPO	P2
Engage in public consultation and needs analysis to determine the critical issues.	MoPAI	P2
Launch a Public Education Programmeme, with funding from Commission's annual budget.	MoPAI, MoAG	P3



Goal 8: To create the Legal Aid and Advisory Authority as a dynamic organisation, recognised for quality services.

Objective 1: To have a cadre of competent, well-trained, well compensated, experienced and courteous staff.

Action	Owner	Phase
Increase the number of staff to service new offices to be established by the Authority.	CPO	P1
Establish offices in every magisterial district in Trinidad and Tobago, headed by officers with managerial skills.	MoPAI, LAAAuth	P1
Educate staff about the legal criteria that must be satisfied before a client is entitled to aid.	LAAAuth	P1
Train officers to enhance the quality of service that they deliver.	CPO	P1
Provide a realistic fee structure to be paid to lawyers who undertake legal aid work.	MoAG, C	P1

Objective 2: To improve the infrastructure of the Authority.

Action	Owner	Phase
Change to a new file management system utilising modern information technology.	LAAAuth, MoF, NCA	P1

Objective 3: To provide suitable accommodation for the Authority at its head office and sub-offices.

Action	Owner	Phase
Increase sub-offices in all magisterial districts in Trinidad and Tobago with additional secure well-suited offices.	MoPAI, MoF, THA	P1, P2

Objective 4: To make legal aid accessible for those most in need.

Action	Owner	Phase
Create programmes to increase the availability of legal aid.	MoAG, C, P	P1

Goal 9: To promote good industrial relations practices and deal expeditiously with all matters through the Industrial Court.

Objective 1: To ensure that the Industrial Court is properly staffed to carry out its functions as a superior court of record.

Action	Owner	Phase
Ensure security of tenure for judges of the Industrial Court.	IC	P1, P2



Action	Owner	Phase
Increase the conditions for qualification by amending the Industrial Relations Act.	IC	P2, P3
Increase the number of judges appointed to the Court by seeking approval from Cabinet.	IC, C	P3
Establish a human resource unit to prepare a training plan.	IC, C	P1, P2
Create various posts in the Court to allow for promotion.	IC, C	P3

Objective 2: To improve the infrastructure of the Industrial Court.

Action	Owner	Phase
Upgrade the technological capabilities of the Court (i.e purchasing machinery, operating a real time Court, new telecom, etc).	IC	P1, P2
Continuously update library via hard copy, as well as electronic data.	IC	P1

Objective 3: To provide suitable accommodation for the Industrial Court.

Action	Owner	Phase
Seek appropriate accommodation for the sub-registries in San Fernando and Tobago.	IC	P1
Seek appropriate accommodation for the Court in Chaguanas and Arima.	IC	P2, P3

Objective 4: To improve the effective and efficient functioning of the Industrial Court.

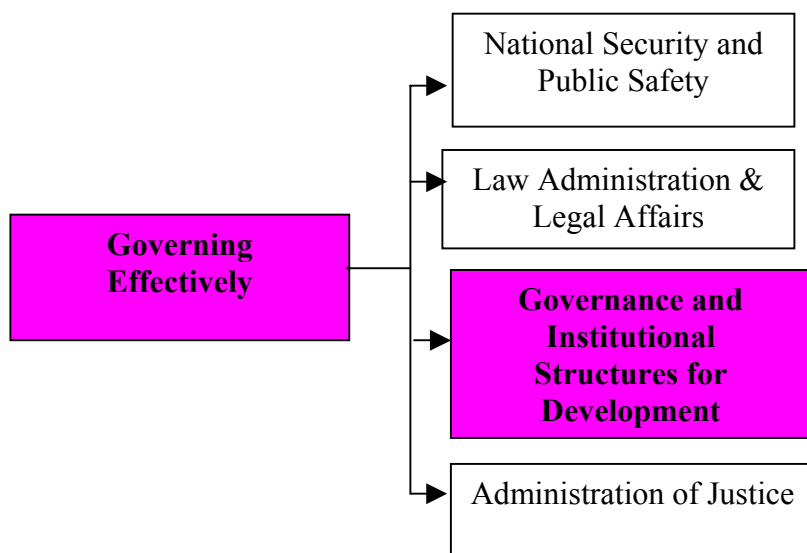
Action	Owner	Phase
Foster improved cooperation with government agencies.	IC	P1
Improve legislative framework.	IC	P1
Improve customer service.	IC	P1
Determine all disputes in a timely manner, within 12-18 months.	IC	P1

Essential Pre-Conditions

- Political will to ensure that all the proposed actions are actioned.

Critical Success Factors

- Financial support to action all the proposed actions.

**GOVERNANCE AND INSTITUTIONAL STRUCTURES FOR DEVELOPMENT****Vision for Governance and Institutional Structures for Development**

A Government that sets the standard for the respect for democracy, the 'Rule of Law', and a high quality of life, enabling people to achieve their full potential.

Goals

- To build a public sector that has accountability, transparency, and participation.
- To rationalise, develop and redesign the legal frameworks so as to ensure predictability, accountability and transparency.
- To establish mechanisms to ensure that the implementation of the Draft National Strategic Plan is consistent with the principles of good governance.



Introduction

Our concept of good governance focuses on the ingredients for effective development management. Irrespective of the precise set of policies that find favour with the government, good governance is required to ensure that policies have their desired effect. In essence, it concerns norms of behaviour (culture and attitudes) that help ensure that the government actually delivers to the citizens of Trinidad and Tobago what they have promised. The government decides the policies it will adopt to perform key functions, namely (a) maintaining macroeconomic stability, (b) developing infrastructure, (c) providing public goods, (d) preventing market failures, and (e) promoting equity. Once those policy choices are made, good governance is required to make sure that implementation is effective and consistent.

A number of multilateral institutions have reflected on the elements of governance; the approach of the World Bank is most appropriate. The essence of governance is sound development management and the key dimensions of governance are public sector management, accountability, the legal framework for development, and information and transparency. The analytical framework for addressing governance issues focuses on three areas: policy, legal and institutional. Accordingly, and building upon the approach of the World Bank, the policy framework has four basic elements for improving participation, accountability and transparency in the public sector. The legal frameworks that are designed to bring predictability, accountability, and transparency to our institutions are Constitutional Reform, Law and Development and Private Sector Development. The Legal Framework for the private sector in general requires especially strong legal underpinning because the system must protect private property, regulate transfers and register titles so that property can be used as collateral, thus enhancing credit and liquidity. The system is also required for enforcing contracts and setting competition and fair trading policies. The building of legal and regulatory frameworks for private sector development is especially important in development management. For the institutional

framework, it is necessary to establish mechanisms to ensure that the implementation of this Draft National Strategic Plan is consistent with the principles of good governance. Governance dimensions must be integrated within and across the work of ministries, state enterprises and public sector departments. We must rationalise and strengthen government institutions and monitor compliance with governance initiatives by: establishing an institution to coordinate the execution of this Draft Plan and an independent institution that will monitor the implementation of projects and programmes emanating from the Draft Plan.

At this stage, achieving our vision of good governance through the outlined goals will require drawing upon all of the country's resources, skills and will to achieve the desired outcomes.

Summary of Actions

Policy initiatives recommended include:

- Building government capacity and service delivery through the skills training and development of its public officers.
- Legislative reform to empower oversight institutions and reduce corruption and improve the Government services' predictability, accountability and transparency in operations.
- Institutional framework improvements with a focus on rationalising, consolidating, integrating and harmonising all institutions and stakeholders in development management.

Measuring our Success

Appropriate measures for success for our first goal are international measures of corruption (Transparency International), transparency of government-making policy, and voter participation. For the legal framework, the best indicator is the effectiveness of law making bodies and the extent of bureaucratic red tape. Finally, the newly formed independent monitoring institution will assist us in measuring and evaluating the government's effectiveness in accordance with international standards.



Table 13.3: Dashboard – Governance and Institutional Structures for Development

#	Governance and Institutional Structures for Development	P0		P1	P2	P3
Goal	Indicators	Score	Rank	Quartile	Quartile	Quartile
G1	Effectiveness of Law Making Bodies (GCR)*	3.0/7	67/104 -Q3	Q2	Q1	Top 10
G1	Access to public goods and services*	No data				
G1	Transparency of government making policy (GCR)	3.7/7	58/104 -Q2	Q1	Top 10	Top 5
G1	Voter Participation (local government & general elections)*	No data				
G1	Corruption Index (Transparency International)*	No data				
G1	Voice and Accountability*	No data				
G1	Government Waste (GCR)	2.8/7	69/104 -Q3	Q2	Q1	Top 10
G1	Political Stability*	No data				
G2	Extent of bureaucratic red tape (GCR)	2.7/7	51/104 -Q2	Q1	Top 10	Top 5
G3	Centralisation of Economic Policymaking (GCR)	2.0/7	96/104 -Q4	Q3	Q2	Q1
G3	Government Effectiveness (GCR)	3.3/7	67/104 -Q3	Q2	Q1	Top 10
G3	Rule of Law*	No data				
	Waiting time at Public Institutions*	No data				
	# of Public/Private Sector Partnerships*	No data				

* Local Indicators need to be developed.

Source:

1. World Economic Forum, “Global Competitiveness Report 2004-2005”(GCR)

**Frameworks for Action - Governance and Institutional Structures for Development****Goal 1: To build a public sector that has accountability, transparency and participation.**

Objective 1: To develop and foster effective management by establishing a culture of excellence in service delivery to its citizens.

Action	Owner	Phase
Conduct surveys on governance in order to understand the current state of the public sector.	MoPAI, MoPD	P1
Restructure the public service (for example: decentralisation of service delivery).	PSC	P1
Strengthen human resources through training and education.	PSC	P1
Institute programmes to improve service delivery (e.g. housing, security, education etc).	Various Ministries	P1- P3
Implementation of e-government	MoPAI	P1
Identify institutional funding to increase resources and build capacity.	MoPD	P1- P3
Strengthen regulatory institutions to give them the authority to monitor compliance and ensure enforcement.	The Office of the President	P1

Objective 2: To eliminate corruption in the public sector.

Action	Owner	Phase
Strengthen laws and penalties against corruption.	JSCP	P1
Identify the areas where corruption poses the biggest threat to development.		
Strengthen the Anti-Corruption/Oversight Institutions (i.e. Anti-Corruption Bureau).	JSCP	P1
Widely publish results of corruption measures (i.e. Transparency International Report, World Bank Report).	Media	P1

Objective 3: To establish practices and procedures to improve service delivery to citizens specifically in State Enterprise Management.

Action	Owner	Phase
Conduct a survey on governance in state enterprises in Trinidad and Tobago.	MoPD	P1



Action	Owner	Phase
Support all State Boards in adopting proper governance practices and procedures.	OPM, MoF	P1
Implement a procedure whereby State Boards have terms of office and membership rotation.	State Enterprises (WASA, TSTT, T&TEC)	P1
Implement a mechanism to monitor and evaluate the proper functioning of State Boards.	OPM, MoF	P1

Objective 4: To improve Public Financial Management to create transparency and eliminate corruption.

Action	Owner	Phase
Conduct in-house and external audits for monitoring.	MoF	P1
Require State Enterprises to publish their audited annual accounts no less than six months after the close of its financial year.	Auditor General	P1
Review legislation of the Auditor General to improve accounting and auditing procedures.	JSCP (Constitutional Reform)	P1

Objective 5: To engage in Public Sector Reform to strengthen market-friendly processes of development.

Action	Owner	Phase
Carry out a research project on perceptions of bias in the public service.	MoPD	P1
Engage in market-friendly economic reforms.	MoF	P1- P3
Market good governance throughout the public service and society.	MoPAI, Chambers of Commerce	PO
Sell notion of adequate compensation in the public service to the public.	MoPAI	PO
Move the public sector to a system of meritocracy by revising the laws governing the Service Commissions.	JSCP (Constitutional Reform)	P1
Revise the code of ethics for the public service.	PSC	P1

Objective 6: To develop processes to encourage participation and public/private sector interface.

Action	Owner	Phase
Ensure participation of beneficiaries and affected groups by holding public consultations.	MoPD	P1- P3



Action	Owner	Phase
Identify roles of stakeholders and adopt consultative mechanisms for dialogue.	MoTI, Chambers of Commerce	P1- P3
Engender cooperation amongst NGOs, labour and civil society by engaging them in project formulation.	MoPAI	P1-P3

Objective 7: To encourage information openness through disclosure of information and information flows, notably between the government and the private sector.

Action	Owner	Phase
Assist private firms by supplying market intelligence as a public service.	MoPD, MoTI	P1- P3
Have institutions and/or mechanisms that facilitate dialogue between the regulator and regulated.	RIC, State Enterprises, TATT, Industry	P1- P3

Goal 2: To rationalise, develop and redesign the legal frameworks to ensure predictability, accountability and transparency.

Objective 1: To Reform the Constitution.

Action	Owner	Phase
Establish a Joint Select Committee of Parliament.	JSCP	P1
Appoint a team of advisors comprising key stakeholders and a limited number of technical experts to participate in the public dialogue.	P	P1
Submit the Final Draft document to public referendum.	EBC	P1
Hold a public referendum – a two-thirds majority of ballots cast is required.	EBC	P1
Publish the timetable in the daily newspapers and in the Gazette.	P	P1

Objective 2: To have legal reform necessary for development.

Action	Owner	Phase
Review of legal frameworks and the legislative process.	MoLA, MoAG, LRC, SGD, OCPC, ODPP	P1 – P3
Review of the roles and resources necessary for Government and administration – e.g. MoLA, MoAG.		P1 – P3
Review of the judicial system, the legal profession and legal education in Trinidad and Tobago.		P1 – P3



Objective 3: To devise legal frameworks for private sector development.

Action	Owner	Phase
Develop Competition and Fair Trading Laws to address issues relating to mergers, acquisitions and restrictive commission.	MoTI	P1
Set up a Competition Authority.	MoPD, MoTI	P1
Set up a Competition Commission.	MoPD	P1
Reform legislation relating to financial services including in the following sectors: banking, capital markets, credit unions, insurance, mutual funds and pensions.	Respective sectors, LRC	P1 – P3

Goal 3: To establish mechanisms to ensure that the implementation of the Draft National Strategic Plan is consistent with the principles of Good Governance.

Objective 1: To see the implementation coordination mechanisms into full operation.

Action	Owner	Phase
Establish implementation and coordination mechanisms in the public sector.	OPM	P1

Objective 2: To establish an independent institution to monitor the implementation of projects and programmes emanating from the Vision 2020 Plan.

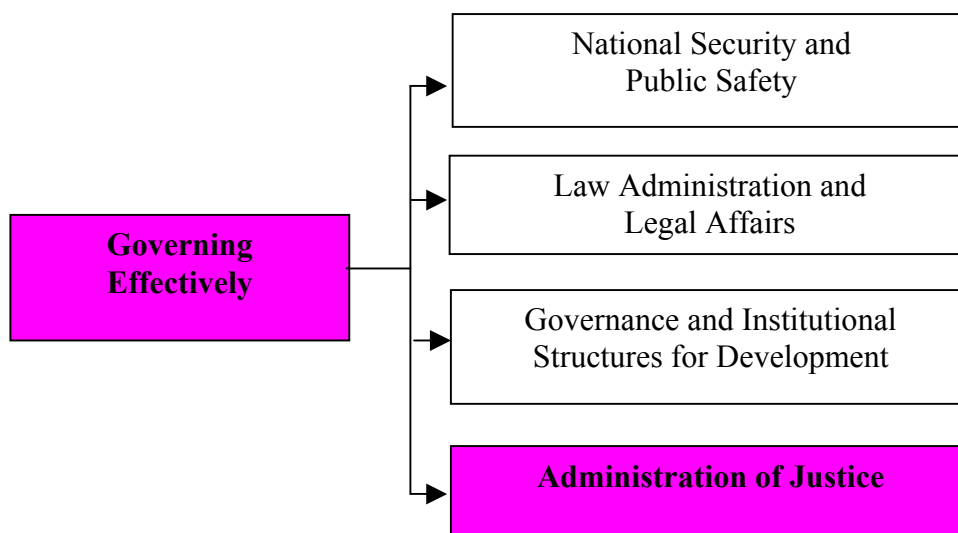
Action	Owner	Phase
To establish an independent institution to monitor and track progress of the Vision 2020 Plan.	MoPD, OPM, MSG, MoPAI	P1 – P3

Essential Pre-Conditions

- Implementation of e-government and strong ICT Systems.
- Education of the public sector and general public in the principles of good governance.

Critical Success Factors

- Accelerated public sector reform. Immediately start constitutional reform.
- Private sector and civil society support and participation.
- Commitment to reform and change amongst the leadership.

**ADMINISTRATION OF JUSTICE****Vision for Administration of Justice**

A world class judiciary which can be described as a learning organisation, independent yet accountable, well-managed and organised, well structured, housed and staffed, responsive and technologically equipped.

Goals

- To reform the judicial sector into one which is efficient and effective in its operations.
- To establish a reliable judicial system which instils public trust and confidence.



Introduction

The Government of Trinidad and Tobago is made up of three independent arms– The Judiciary, Parliament and Cabinet. While the Judiciary is charged with the responsibility for resolving disputes in the society, and governs the operations of the Supreme Court and Magistracy, Parliament drafts the laws for Cabinet¹ to execute. Administration of Justice in Trinidad and Tobago is the overall responsibility of the head of the Judiciary – the Chief Justice.

Though the sector has been the recipient of several reform initiatives over the past 150 years, some have claimed that serious reform and modernisation only began in earnest in 1986².

The most critical elements of a modern judicial system come with the realisation and acceptance that the court is a service agency. The service it provides must be carried out with an understanding that the users of the justice system are in fact its customers. An appreciation of good customer service is, as such, the foundation upon which this type of reform action must take place if an enhanced judicial system is to be achieved.

This customer driven concept focuses the court on the customer and more so on the needs of the litigant. Procedures, processes, policies, as well as infrastructural designs, will thus be created with the litigant in mind. This in turn creates a system that moves from one which:

- Is reactive, to one which is **proactive**;
- Is attorney driven, to one which is **court driven**;
- Exercises mere adjudicative responsibility, to one which focuses on **total quality service**;
- Is time insensitive, to one which is **time sensitive**;
- Is unwelcoming and foreboding, to one which is **welcoming**;
- Is merely rights focused, to one which is **resolution focused**;

¹ Also referred to as The Executive.

² See Administration of Justice Sub-Committee Report - Appendix I.

- Is litigant insensitive, to one which is **litigant sensitive**;
- Supports litigation by ambush, to one which supports extensive **disclosure**;
- Is strictly adversarial, to one which is **more collaborative**;
- Requires the judge to be detached, to one in which there is a **more involved judge**;
- Focuses on structures, to one which focuses on **outcomes**;
- Concentrates on insiders, to one which concentrates on **customers**;
- Sees itself in individual units and groups, to one which functions **together as a whole**; and
- Functions in blind isolation, to one which is part of the **community**.

Summary of Actions

The actions proposed within this section focus on creating a customer-centred judiciary. To accomplish this, emphasis is placed on:

- Developing world class infrastructure which supports the operations of the judiciary;
- Developing its personnel;
- Operating with fairness and integrity; and
- Becoming reliable, knowledgeable and efficient as a service provider.

Measuring our Success

A few measures to keep us focused on instilling confidence in our judicial system and making the sector generally more effective and efficient have been identified. Though international measures were difficult to locate for the first goal, indicators for the second goals were more easily accessible. To create an effective and efficient Trinidad and Tobago judicial system (goal one), which is ranked in the top quartile, emphasis has been placed on measuring the government's ability and willingness to use ICT in their governance function. Infrastructure quality is also measured for goal one. For the second goal of instilling confidence in the judicial system, the focus is placed on measuring government transparency, wastefulness in public spending, favouritism in decision making, the level of bureaucracy and the responsiveness of law making bodies.



Table 13.4: Dashboard – Administration of Justice

#	Administration of Justice	P0		P1	P2	P3
Goal	Indicators	Score	Rank	Quartile	Quartile	Quartile
G1	Government procurement of advanced technology products (GCR)	3.9/7	40/104 -Q2	Q1	Top 10	Top 5
	Government prioritisation of ICT (GCR)	4.0/7	72/104 -Q3	Q2	Q1	Top 10
G2	Judicial Independence (GCR)	4.8/7	35/104 -Q2	Q1	Top 10	Top 5
	Efficiency of Legal Framework (GCR)	4.2/7	42/104 -Q2	Q1	Top 10	Top 5
	Wastefulness of Government Spending (GCR)	2.8/7	69/104 -Q3	Q2	Q1	Top 10
	Transparency in Government Policy Making (GCR)	3.7/7	58/104 -Q3	Q2	Q1	Top 10
	Favouritism in the decisions of Government Officials (GCR)	2.9/7	66/104 -Q3	Q2	Q1	Top 10
	Extent of Bureaucratic Red Tape (GCR)	2.7/7	51/104 -Q2	Q1	Top 10	Top 5
	Effectiveness of Law Making Bodies (GCR)	3.0/7	67/104 -Q3			

Source:

1. World Economic Forum, “Global Competitiveness Report 2004-2005” (GCR).

**Frameworks for Action - Administration of Justice**

Goal 1: To reform the judicial sector into one which is efficient and effective in its operations.

Objective 1: To modernise the physical infrastructure and operating environment of the judicial sector so as to eliminate unnecessary barriers to its services.

Actions	Owner	Phase
Redesign all court facilities to ensure that they are safe, accessible and convenient to use by all citizens.	MoPD, JLSC	P1
Embark upon a Building Restorative and Maintenance Programme to ensure that all existing buildings in the judicial sector are comfortable, safe and non hazardous for all workers as well as customers.	MoPD, JLSC	P1
Conduct a study and make specific recommendations on the adoption and use of information technology (such as videoconferencing, e-filing to assist in case management, online law library establishment, web design) to support the needs of the judiciary as a whole.	JLSC	P1
Establish a multi-door courthouse system for handling family and civil disputes so that litigants can approach the court for access to several different methods of resolving their disputes.	JLSC	P1
Restructure the traffic offence payment system to facilitate payment out of the district where it was issued and at non-judicial institutions such as banks.	JLSC	P1
Reduce the number of appearances before magistrates for traffic offences to only those which require adjudication by establishing penalties for missed payments.	JLSC	P1

**Objective 2:** To increase effectiveness of the judicial system.

Actions	Owner	Phase
Conduct a study of all legislation to determine which ones are considered archaic and make recommendations to reform such legislation.	P	P1
Establish a monitoring committee to ensure that laws are always relevant, current and responsive to the country's lived reality.	C	P1
Conduct all public proceedings openly.	JLSC	P1
Reduce the cost of access (time, money etc) to trial court proceedings to what is considered fair and affordable by local standards.	JLSC	P1
Design operating performance standards and protocols that ensure: ▪ That court procedures adhere faithfully to established laws, policies and procedures; ▪ That jury lists are representative of the jurisdiction from which they are drawn; ▪ That case decisions are made upon relevant factors; ▪ That there is clarity and unambiguity in the decisions made; ▪ That the trial court takes appropriate responsibility for enforcement of its orders; and ▪ That all relevant records are accurately preserved.	JLSC	P1

Objective 3: To establish a Human Resource Management System, which effectively manages the personnel within the judicial sector.

Actions	Owner	Phase
Conduct leadership and management training with judges and magistrates.	JLSC	P1
Rationalise and standardise the position titles of all personnel to reflect regionally and internationally established handles so as to promote fairness of treatment (e.g. change "magistrate" to the regionally and internationally recognised title of "district judge").	JLSC	P1
Establish a judicial sector performance and appraisal system that recognises and rewards the contribution of its employees.	JLSC	P1
Conduct annual performance reviews which result in opportunities for advancement and the identification of areas for improvement of its personnel.	JLSC	P1
Establish a mechanism by which non-performers in the sector can be identified and exited in a timely manner.	JLSC	P1
Establish a mechanism by which the sector can play a major role in the recruitment and selection of its personnel.	JLSC	P1

**Goal 2: To establish a reliable judicial system which instils public trust and confidence.****Objective 1: To create a reliable, transparent and user-friendly judicial system.**

Actions	Owner	Phase
Ensure the trial court establishes and comply with recognised guidelines for timely case processing.	JLSC	P1
The trial court to establish schedules so as to guide the completion of after court activities such as the disbursement of funds and the provision of reports.	JLSC	P1
Visibly allow all who appear before the courts to participate in their matter without undue hardship or inconvenience.	JLSC	P1
Conduct customer care training programmes with all court personnel.	JLSC	P1
Draft and implement policies on customer care for the judicial sector.	JLSC	P1
Establish a monitoring mechanism to develop standards and/or guidelines to ensure that: ■ Trial courts maintain institutional integrity and observe the principle of comity in governmental relations; ■ Personnel practices and resource utilisation are responsible and transparent; ■ The trial courts anticipate new conditions and emergent events so as to adjust their operations as necessary; and ■ There are opportunities for multi-judge reviews and corrections of decisions made by lower tribunals, which may be considered prejudicial.	JLSC	P1

Essential Pre-Conditions

- Government must communicate the need for transparency in its operations.
- Legislative reform giving the judiciary power to select and recruit staff.
- Responsiveness of lawmakers to reform laws based on a changing judicial and environmental context.

Critical Success Factors

- Dedicated source of funding for proposed actions.
- Buy-in by ministries and other stakeholders to the new concept of the judiciary as a customer service sector.
- Hiring of trained personnel in human resource management.
- Personnel willing to use the proposed information technology support systems proposed.
- The setting up of a mechanism to continuously monitor and measure public confidence in the judiciary.

CHAPTER 14

Frameworks For Action Competitive Businesses





INTRODUCTION

In facilitating a competitive business climate, Trinidad and Tobago is intent on ensuring the prosperity of individual businesses and their shareholders. In this regard, the business sector is expected to become a beacon of regional and global productivity, creativity and innovation – a sector that is competitive in an open market/free trade context.

Consistent with current global trends, and our own growth expectations, we expect aggressive development of a services sector that will contribute more to GDP. We envision a buoyant service sector staffed by well-trained and energised human capital, offering services characterised by our inimitable Trinidadian and Tobagonian flair, sense of fun and warmth. Government's role will be that of

era of free trade and reduced protections. The private sector requires for its success a facilitative and appropriately regulated environment that enables the aggressive pursuit of their business objectives and growth.

Other countries that have successfully travelled this development road upon which we embark have pinned their hopes on becoming competitive by focusing on quality, productivity, market and consumer responsiveness, sound infrastructure, and the development of first world intellectual capital. These developments are predicated on the presence of enabling legislation that foster competition and government's facilitation of diplomatic relations to encourage market access and grow exports.

Vision for Competitive Businesses

The regional financial, trade and energy centre in which globally competitive and socially responsible businesses are responsive to changes in the international market economy and build on the attributes of our innovative people while producing environmentally-sustainable, high quality goods and services.

active facilitator and efficient enabler, ensuring that all the necessary legislation and infrastructure is in place to support and grow this sector profitably.

The 'competitive businesses' priority is built on a vision of an **economy** diversified through investments in agriculture, energy, financial services, industry and entrepreneurship, tourism and finance. These sectors underpin our nation's ability to generate revenues to drive the transformation. Our relations with our neighbours are important because we recognise that our economic future is tied to the well-being of our neighbours and others in the region. Our vision for this sector is therefore as follows:

We envision a competitive knowledge and services based private sector that is inventive, innovative and driven by strong entrepreneurial competencies. This sector positions Trinidad and Tobago's goods and services as high quality and competitive in the new

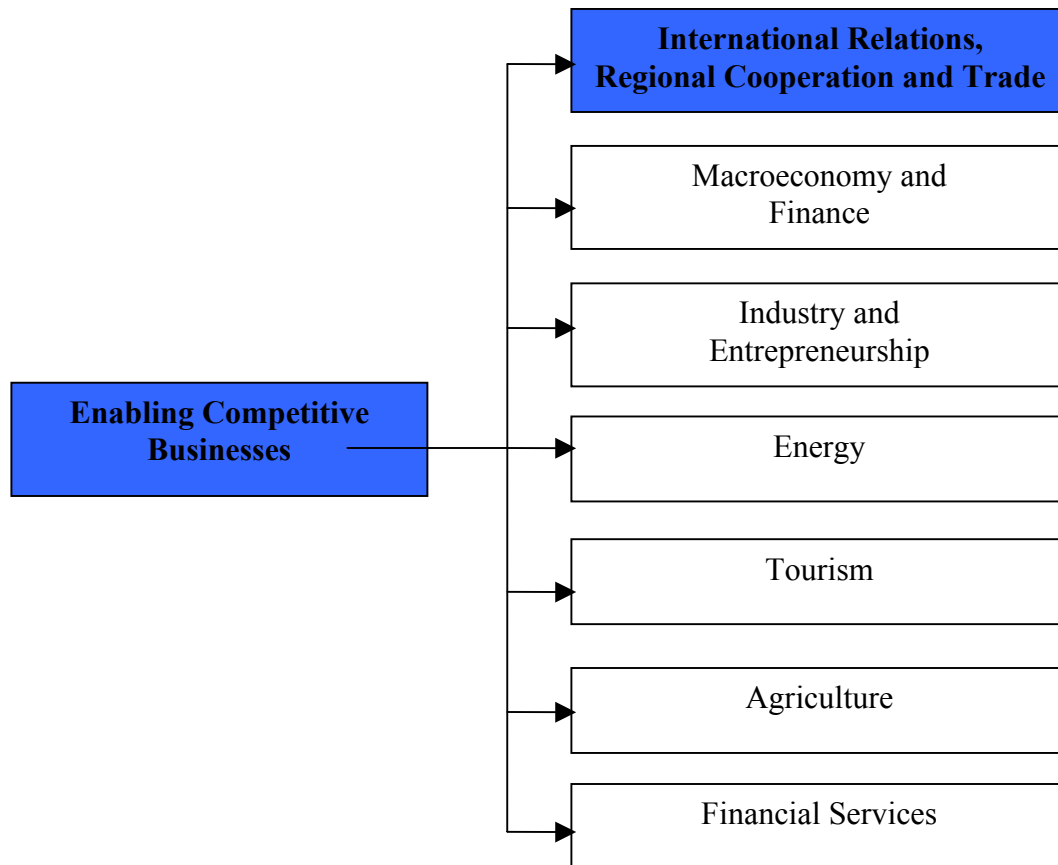
It is also clear that it is through growing stronger businesses that Trinidad and Tobago as a nation will become more competitive. Further, we will enhance competitiveness when we have efficient mechanisms to distribute wealth. By definition, a country with a high degree of inequity cannot be competitive!

The sector strategic plans or sub-committee reports (SCR's) used as source documents for this section are as follows:

- International Relations, Regional Cooperation and Trade
- Macro Economy and Finance
- Industry and Entrepreneurship
- Energy
- Tourism
- Agriculture
- Financial Services



INTERNATIONAL RELATIONS, REGIONAL COOPERATION AND TRADE





Vision for International Relations, Regional Cooperation and Trade

A leading facilitator of trade that in cooperation with its CARICOM partners makes a high value-added contribution to an integrated global environment through its multi-lingual capability and knowledge economy. In this regard, Trinidad and Tobago will be the focal point for regional diplomatic activity, commerce, transport, communication and finance.

Goals

- To ensure the effective coordination of all agencies in the public and private sectors which are active in the external sector.
- To find and penetrate new markets.
- To ensure that headquarters and overseas based personnel act as a single, cohesive unit and adopt a unified approach to policy implementation.
- To provide adequate and timely intelligence, data and information to serve the needs of all agencies involved in the external sector.
- To foster public awareness of the strategic importance of international relations.
- To brand Trinidad and Tobago as a supplier of quality goods and services.
- To ensure that the country makes full use of the many opportunities for economic, social and cultural cooperation.
- To ensure the observance of fair trading practices in an increasingly liberalised economy.
- To facilitate the development of a competitive pricing and delivery capability.

Introduction

Trinidad and Tobago has adhered to several international instruments and conventions. It is a small state which lacks the economic, political, and military leverage to influence world events on its own and must continue to rely on diplomacy in cooperation with other States in the pursuit of its external interests. In this context, CARICOM countries are in the innermost circle of its external relations. It is apparent that globalisation and liberalisation are combining to increase the vulnerability of the national jurisdictions of small States. Trinidad and Tobago remains committed to the “Rule of Law” in international relations and to the United Nations System as the best available instrument of mankind for the settlement of international disputes and the uplift of the economically disadvantaged peoples. Trinidad and Tobago is committed to supporting the UN Millennium Development Campaign, the goals of which are consistent with our drive to achieve developed country status by 2020.

The Sector Strategic Plan stressed the need for a more focused, coordinated approach to the management of our external relations, resting on a foundation of national consensus, and carried forward by better prepared and equipped institutions, negotiators and externally based personnel. The Sector Strategic Plan noted that the authorities of Trinidad and Tobago were actively seeking to make the country become internationally competitive. They are also playing a more influential role in CARICOM while generally raising our international profile by, for example, pursuing ongoing initiatives to be the host country of the FTAA headquarters and becoming a centre of diplomatic activity.

The Sub-Committee understood that although the external sector embraced a broad spectrum of interests and responsibilities, its main area of focus was the national “trading” interest abroad. MoTI is the governmental agency responsible for the coordination and implementation of national trade



policy and external trade negotiation strategy. It seeks to employ a mix of strategies that would facilitate the expansion and penetration of existing and potential markets on a sustainable basis through the negotiation of trade agreements. Its adopted vision is to position Trinidad and Tobago as the major manufacturing, trans-shipment and commercial platform in the region.

Summary of Actions

It was felt that urgent action was needed to coordinate and focus the activities of all public and private sector institutions that were actively involved in international negotiations and trade. As such:

- Emphasis should be placed on getting delegates better prepared to represent the country its interest at international seminars and conferences.
- It is also recommended that those institutions representing the country's interests be staffed by suitably qualified personnel and that they be given the necessary tools to function effectively.
- The sub-committee also promoted the idea that citizens be involved as a strategic partner and kept informed of those decisions and agreements that impact the image of the country in the international arena.
- An information system needs to be established to be the repository of data collected from all sources and made available to facilitate more effective decision-making by those involved in international negotiations and trade.

- Specific recommendations are made to brand Trinidad and Tobago as a producer of high quality goods and services.
- It is recommended that Spanish be made the country's second language.
- Local markets need to be better informed of trade opportunities and market intelligence gathered by delegates as they forge links with other countries.
- A fair trading environment needs to be cultivated by revamping legislation and strengthening the effectiveness of regulatory agencies.
- It is also suggested that price competitiveness of locally produced goods be achieved by promoting local investment in a shipping industry so as to reduce the country's dependency on the services provided by high priced international shippers.

Measuring our Success

The role of this effort is to craft Trinidad and Tobago's position as a significant voice in the field of international diplomacy and to identify and facilitate opportunities to promote trade of goods and services. Measures have been identified to monitor the impact of the recommended initiatives. The measures are designed to identify success in market expansion; increases in foreign direct investment; the number of trade contacts with foreign partners facilitated; increases in exports; and the number of new trade agreements entered into.



Table 14.1: Dashboard: International Relations, Regional Cooperation And Trade

#	International Relations, Regional Cooperation & Trade	P0		P1	P2	P3
Goals	Indicator	Score	Rank	Quartile	Quartile	Quartile
G2	Business impact of domestic trade barriers (GCR)	4.3/7	38/104 -Q2	Q1	Top 10	Top 5
G2	Exports (GCR)	43.4	40/104 -Q2	Q1	Top 10	Top 5
Overall	Gross foreign direct investment as % of GDP (WDI)	11.6	Q2	Q1	Top 10	Top 5
G1, G2	Breadth of international markets (GCR)	3.2/7	67/104 -Q3	Q2	Q1	Top 10
G1, G2, G3	New trade agreements signed*	No data				
Overall	% Increase in non-oil exports*	No data				
G2, G3	Exports to new markets*.	No data				
G1, G3, G4	Number of trade contacts facilitated*	No data				
G3, G4,	Business impact of customs procedures (GCR)	3.5/7	69/104 -Q3	Q2	Q1	Top 10

* Local Indicators need to be developed.

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).

**Frameworks for Action - International Relations, Regional Cooperation And Trade**

Goal 1: To ensure the effective coordination of all agencies in the public and private sectors which are active in the external sector.

Objective 1: To facilitate the effective participation by delegations acting on Trinidad and Tobago's behalf.

Actions	Owner	Phase
Ensure that delegations are given adequate notice and are consequently well prepared to participate effectively at important international meetings.	MoFA	P1
Ensure that briefs emphasise the particular Trinidad and Tobago interest at stake and provide information in sufficient detail to allow effective participation.	MoFA	P1
Ensure that leaders of delegations are familiar with the subject and there is sufficient time for delegates to meet and formulate presentations to ensure that the leader develops the necessary feel for the main points in the documentation.	MoFA	P1
Institutionalise arrangements whereby stakeholders can make timely inputs into the preparation of Trinidad and Tobago positions on the wide diversity of subjects dealt with in the UN System.	MoFA	P1
Facilitate closer collaboration between the public and private sectors and allow for the emergence of complementary activities.	MoFA	P1
Develop and institute policies to ensure coordination by the various government players.	MoFA	P1

Goal 2: To find and penetrate new markets.

Objective 1: To facilitate access to meaningful managerial information and trade intelligence for state and private sector interests to facilitate their timely responses to emerging issues.

Actions	Owner	Phase
Establish a Trade Development Institute (TDI), modelled along the lines of similar institutions established in Singapore and Hong Kong, whose principal focus will be to enhance the development of an export psyche, the promotion of trade, and the development of new markets.	MoTI	P1
Undertake a special appraisal of the staffing and institutional arrangements which have been put in place to deal with the country's external relations.	MoFA, MoTI	P1
Employ and assign trained professionals to operate through the missions as commercial and trade attachés with responsibility for monitoring trade flows in relation to national commercial interests in the assigned markets.	MoTI	P1



Actions	Owner	Phase
Ensure that Spanish becomes the second language that is widely spoken in Trinidad and Tobago.	MoE	P1

Goal 3: To ensure that headquarters and overseas based personnel act as a single, cohesive unit and adopt a unified approach to policy implementation.

Objective 1: To facilitate the coordination of the services provided by personnel at the Ministry and at all overseas missions on a non-stop basis.

Actions	Owner	Phase
Facilitate access to the operations of the Ministry of Foreign Affairs on a 24-hour basis.	MoFA	P1
Provide necessary resources. [Technical Officers (Attachés: e.g. Military, Trade, Energy, Culture, ICT) to be seen as integral parts of home departments].	MoFA	P1
Authorise the Foreign Affairs Ministry to control the decision making process with respect to official overseas travel to ensure adequate preparations for meetings, minimal delays in decision making and more efficient cost management.	C, OPM	P1

Goal 4: To provide adequate and timely intelligence, data and information to serve the needs of all agencies involved in the external sector.

Objective 1: To develop an efficient network for the collection and timely dissemination of data to meet the needs of agencies involved in the external sector.

Actions	Owner	Phase
Ensure that the Central Statistical Office is adequately resourced.	MoPD	P1
Provision of adequate human and other resources.	MoPD	P1
Ensure more effective coordination among data gathering agencies.	MoPD	P1
Introduce mechanisms to facilitate ease in capturing trade in services data.	MoPD	P1
Establish a single repository, separate and distinct from the Legal Division of the Ministry of Foreign Affairs, for all international treaties and agreements signed by Trinidad and Tobago.	MoPD	P1

**Goal 5: To foster public awareness of the strategic importance of international relations.**

Objective 1: To facilitate public awareness of the opportunities to be derived from the establishment of relationships with other countries.

Actions	Owner	Phase
Disseminate information via the media to the commercial, business and public sector interests, including Parliament and local government bodies.	MoPAI	P0 – P1
Keep citizens informed about the countries with which we have close relations and those with which we want to develop similar ties.	MoFA	P1

Goal 6: To brand Trinidad and Tobago as a supplier of quality goods and services.

Objective 1: To ensure the contribution of the services sub-sector to the future growth of the national economy.

Actions	Owner	Phase
Develop a well-articulated policy for the development of the sector to a significant level of export competitiveness.	MoTI	P1
Seek to form strategic alliances with like-minded states.	MoTI	P1
Modernise the services sector and domestic institutions.	MoTI	P1
Promote knowledge-based industries.	MoTI	P1
Foster developmental and structural/institutional/legislation reform.	MoTI	P1
Enhance safeguard legislation in the areas of intellectual property, government procurement and introduce competition policy measures benefiting the local industries.	MoTI	P1

Objective 2: To develop institutional capacity to encourage and maintain the levels of quality as required by international markets standards.

Actions	Owner	Phase
Develop and implement policies, programmes and institutions to facilitate trade activity and for quality standards for products.	MoPD, Line Ministries	P1
Establish a specialised trade promotion division to be housed in the Ministry of Foreign Affairs.	MoFA, OPM	P1



Goal 7: To ensure that the country makes full use of the many opportunities for economic, social and cultural cooperation.

Objective 1: To implement a system to promote and maximise the use of these opportunities.

Actions	Owner	Phase
Ensure timely responses to training and other opportunities offered by certain foreign states and international institutions.	MoPAI, MoFA	P1
Establish systems to ensure that nationals returning from such initiatives share the knowledge and experiences gained.	Line Ministries	P1

Goal 8: To ensure the observance of fair trading practices in an increasingly liberalised economy.

Objective 1: To review and upgrade the existing legislation and institutional framework to encourage fair trading practices in the domestic economy.

Actions	Owner	Phase
Ensure that the required legislation in respect of competition policy, dumping, countervailing duties and safeguards are put in place.	MoTI	P1
Ensure the efficient operation of regulatory agencies implementing customs, standards, anti-dumping and competition policies.	MoTI	P1
Solicit the services of the International Maritime Organisation (IMO) to provide technical assistance to facilitate the update of local legislation governing the conduct of maritime business and activities.	MoTI	P1
Institute an appropriate mix of trade adjustment measures in order to assist local firms to adjust to the realities of enhanced competition as a result of trade liberalisation.	MoTI	P1

Goal 9: To facilitate the development of a competitive pricing and delivery capability.

Objective 1: To facilitate the competitiveness of local exports in strategic industries.

Actions	Owner	Phase
Encourage the strategic public/private sector investment in tankers and other ships to reduce our dependence on foreign shipping service.	MoTI	P1
Create a division in an appropriate Ministry/Agency to operate as a Non-vessel operating container carrier (NVOCC) which will have the ability to slot charter container space on various carriers.	MoTI	P2
Enable the generation and availability of market research and access, delegations and trade displays.	MoTI	P1

**Essential Pre-Conditions**

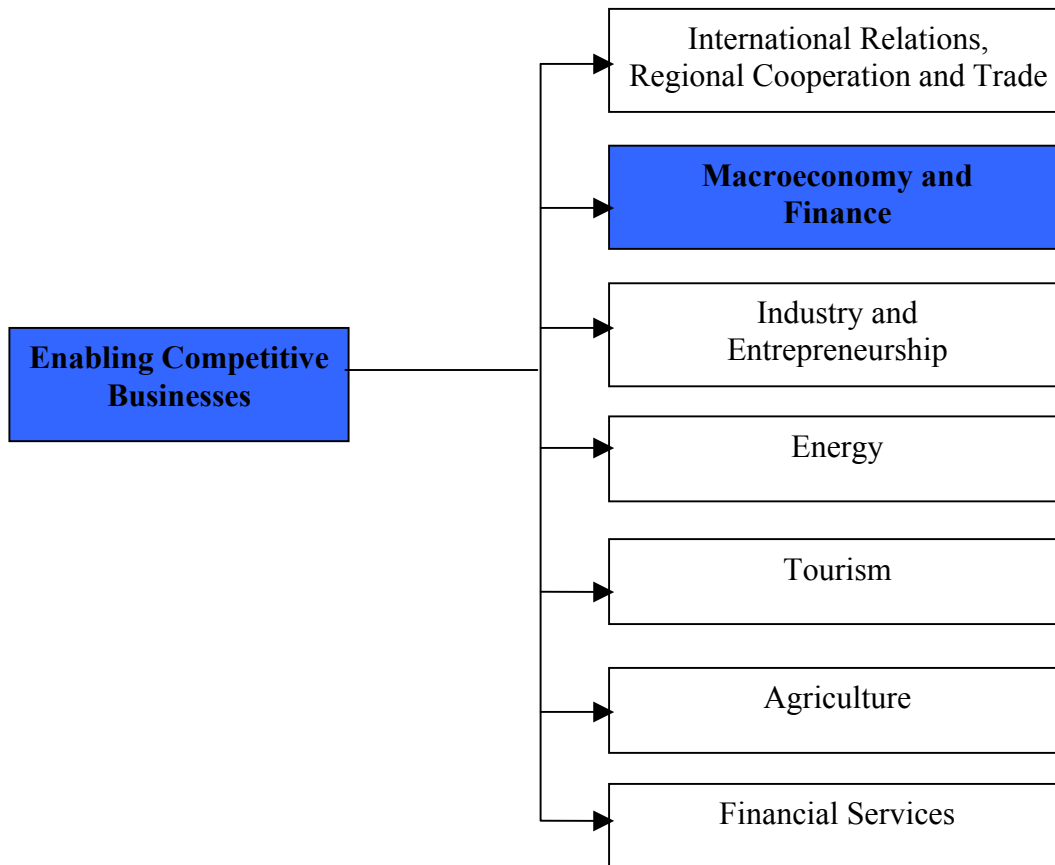
- Diplomatic Missions are adequately resourced.
- A dynamic and responsive business community.

Critical Success Factors

- Efficient prioritisation and implementation of recommendations.
- Establishment of appropriate mechanisms for monitoring and evaluation of proposed actions.
- Availability of necessary funds to implement proposed actions.
- Our ability to attract the requisite amount of primarily non-oil investment from the domestic private sector, government and foreign private sector.



MACROECONOMY AND FINANCE

**Vision for Macroeconomy and Finance**

A Trinidad and Tobago with a high level of economic well-being, providing a solid foundation for ongoing development.

Goals

- To create a macroeconomic framework consistent with sustained rapid growth.
- To restructure the State to be more effective in promoting growth and development.



Introduction

Very often, country development is thought of in terms of macroeconomic stability. By extension, a high level of per capita income is considered by some economists to be the primary indicator of having achieved developed nation status. Though traditionally per capita income was the all encompassing category by which countries were grouped into a 'developed' or 'developing' category, there has since been the establishment of other measurement indicators such as the United Nations Development Programme's Human Development Index (HDI). This index not only disaggregates per capita income by gender, but it measures and tracks such quality of life issues as access to basic utilities, access to standard health care and poverty trends. As such, monitoring social fall out from an accelerated growth rate becomes an easier task.

For Trinidad and Tobago, the journey to 'Developed Nation' status requires sustained growth in the national economy to fund the many development programmes identified. To this end, as the central focus of our efforts, we developed an economic model designed to predict the required growth and investment rates. The sub-committee has determined that the economy must grow at a sustained rate of 7% over the next sixteen years to be able to fund all the capital projects and social support mechanisms proposed. On the basis of some simple projections of growth in the industrial countries, Trinidad and Tobago will need to grow at 6.7 per cent per annum over the period 2002 – 2020 to reach within 15 percent of the average of the high-income non-OECD countries in the Year 2020.

The historical data on the performance of the Trinidad and Tobago economy shows that this country has achieved but has never sustained a growth rate of about 6.7 percent per annum. In the case of Tobago, this island will have an even more severe challenge if it is to attain the target per capita income by the year 2020. Achieving the proposed growth rate for Trinidad and Tobago as a country will in fact require a substantial increase in the rate of investment in the economy. It is imperative though, that in positioning for an accelerated growth rate the

country takes strong precautions to manage the negative social implications which may accompany such an accelerated growth rate, such as high inflation and unemployment. Management of such sustained high growth rates will necessarily involve strong monetary and fiscal policy co-ordination, as well as a strong public and private sector collaboration. Macro-economic policies must be vigilant and responsive to occurrences in the economy, which may threaten to push some portions of the population into severe poverty.

Summary of Actions

The main work of this sector strategic plan focused on ensuring that the economy remains robust and sturdy through its development spending. With this in mind, the following actions were recommended:

- That the Government limit its expansion in the economy and carefully manage its monetary policies so as not to exceed 5% inflation per annum.
- That emphasis be placed on creating a transparent and well regulated local business environment.
- That Public Service Reform continue as a priority so as to create an effective and efficient public service.

Measuring our Success

Measuring our success in macro-economic development will mean tracking both our goals closely. For sustaining growth, Goal 1, we recommend a series of standard indicators used by governments around the world (i.e. GDP/Capita, Inflation, etc.) Where current data is available, Trinidad and Tobago falls into the third quartile of countries around the world most often against these measures. For the second goal of restructuring for efficiency, looking at indicators like government debt, investment in research, and administrative burden for start-ups are most appropriate. The ultimate goal is that the country increase its standing by one quartile for each period. If this goal is achieved before the last period, then our goal is to be the best in the world.



Table 14.2: Dashboard - Macroeconomy and Finance

#	Macro-Economy	P0		P1	P2	P3
Goals	Indicator	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	Real effective exchange rate (GCR)	95.1	41/104 -Q2	Q1	Top 10	Top 5
G1	Total GDP (GCR) (US\$B)	\$ 10.05	76			
G1	GNP growth	TBD				
G1	FDI & technology transfer (GCR)	5.3/7	16/104			
G1	Financial market sophistication (GCR)	4.2/7	44/104 -Q2	Q1	Top 10	Top 5
G1	Inflation (GCR)	3.5 %	56/104 -Q3	Q2	Q1	Top 10
G1	Interest rate spread (GCR)	8.3%	70/104 -Q3	Q2	Q1	Top 10
G1	Per capita GNI (WDI)	12 billion	79/104 -Q4			
G1	GDP/Capita (GCR)	\$9,975	46/104 -Q2	Q1	Top 10	Top 5
G2	National savings rate (GCR)	27.4	21/104 -Q1			
G2	Government debt (GCR)	56.4%	48/104 -Q2	Q1	Top 10	Top 5
G2	Country credit rating (GCR)	55.6	48/104 -Q2	Q1	Top 10	Top 5
G2	Balance of Payments (National Budget)	437 mill				
G2	Rate of business formation	No data				
G2	Effectiveness of law making bodies (GCR)	3.0/7	67/104 -Q3	Q2	Q1	Top 10
G2	Transparency of government policy making (GCR)	3.7/7	58/104 -Q3	Q2	Q1	Top 10
G2	Investment in R&D (GCR)	3.0/7	61/104 -Q3	Q2	Q1	Top 10
G2	Administrative burden for start-ups (GCR)	4.0/7	49/104 -Q2	Q1	Top 10	Top 5
G2	Bureaucratic red tape (GCR)	2.7/7	51/104 -Q2	Q1	Top 10	Top 5

* Local Indicators have to be developed

Source: World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR)

**Frameworks for Action – Macroeconomy and Finance****Goal 1: To create a Macroeconomic Framework consistent with sustained rapid growth.**

Objective 1: To ensure that fast growth does not lead to serious imbalances in fiscal operations, inflation or the balance of payments.

Actions	Owner	Phase
Make government revenues more stable and predictable.	MoF	P1 - P3
Balance the central government budget after transfers to the Stabilisation Fund and the Heritage Fund.	MoF	P2
Limit the expansion of government in the economy.	MoF	P2
Reduce total debt contribution to GDP to maximum of 50%	MoF	P1-P3
Conduct monetary policy such that the inflation rate does not exceed 5% per annum.	MoF	P1-P3
Monitor the non-energy sector for the effects of real exchange rate appreciation.	MoF	P1-P2
Encourage foreign direct and portfolio investments by T&T firms to manage absorption and liquidity.	MoF	P1-P3
Maintain the use of collective bargaining for the determination of wage increases.	MoF	P1-P3

Goal 2: To restructure the State to be more effective in promoting growth and development.

Objective 1: To create an effective state machinery.

Actions	Owner	Phase
Effect a shift from recurrent to capital expenditure.	MoF	P1-P2
Create an enabling environment for private sector investment.	MoF	P1-P2
Establish fair, consistent and transparent policy frameworks for the conduct of business.	MoF	P1
Invest selectively in certain industries to catalyse development of specific sectors.	MoF	P1-P2



Objective 2: To efficiently provide public goods.

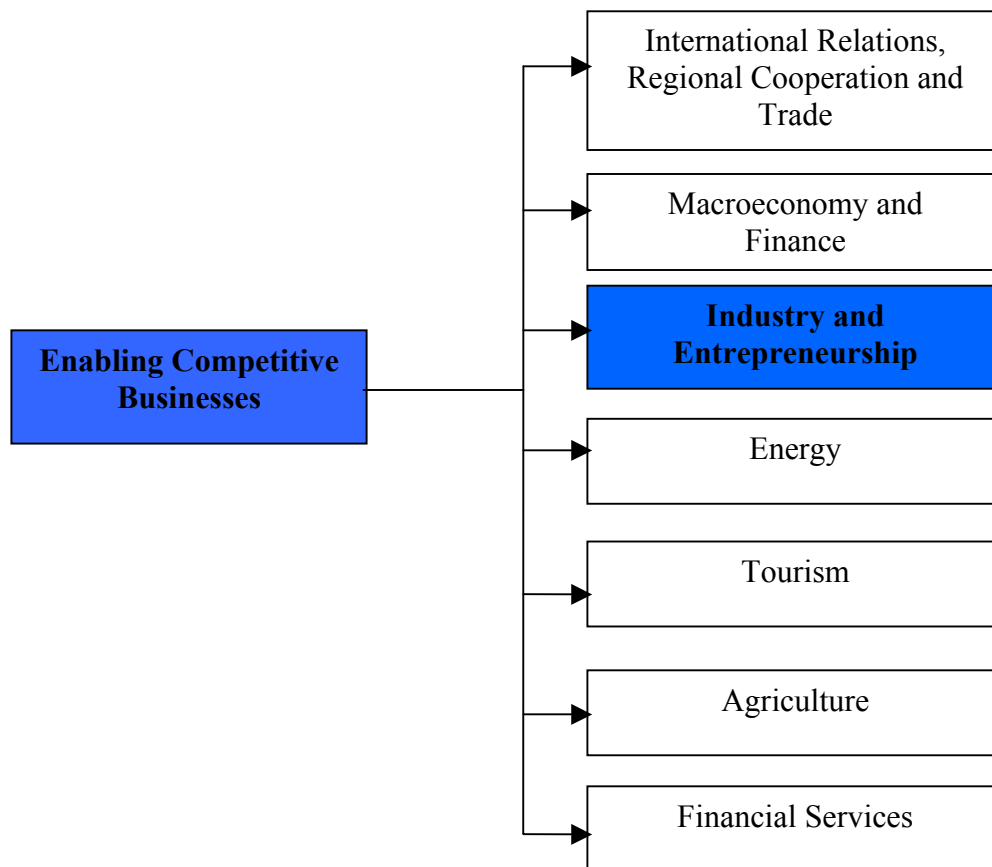
Actions	Owner	Phase
Implement ongoing reform of the public sector.	Government	P1

Essential Pre-Conditions

- Well diversified and regulated economy focused on local production of goods and services for export.
- Good investment climate.

Critical Success Factors

- Political will and dedication by public servants and politicians to transforming the public service into an effectively run organisation.
- Availability of funding to support initiatives.
- Sound and healthy public-private labour relations.

**INDUSTRY AND ENTREPRENEURSHIP**



Vision for Industry and Entrepreneurship

A dynamic and globally competitive sector contributing significantly to GNP, providing sustainable employment, and driven by a culture of innovation and entrepreneurship in a free market global economy.

Goals

- To have a stable, facilitative and efficient business environment.
- To strengthen the institutional and regulatory functions of state and quasi state agencies.
- To encourage and develop a vibrant MSME sector.
- To attract and facilitate increased levels of Foreign and Domestic Investment.
- To develop our human resources.
- To promote a country culture that values and rewards innovation, creativity, entrepreneurship and productivity.
- To improve access to financial resources and facilitating investment.
- To enhance access to and promote the efficient and appropriate use of technology.

Introduction

For the Trinidad and Tobago economy to survive and achieve developed nation status by 2020, it must invest heavily in its people, move away from the dependence on the energy sector and build on the competence of its existing institutions. One of the major growth strategies to take Trinidad and Tobago to developed nation status has to emanate from the manufacturing and services sectors. A strong emphasis must be placed on creating a learning culture and a society of innovation and entrepreneurship. We must strive for a diversified economy, through a deliberate plan of diverting revenues into non-oil and energy sectors namely Agriculture, Construction, Manufacturing and Services.

Industrial transformation through the expansion and diversification of the production base of the economy is critical to achieving higher levels of growth, productivity and full employment. This sector, which includes light manufacturing as well as a range of services, has contributed over 75% to GDP over the period 1997 to 2001.

In comparison with the petroleum sector, the non-oil sector has contributed between 74% to 77% annually to the GDP since 1987, with the major contribution

(between 58% to 66%) coming from the services sub-sector and 8% to 9.6% from the manufacturing sub-sector.

In addition, the non-oil sector has been responsible for approximately 39% to 43% of total exports over the period 1987 to 1999. For the same period, the manufacturing sub-sector has employed roughly 10% to 11%, while services have employed approximately 31% of the labour force. Nonetheless, the national unemployment rate is approximately 10.3% or 80,000 of the labour force, which is untenable. (This figure has since been quoted as 7.8% for the second quarter, 2004).¹

The challenge, therefore, is to increase the contribution of the sector to GNP by increasing the overall competitiveness of local entrepreneurs, marrying the use of indigenous resources with human ingenuity to create a vibrant and dynamic industrial sector that is highly responsive to the changing global landscape and market conditions. We must expand productive capacity, as well as the ability to generate high quality, competitively priced exports and penetrate new and emerging markets. The

¹ Hon. Patrick Manning, Prime Minister of Trinidad & Tobago, BUDGET PRESENTATION, 2004 – 2005.



employment generated by the sector must be high-end and sustainable.

Summary of Actions

To accomplish the vision of the I&E sectors, the sub-committee embraced the philosophy that “investment will go where there is likely to be a satisfactory return.” The actions outlined therefore focus on:

- Creating an enabling environment which encourages and increases levels of business investment.
- Actively promoting investment opportunities.
- The review and strengthening of the institutional and governance frameworks.
- The widespread training and development of the country’s human resources.
- Improved access to finance.
- The development of a strong technological base aligned to an infrastructure that facilitates timely and efficient movement of goods and services.
- Creating a culture of innovation.

Measuring our Success

Because the issues are crosscutting, measuring our success in facilitating industry and entrepreneurship requires using several indicators also being used elsewhere. The administrative burden of regulation and the state of cluster development can help us track performance against creating a facilitative environment. The regulatory environment’s impact on entrepreneurship, the subject of our second goal, can be measured by the GCR’s Presence of Regulatory Standards statistic, amongst others. The rate of business formation will help us track the health of our MSME sector. Our success in securing foreign investment can easily be measured locally by the amount of FDI. While not a perfect match, tertiary enrolment is probably our best available indicator for the human resource availability in this sector. The Ease of Access to Loans and Financial Market Sophistication best measures our goal of improving financial resources. Finally, Capacity for Innovation and Technological Sophistication are good indicators of our country’s ability to spur creativity and entrepreneurship and use the best technology available.



Table 14.3: Dashboard: Industry And Entrepreneurship

#	Industry and Entrepreneurship	P0		P1	P2	P3
Goals	Indicator	Score	Rank-Quartile	Quar tile	Quartile	Quartile
G1	Burden of regulation (GCR)	2.9/7	42/104 -Q2	Q1	Top 10	Top 5
G1	State of Cluster Development	3.1	53/104 -Q3	Q2	Q1	Top 10
G1	Cost of importing foreign equipment	64/104	2.3/7	Q2	Q1	Top 10
G2	Efficiency of legal framework (GCR)	4.0/7	47/104 -Q2	Q1	Top 10	Top 5
G2	Extent of Bureaucratic red tape (GCR)	2.7/7	48/104 -Q2	Q1	Top 10	Top 5
G2	Presence of Demanding Regulatory Standards	3.7/7	64/104 -Q3	Q2	Q1	Top 10
G3	Administrative burden for start-ups (GCR)	4.4/7	36/104 -Q2	Q1	Top 10	Top 5
G3	Rate of new business formulation*	No data				
G4	Foreign Direct Investment Flows*	No data				
G5	Tertiary Enrolment (GCR)	6.48%	80/104 -Q4	Q3	Q2	Q1
G6	Capacity for Innovation (GCR)	2.6/7	82/104 -Q4	Q3	Q2	Q1
G6	Effectiveness of bankruptcy laws	73/104	3.9/7	Q2	Q1	Top 10
G6	Interest rate spread	70/104	8.3/7	Q2	Q1	Top 10
G7	Technological Sophistication (GCR)	3.9/7	45/104 -Q2	Q1	Top 10	Top 5
G7	Quality of Scientific Research Institutions (GCR)	3.7/7	61/104 -Q3	Q2	Q1	Top 10
G7	Government prioritisation of ICT (GCR)	3.9/7	76/104-Q3	Q2	Q1	Top 10
G7	Financial Market Sophistication (GCR)	4.0/7	45/104 -Q2	Q1	Top 10	Top 5
G7	Ease of Access to Loans (GCR)	3.0/7	57/104 -Q3	Q2	Q1	Top 10

*Local Indicators need to be developed.

Source:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).

**Frameworks for Action – Industry and Entrepreneurship****Goal 1: To have a stable, facilitative and efficient business environment.****Objective 1: To ensure the development of a supportive infrastructure.**

Actions	Owner	Phase
Develop and implement a transport policy that supports urban development, minimises productive time lost on roadways, and provides reliable and affordable public transportation.	MoWT	P1
Develop industrial & commercial parks in strategic locations.	MoTI	P1 – P2
Ensure a reliable supply of water and electricity.	MoPUE	P1 – P2
Develop airport facilities to efficiently handle the targeted increase in demand requirements for persons and freight.	MoWT, AATT	P1 – P2
Expand facilities at all major sea ports and trans-shipment hubs.	MoWT, PATT	P1 – P2
Expand transportation lines serving the country.	MoWT, PATT	P1 – P2

Objective 2: To improve the Industrial Relations climate.

Actions	Owner	Phase
Ensure consistent, impartial interpretation and enforcement of existing regulations embodied in the Industrial Relations Act.	MoLSMED	P1
Ensure the timely resolution of all industrial disputes.	MoLSMED, IC	P1
Promote a culture that values increased productivity and meritocracy as the major criteria for reward and promotion.	MoPAI, TTMA, Chambers of Commerce and Trade Unions	P1 – P3
Facilitate ongoing tripartite co-operation.	OPM	P1 – P3

Objective 3: To use incentive regime to improve business climate.

Actions	Owner	Phase
Increase fiscal incentives to promote investment in the manufacturing, construction and services sectors.	MoF	P1
Use incentives to promote increase in employment.	MoTI, Companies	P1-P2
Encourage investment in selected sectors, re-tooling, re-training, on-the-job training.	MoTI, Companies	P1-P2



Actions	Owner	Phase
Ensure that all incentives are WTO compliant.	MoF, MoTI	P1-P2

Objective 4: To ensure an environment that is safe and does not negatively impact on the overall quality of life and the freedom of individuals.

Actions	Owner	Phase
Provide all emergency and security forces with the required training, staffing and equipment to respond in a timely, professional, and effective manner.	MoNS	P1
Ensure a consistent and impartial enforcement of laws in a timely and efficient manner.	MoNS	P1
Ensure quality of life considerations for employees and society.	MOL, MOTI, Companies	P1-P2

Objective 5: To develop the social infrastructure.

Actions	Owner	Phase
Ensure that the basic societal needs for health, education and housing are accessible, affordable and of acceptable standards for developed nation status.	OPM	P1
Facilitate the joint effort and collaboration of business, government, NGOs, religious institutions and community based organisations to promote a new, shared social value system.	OPM, MoT	P1
Promote collective responsibility among citizens to encourage value for life and respect for the Rule of Law.	OPM	P1

Objective 6: To encourage change in the political culture to facilitate continuity in operations and governance of state-run boards and quasi-state agencies.

Actions	Owner	Phase
Nominate board members on basis of experience, qualifications and other transparent criteria.	Line Ministries	P1
Avoid ad hoc cancellation or railroading of plans and programmes when there is a change in Government.	OPM	P1
Ensure transparency in the awarding of contracts and tenders.	Line Ministries	P1

**Goal 2: To strengthen the institutional and regulatory functions of state and quasi state agencies.****Objective 1:** To institute the appropriate reforms to strengthen institutional and regulatory functions.

Actions	Owner	Phase
Review and modernise laws to support a globally competitive business environment.	MoTI, MoLA	P1-P2
Establish an empowered “One-Stop Shop” to expedite decision-making for investment projects.	MoTI	P1
Establish a Business Centre to fulfil the information needs of investors.	MoTI	P1
Introduce an effective and empowered single window facility for processing applications for incentives.	MoTI	P1
Improve physical accommodation and facilities for Customs & Excise Division.	MoF	P1
Review documentation and processes to ensure that they are more user-friendly.	Line Ministries	P1
Eliminate excessive bureaucracy in the public service.	MoPAI	P1-P2
Empower the monitoring agencies with the human and other resources to ensure adherence to regulatory stipulations.	Line Ministries	P1-P2

Goal 3: To encourage and develop a vibrant MSME sector.**Objective 1:** To encourage and develop a vibrant, flexible and consistently growing medium, small and micro enterprises (MSMEs) sector.

Actions	Owner	Phase
Implement comprehensive programmes for the development of MSMEs.	MoTI, MoLSMED	P1-P2
Streamline and harmonise the several MSME initiatives undertaken by various governmental and quasi-governmental institutions.	MoTI, MoLSMED	P1-P2
Facilitate Public/Private partnerships with training agencies to upgrade skills, promote entrepreneurship and innovation.	MoTI, MoLSMED	P1
Encourage the continued expansion of Private Sector programmes that support entrepreneurial development.	MoTI, Banks, Trade organisations	P1
Establish enterprise zones and community business incubators in selected communities.	MoTI, MoLG	P1
Introduce an “Entrepreneur Immigration” programme as a short-term measure to complement the cadre of local entrepreneurs.	MoTI, MoF	P1



Objective 2: To encourage and protect the innovation and creativity of citizens.

Actions	Owner	Phase
Introduce an appropriate recognition, competition and reward/incentive scheme for innovators and inventors.	MoTI, MoF, Trade Associations, Schools	P1
Improve access to copyright and patent protection by applicants.	MoLA	P1
Strengthen enforcement against offenders who engage in unauthorised use of original materials.	MoLA	P1

Objective 3: To promote the development of business clusters.

Actions	Owner	Phase
Identify specific areas and activities for promotion of clusters.	MoTI	P1-P2
Introduce special incentives for the development of clusters.	MoTI, MoF	P1-P2

Goal 4: To attract and facilitate increased levels of Foreign and Domestic Investment.

Objective 1: To promote investment in targeted industries.

Actions	Owner	Phase
Target investments to make Trinidad and Tobago a hub and the regional centre for manufacturing and services.	MoTI	P1-P2
Promote increased investment in targeted areas:	MoTI, MoALMR	P1-P2
Implement an incentive and promotional regime (locally and internationally) to attract investors in targeted areas.	MoTI	P1-P2
Improve fiscal and monetary incentives for investments in targeted sectors.	MoF	P1-P2
Target development of emerging sectors, such as recreational, marine, agribusiness, floriculture, entertainment, information technology.	MoF	P1-P2
Ensure availability of highly skilled human resources.	MoE, MoSTTE	P1

Goal 5: To develop our human resources.

Objective 1: To provide opportunities for education, skill development and entrepreneurial enhancement.

Actions	Owner	Phase
Promote linkages between industry and education and training establishments.	MoE, MoSTTE	P1
Establish and maintain a feedback loop from the Private Sector to ensure that	MoE, MoSTTE	P1



Actions	Owner	Phase
skill needs are being met.		
Modify the Education System to address needed education and skill needs.	MoE	P1
Ensure the provision of incentives to learning and the measurement and recognition of performance	Line Ministries, Companies	P1-P2

Objective 2: To develop the human resource base in technology related areas.

Actions	Owner	Phase
Review and strengthen curriculum at the primary and secondary levels to focus on technology-oriented subjects.	MoE	P1
Facilitate networking arrangements with the University, Industry and Government.	MoSTTE	P1
Relax regulations for the recruitment of expatriate staff in appropriate technical fields.	MoNS	P1

Objective 3: To enhance the technological literacy of the population.

Actions	Owner	Phase
Expand opportunities for education, training and re-training consistent with the needs of industry.	MoE, MoSTTE, Companies	P1
Provide incentives for employers and existing business to carry out continuous training of employees.	MoF	P1

Goal 6: To Improve access to financial resources and facilitating investment.

Objective 1: To promote higher levels of lending to the business sector especially to the MSME sectors by Financial institutions.

Actions	Owner	Phase
Central Bank to relax guidelines on loans to MSMEs and businesses.	CB	P1
Reduce reserve requirements on funds earmarked for MSMEs and business loans.	CB	P1
Re-train staff; and review existing policies to business financing.	Financial Institutions	P1
Provide additional incentives to increase levels of domestic savings.	MoF	P1

Objective 2: To expand and encourage Venture Capital programmes.



Actions	Owner	Phase
Promote the use of equity capital as a viable source of financing under the Venture Capital Incentive Programme.	MoTI, VCIP	P1
Facilitate linkages between Venture capital companies and the Stock Exchange.	MoF, MoLA	P1

Goal 7: To enhance access to and promote the efficient and appropriate use of technology.

Objective 1: To enhance the institutional and support infrastructure for technology development.

Actions	Owner	Phase
Establish a Technology and Innovation Support Programme (TISP) for SMEs, with assistance from Government.	MoSTTE	P1
Establish Technology Centres equipped with the requisite resources to spearhead the thrust into technology development.	MoSTTE	P1
Establish Centres of Excellence in areas of strategic importance to work with the public and private sectors to facilitate technology ingestion, development, diffusion and application.	MoSTTE	P1
Establish a National Technology Intelligence and Information System to facilitate information dissemination on research.	MoSTTE	P1
Establish appropriate Business Incubation infrastructure to facilitate commercialisation of new product development.	MoTI	P1

Objective 2: To establish an appropriate incentive regime for technology development and promotion.

Actions	Owner	Phase
Review and Strengthen the current incentive system for R&D and technology development.	MoSTTE	P1
Establish a Quality and Environmental Management Systems Assistance Programme (QEMSAP).	MoTI, TTBS	P1
Institute a Technology Brokerage infrastructure within the designated Technology Centre to move technologies together with companies into franchises and other means of transferring technologies.	MoSTTE	P1



Objective 3: To develop ICT infrastructure as an enabler of industrial development.

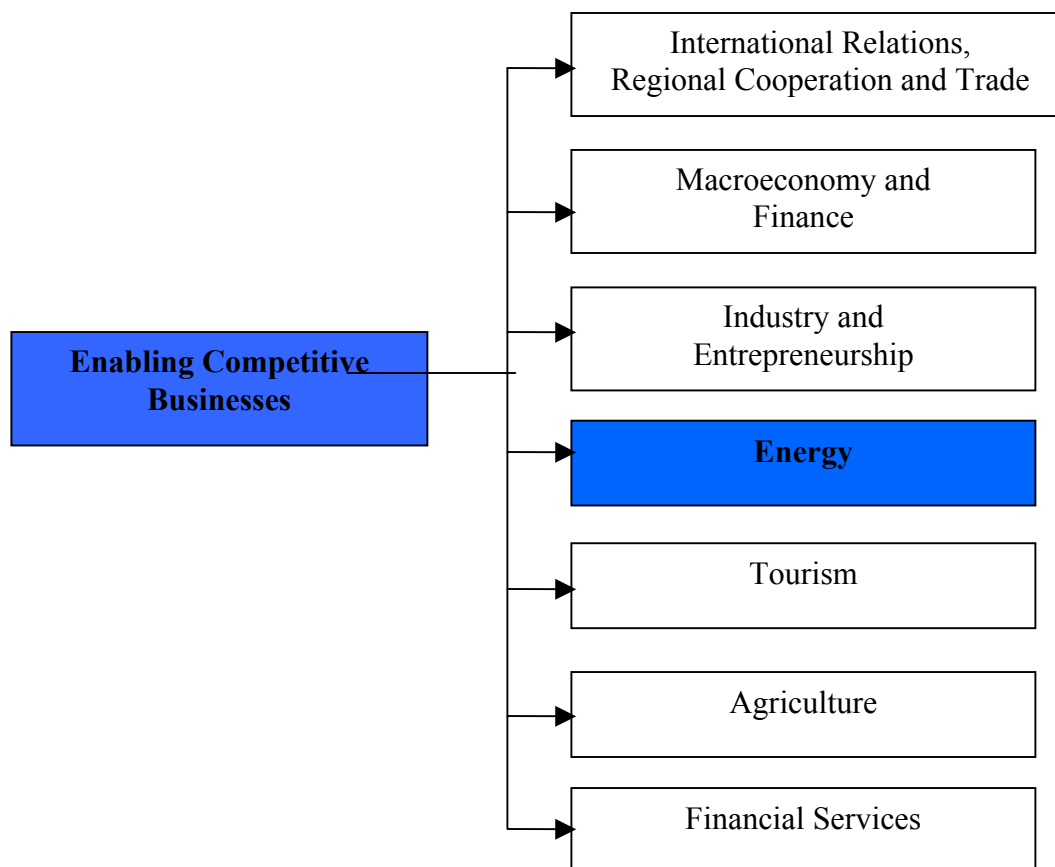
Actions	Owner	Phase
Provide access to increased bandwidth for ICT investors.	MoPAI	P1
Promote the use of R&D in ICT sector for the development of local enterprises.	MoSTTE	P1
Improve access of classrooms to the internet.	MoE	P1
Facilitate reduction in cost of access.	MoSTTE	P1
Promote a country culture that values and rewards innovation, creativity, entrepreneurship and productivity.	MoT, Companies	P1

Essential Pre-Conditions

- A robust and well regulated financial sector.
- The creation of a lucrative investment climate in the non oil sectors.
- Effective Governance structure.
- Robust macroeconomic framework.

Critical Success Factors

- Political will to diversify the economy.
- The establishment of a sturdy and well networked transportation infrastructure.
- Access to a high calibre human resource stock.
- The establishment of financial and technical support for entrepreneurial development.

**ENERGY****Vision for Energy**

An integrated and fully developed energy sector that is a key driver of a sustainable and flourishing local and regional economy while attaining global competitiveness in all of its sub-sectors by 2020.

Goals

- To encourage local players within the energy sector.
- To ensure the transparent governance of energy-related Private and Public Sector institutions.
- To contribute to the enhanced development of human capital.
- To support the development of the energy sector through physical and systemic structures.
- To contribute to the protection and enhancement of the natural environment.



Introduction

Trinidad and Tobago has been involved in the oil industry for nearly a century, with the first commercial oil discovery dating back to 1909. Deliberate expansion into natural gas was initiated in the mid 1970s. While the country contains less than one percent of known global reserves of natural gas, it has successfully established one of the leading gas-based export centres in the world. Currently, the country is a global leader in methanol and ammonia exports and is the largest exporter of liquefied natural gas to the United States.

Future prospects for the growth of the energy sector remain strong. Globally, demand for oil is projected to grow by 1.6% annually to 2030. Gas consumption will double between 2000 and 2030, and the share of gas in world demand is projected to increase from 23% in 2000 to 28% in 2030. US gas imports alone are projected to rise from 10% of needs in 2010 to 30% of needs by 2030. These imports are expected to be in the form of LNG from Latin America, Africa, the Middle East and Asia.

The energy sector is undisputedly, and likely to remain, the leading sector of the national economy. However, despite the sector's growth, disturbing trends have been noted. One is the widening gap between Gross Domestic Product (GDP) and Gross National Product (GNP), reflecting both the limited participation of local equity capital in the sector and weak linkages between the energy sector and the rest of the economy. Another is inadequate institutional capacity to manage the growth and development of the sector.

Wide consultation among stakeholders has highlighted the need for further work to ensure the strengthening of the traditional linkages between energy and other sectors in the economy, as well as the creation of conditions to foster sustainable long-term growth and development of the energy sector, the wider economy and the people of T&T.

Summary of Actions

One of the most important tools in creating long-term economic sustainability is the dynamic management of the country's portfolio of assets in tune with and capable of rapid response to emerging global issues. With this in mind, some proposed actions call for:

- An increase in local equity ownership in the sector's value chain;
- A forging of closer operating linkages between oil and gas operators and local participants;
- A regulatory framework which focuses on asset management and a revamp of taxation legislation;
- The establishment of a technical secretariat to promote sector research and development;
- The creation of more opportunities for locals to play a greater role in the oil and gas sector by broadcasting opportunities as well as establishing mechanisms by which the local human resource base can pursue training and development at tertiary levels;
- Strict adherence by the sector to health, safety and environmental management best practices; and
- Opportunities to infuse the rest of the economy with the advantages that technological adoption has afforded the oil and gas sector.

Measuring our Success

To measure the success of our efforts in energy, a combination of local and international indicators must be used. For our first goal, promoting the health of local energy players, many international benchmarks are relevant, such as total energy production and investment in the energy sector (For goal 2). Local indicators such as the number of local start-ups and senior local managers can measure our development of human capital. Finally, we must monitor our effect on the environment through our carbon dioxide emissions.



Table 14.4: Dashboard: Energy

#	Energy	P0		P1	P2	P3
Goals	Indicator	Score	Rank-Quartile	Quartile	Quartile	Quartile
G1	Total energy production (WDI)	18.385 thousand of m. t. of oil equivalent	No data			
G1	Subsidies for energy or material (GCR)	4.0/7	60/104 -Q3	Q2	Q1	Top 10
G1	\$ New Investment downstream*	No data				
G1	\$ Value of local investment*	No data				
G1	# Local sector start-ups*	No data				
G3	# Expatriates*	No data				
G3	# Senior local managers*	No data				
G3	# Scholarships to local students*	No data				
G4	Prioritisation of energy efficiency (GCR)	2.8/7	90/104 -Q4			
G4	# New capital projects in the sector	No data				
G5	Carbon Dioxide Emissions per capita (GCR)	20.5 metric tons				

*Local Indicators need to be developed

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).

**Frameworks for Action - Energy****Goal 1: To encourage local players within the energy sector.****Objective 1:** To boost local involvement in the energy sector facilitated by Government activities.

Actions	Owner	Phase
Develop policies to maximise the level of local participation and equity ownership in the sector value chain.	PLCC	P1
Assess opportunities/feasibility for state/private sector investment within the value chain in and outside of T&T.	PLCC	P1
Establish policy to cause operators to partner with local institutions to develop training programmes and pursue research and development projects.	MoEEI, MoTI	P1
Adopt and implement policy on local content and participation to facilitate local participation and partnering in new ventures, sustainable development etc.	PLCC, MoEEI	P0 - P1
Review regulatory framework regarding investment in energy projects towards inclusion of local participants (e.g. financiers, investors, service providers, etc).	MoEEI, MoF	P1
Establish a certification process of international benchmarking for local energy-based companies, goods and services.	MoEEI	P0 – P1
Evaluate options and methods for the divestment of state holdings in energy companies ¹ .	MoF	P1

Objective 2: To define Metrics, Targets, Measures and Requirements for Local Content.

Actions	Owner	Phase
Define metrics and establish targets to track upstream performance, percentage of in-country expenditure/activity.	MoEEI, PLCC	P0 -P1
Identify and empower agencies responsible for policy implementation and monitoring.	PLCC	P1
Establish processes and framework to enable transparent measurement, management and reporting on percentage expenditure/local content.	PLCC	P0 - P1
Define, develop and implement an independent framework to measure local content and targets for local participation in sub-sector activity.	PLCC	P0 - P1
Develop an “audit system” for local content.	PLCC	P1

¹ Actions owned by the MoF. Refer to Macro economy and Finance FFA.



Actions	Owner	Phase
Energy companies to develop “Local Content/Sustainable Development Charter”, which defines targets and strategies for increasing local content in projects and operations.	Energy companies, PLCC	P1
Establish a special fund to support domestic investment in services that do not currently exist locally ² .	MoF	P1

Goal 2: To ensure the transparent governance of energy-related Private and Public Sector institutions.

Objective 1: To provide clear definition and distinction of roles, responsibilities and accountability of various state agencies, corporations and institutions.

Actions	Owner	Phase
Reform charters/mandates of business development institutions to address current needs of country and energy sector ³ .	MoTI	P0 – P1
Identify key entity/ies that will be empowered to undertake the development and implementation of sector policies.	MoEEI	P0 – P1

Objective 2: To achieve transparency of accounting and reporting of state institutions, energy sector companies, local and international.

Actions	Owner	Phase
Establish multi-party, standing committee of the Parliament to have oversight of all major policies, strategies and investment for the sector ⁴ .	P	P1
Establish and adopt a “Code of Ethics” which reflects a common set of values aligned to national development and to which all participants in the industry will be required to adhere ⁵ .	MoPAI, MoPD	P1

Objective 3: To establish a relevant and flexible regulatory framework.

Actions	Owner	Phase
Revise the Petroleum Act and Regulations to reflect modern trends in asset management and data management.	MoEEI	P1
Revise petroleum and tax legislation with respect to the impact on the onshore oil sector, marginal field development and cross-border gas issues.	MoEEI, MoF	P1
Review taxation legislation and maintain relevance to changing sector needs.	MoEEI	P0 – P1

² Actions owned by the MoF. Refer to Macroeconomy and Finance Action Plan.

³ Actions owned by the MoTI. Refer to Industry and Entrepreneurship Action Plan.

⁴ Actions owned by the Parliament. Refer to Governance Action Plan.

⁵ Actions owned by the MoPD. Refer to Governance Action Plan.

**Objective 4:** To strengthen institutional capacity.

Actions	Owner	Phase
Establish a permanent independent technical secretariat – Energy Intelligence Service (EIS) which will conduct industry research and analysis and can function as an industry consulting group to the public and private sectors.	Business/ Professional Associations, Energy companies	P1
Revise existing methodologies for economic data reporting, as regards data classification, aggregation, analysis and timeliness of dissemination ⁶ .	MoF	P1

Objective 5: To enhance the business capability of energy-related state institutions.

Actions	Owner	Phase
Create a secretariat in T&T (Market Intelligence Unit (MIU)) with a cadre of skilled professionals, supported with complementary systems, to evaluate, negotiate and contract for new investments in T&T.	MoEEI	P1
Adopt best-in-class systems, tools and processes to support the business function.	MoEEI	P1

Goal 3: To contribute to the enhanced development of human capital.**Objective 1:** To provide high quality, affordable educational opportunities in a wide range of fields related to the sector, up to tertiary level.

Actions	Owner	Phase
Include energy studies among course offerings in primary and secondary schools and undergraduate programmes ⁷ .	MoE	P1
Upgrade physical plant and expand course offerings at COSTAATT, TTIT, UWI, UTT ⁸ .	MoSTTE	P1
Establish an “Education Fund” from energy sector government revenue ⁹ .	MoF	P1

Objective 2: To develop capabilities of TT nationals to enable their participation at all levels and in all parts of the value chain, anywhere in the world.

Actions	Owner	Phase
Develop and implement a country manpower plan.	MoEEI	P0 – P1
Develop a targeted programme to ensure increased employment of nationals in	MoEEI	P1

⁶ Actions owned by the MoF. Refer to Macroeconomy and Finance Action Plan.

⁷ Action owned by the MoE. Refer to Education FFA

⁸ Action owned by the Ministry of Science, Technology and Tertiary Education. See Tertiary Education FFA

⁹ Action owned by the MoF. Refer to Macroeconomy and Finance FFA



Actions	Owner	Phase
energy sector projects, as well as high value-added positions in the value chain outside of T&T.		
Further develop, prioritise and implement current initiatives towards the establishment of a national apprenticeship programme.	UTT	P1

Objective 3: To create awareness within the country about the energy industry and evolving opportunities.

Actions	Owner	Phase
Undertake a sustained energy sector public awareness and education programme highlighting existing and potential activity, career and business opportunities.	NGOs, Professional Associations, UTT	P1
Establish a mechanism for the public dissemination of, and easy access to, energy sector information.	MoEEI	P1

Goal 4: To support the development of the energy sector through physical and systematic structures.

Objective 1: To efficiently develop, use and maintain reliable, affordable, infrastructure.

Actions	Owner	Phase
Establish a Physical Infrastructure Fund ¹⁰ .	MoF	P1
Undertake continued improvement and development of physical infrastructure.	T&TEC, NEC/ MoEEI, WASA	P1 - P2

Objective 3: To increase and improve level of national innovation & technology adoption in sector to developed world status.

Actions	Owner	Phase
Implement an incentive scheme to encourage company support for and involvement in R&D programmes.	MoEEI, UTT	P1
Undertake continuous monitoring and assessment of technological developments.	EIS	P1

Objective 4: To leverage sector's use of technology, infrastructure and skills to build support facilities, service providers, training institutions and businesses locally.

Actions	Owner	Phase
Build B2B (Business to Business) platform for sector transactions.	MoEEI	P1

¹⁰ Actions owned by the MoF. Refer to Macroeconomy and Finance Action Plan.



Actions	Owner	Phase
Build portal for sector knowledge sharing and data management.	MoEEI	P1

Objective 5: To enhance industrial development by diversification and extension of sector services.

Actions	Owner	Phase
Explore opportunities and prioritise initiatives for cluster development around energy.	E-TecK, MoEEI	P1
Develop industrialisation strategies that target clusters to effect cross-sector transfers.	MoEEI	P1
Establish mechanisms to ensure that necessary arrangements are made with Venezuela regarding cross-border field development and reserves commercialisation.	MoEEI	P0 - P1

Goal 5: To contribute to the protection and enhancement of the natural environment.

Objective 1: To develop an effective management and regulatory framework, that will inform local health, safety and environmental practices.

Actions	Owner	Phase
Review and define the role and responsibility of the EMA as pertains to the special needs of the energy industry.	MoPUE, EMA	P1
Establish a comprehensive environmental management system.	Companies	P1

Objective 2: To ensure that all operators comply with and exceed local and international standards.

Action	Owner	Phase
Establish a zero tolerance policy on all accidents/injuries to personnel.	MoEEI	P1
Establish a zero tolerance policy on all spills, discharges and net emissions to the natural environment.	MoEEI, MoPUE, EMA	P1
Develop monitoring programmes to enable regular environmental monitoring and research.	EMA	P1
Create a mechanism to assess the use of new technologies for pollution potential and social risks. The evaluation should review: - Potential risks; and - Proven vs. non-proven technology	EMA, MoPUE	P1

**Objective 3:** To enable ongoing environmental monitoring.

Actions	Owner	Phase
Develop a holistic monitoring programme which will: ▪ Track and model cumulative environmental impacts; and ▪ Determine environmental carrying capacities.	MoPUE	P1
Undertake a baseline assessment of the west coast and the Gulf of Paria.	EMA	P1
Undertake a detailed vulnerability assessment of the coastal area.	MoPUE	P1

Essential Pre-Conditions

Strengthening of institutional capacity to manage and measure roll-out of local content legislation.

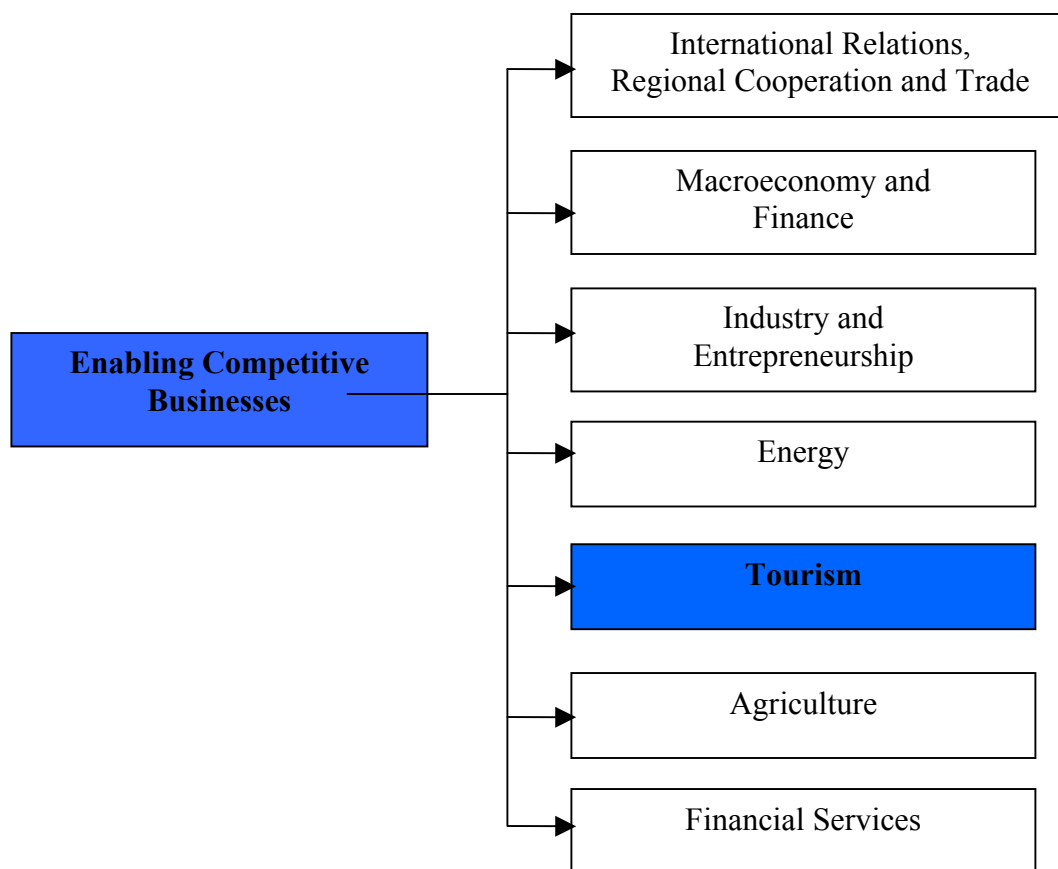
- The need for a technical system to effectively measure asset and portfolio management progress.
- A more clearly defined role of the State.
- The provision of assurance to investors of the availability of a sustained supply of the required human resources.
- The creation of an enterprise development policy which includes the energy sector.
- Government to immediately develop and adopt a policy on local content.
- The rationalisation of the roles and responsibilities of agencies in the state sector with responsibility for investment promotion and marketing.

Critical Success Factors

- Political will and leadership in carrying out the proposed actions.
- Clarity in communicating policy governing the oil and gas sector and a strict enforcement of all policies and laws that govern the sector.
- The creation of opportunities that seek the maximum participation of locals in the sector.
- Empowered and effective oversight institutions.



TOURISM

**Vision for Tourism**

A tourism product that is uniquely differentiated, physically functional, institutionally modern, and supported by the people of Trinidad and Tobago.

Goals

- To ensure that the tourism sector is a developmental priority-driven by a strong and effective public/private sector partnership.
- To develop Trinidad and Tobago's tourism industry to realise its full economic potential.
- To transform Trinidad and Tobago into an exciting location for tourism investment.
- To ensure that the country has the supporting infrastructure necessary for sustainable growth.
- To position Port-of-Spain as the Meetings and Conventions Capital of the Southern Caribbean and the "culture capital" of the region.
- To define and enhance Trinidad and Tobago's brand reputation by upgrading accommodations to the highest of international standards.
- To position Trinidad and Tobago as providing the warmest welcome and highest level of international quality service in the Caribbean.
- To market Trinidad and Tobago as a recognised tourism destination in every principal source market.



Introduction

The Vision 2020 Strategic Tourism Development Plan seeks to expand and elevate the role of the tourism sector as the nation has set an agenda to diversify the economy away from the heavy dependence on the energy sector. The tourism sector has been neglected for the most part over the last twenty years as the energy economy has taken root.

The industry has suffered from ineffective implementation of several tourism strategic plans, mainly because the urgency that exists in several neighbouring economies has not existed here in Trinidad and Tobago. Even against this background the sector has realised some modest growth, but it is clear that tremendous potential still exists.

Because Trinidad and Tobago is committed to prudent investment of forecasted high energy revenues, it is especially important that investment in the tourism sector becomes a matter of high priority. As the world's largest employer, tourism also has the potential to create significant opportunities to address unemployment and under-employment. Attention to tourism is now a matter of urgency and requires exercising great political will and social commitment.

Such fast-tracked development is predicated on rapid evolution of the legislative and regulatory framework that will enable new investments and ensure the efforts of current investors are protected.

Analysis reveals that Trinidad and Tobago is well positioned to provide an exceptional tourism product based on a sound combination of environmental, structural, cultural and economic elements. It identifies, however, a number of institutional weaknesses and some environmental setbacks which hinder the development of the sector and in so doing highlights a number of tools upon which the country can build competitive advantages. These competitive advantages must form the basis of an aggressive

marketing effort that will raise the industry to the desired level of global awareness.

Summary of Actions

The overall strategy is to position Trinidad and Tobago to take advantage of its environmental and cultural attributes with a focus on Culture and Business Tourism for Trinidad, and Culture and Leisure Tourism for Tobago. Whatever the focus, creating tourism success, within the current social, environmental and economic framework, will depend on the wide adherence to a number of important guidelines. These factors include:

- Focus on high value added tourism.
- Ensuring environmental sensitivity.
- Establishing ongoing asset management.
- Recognising the needs for authenticity.
- Developing an effective institutional structure.
- Proactive approach to destination marketing.
- Sustained investment in human resource development.
- Gaining consensus at both public and private sector levels.

Measuring our Success

Tourism is an industry with a number of very closely connected drivers. Measurement, as a result, requires several indicators that focus on success in a single goal. Our two goals of developing the sector can be tracked through tourism's direct or indirect contribution to GDP and the percent of the workforce that tourism employs. The goals of transforming T&T and branding are most easily measured by looking at government spending and then its impact on tourist behaviour (number of arrivals, length of stay, occupancy, etc). Looking at the availability of room and Internet access will give us a sense of the quality of our infrastructure (Goal 4). Tracking graduation rates from T&THTI tells us how we are doing on developing our people to provide exemplary service to those choosing to visit our country.



Table 14.5: Dashboard: Tourism

#	Tourism	P0		P1	P2	P3
Goals	Indicator	Score	Rank-Quartile	Quartile	Quartile	Quartile
G4, G6	# of Rooms Available*	5943	No data			
G5, G6	Average Occupancy*	70%	No data			
G5, G8	# of Tourist Arrivals*	409,000	No data			
G5	Average Length of Stay 2003*	13.96	No data			
G5, G8	International Tourism Receipts as % of Exports 2003*	9.99	No data			
G1, G2	Direct GDP Contribution 2003*	2.17	No data			
G1, G2	Indirect GDP Contribution 2003*	10.37	No data			
G1, G2	% of Workforce Employed in Tourism 2003*	2.42	No data			
G5	Tourist Expenditure USD Million 2003*	\$249	No data			
G1, G2, G3, G4	Government Expenditure on Tourist Projects*	No data				
G3, G8	Amt. Spent on Marketing*	No data				
G4	# Rooms with Internet Access (TIDCO)	No data				
G8	# of Cruise Ship Visitors 2003 (TIDCO)	55,532				
G7	# of Graduates from TTHTI (TIDCO)	TBD				
G3, G8	Value of New Tourist Projects (TIDCO)	No data				

**World Tourism Organisation.*

Source: *TIDCO – Tourism and Industrial Development Company of Trinidad and Tobago.*

**Frameworks for Action - Tourism**

Goal 1: To ensure that the tourism sector is a developmental priority-driven by a strong and effective public/private sector partnership.

Objective 1: To establish a high level public/private Sector partnership to drive tourism development.

Actions	Owner	Phase
Establish Tourism Development Company to increase the focus on tourism.	TDC, MoT	P1
Implement a tourism satellite accounting system to measure the true economic impact of tourism.	MoT	P1
Develop an efficient public-private sector institutional framework for the management of tourism.	MoT	P1
Recognise tourism as the primary industry for Tobago.	MoT	P1

Goal 2: To develop Trinidad & Tobago's tourism industry to realise its full economic potential.

Objective 1: To ensure that all citizens embrace and positively participate in the Tourism economy.

Action	Owner	Phase
Communicate to the public benefits, opportunities and challenges of the tourism sector.	TDC, THA, MoT	P1-P3
Generate well-paying, sustainable jobs.	TDC, THA, MoT	P1-P3
Maximise the national employment potential and revenue yield.	TDC, THA, MoT	P1-P3
Grow the tourism industry in Tobago to be an important part of the national GDP.	TDC, THA, MoT	P1-P3

Objective 2: To ensure that across all education levels tourism is integrated in the curriculum.

Action	Owner	Phase
Introduce tourism programmes at all levels within the educational system	MoT, MoE	P1
Introduce scholarships in this industry.	MoT, MoE	P1



Goal 3: To institute investment incentives supported by efficient enabling procedures to ensure Trinidad and Tobago becomes an exciting location for investment.

Objective 1: To develop a legislative package of incentives based on benchmarks of best in class.

Actions	Owner	Phase
Research on incentives programmes of other international tourism destinations.	MoT, MoF	P1
Amend and develop legislation to support the industry, e.g. the finance/ income tax and Foreign Investments Acts and the TDA.	LRC	P1

Objective 2: To develop a high profile investment image for the country.

Actions	Owner	Phase
Ensure that Trinidad and Tobago is represented at American and European conferences.	MoT	P1
Host 2005 Tourism Investment Conference.	MoT	P1
Create incentives that support investment.	MoT	P1
Protect existing investors in this sector by introduction of legislation.	C	P1

Goal 4: To ensure that Trinidad and Tobago has the supporting infrastructure necessary for sustainable growth.

Objective 1: To improve access to and from the airport.

Actions	Owner	Phase
Provide high quality visitor transportation through clearly identified, specifically licensed, modern and well-maintained taxis and tour buses.	TDC, THA, MoT,	P1
Strengthen the existing Piarco Air Terminal infrastructure on an as needed basis.	MoWT, AATT	P1
Expand the airport terminal in Tobago to accommodate increased carrier demand.	MoWT, THA, AATT, MoPD	P2

Objective 2: To engage in road works and improvements through the major city areas.

Actions	Owner	Phase
Undertake road improvements to the Churchill Roosevelt Highway.	MoWT - Transport Division, MoPD	P1
Construct the interchange at Grand Bazaar junction.	MoWT - Transport Division, MoPD	P1

**Objective 3:** To provide Basic Amenities.

Actions	Owner	Phase
Upgrade current water distribution and sewerage disposal capacities.	MoPUE, WASA	P1
Provide telecommunications access in all major city areas.	MoPUE, TSTT	P1

Objective 4: To increase access between Trinidad and Tobago.

Actions	Owner	Phase
Improve the current ferry service to and from the islands.	MoWT, THA	P1
Improve and expand the Port-of-Spain, Charlotteville and Scarborough cruise facilities, and investigate the viability of Chaguaramas as an alternative port of call.	MoPUE, THA, CDA	P2-P3

Goal 5: To position Port-of-Spain as the Meetings and Conventions Capital of the Southern Caribbean and the “Capital of Culture” in the region.**Objective 1:** To establish a Tourism Industrial Park.

Actions	Owner	Phase
Design and develop a Tourism Industrial Park at Invaders Bay adjacent to Movie Town.	MoWT, MoT, MoPD	P2

Objective 2: To rehabilitate the Port-of-Spain Waterfront.

Actions	Owner	Phase
Design and build a new waterfront for Port-of-Spain running from Invaders Bay.	C, MoT	P2

Objective 3: To redesign the city area of Port-of-Spain.

Actions	Owner	Phase
Accelerate and expand the current beautification programme, and significantly improve and restore historical sites.	C, TA	P1
Market Port-of-Spain as a city of first choice for business and conventions.	TDC, MoT	P1
Establish suitable investment incentives to encourage rehabilitation of Port-of-Spain.	TDC, MoT	P1



Goal 6: To define and enhance Trinidad and Tobago's brand reputation by upgrading accommodations to the highest of international standards.

Objective 1: To encourage existing properties to expand.

Actions	Owner	Phase
Introduce incentives for the upgrading of current hotels and guesthouses.	MoT, MoF	P1

Objective 2: To develop new and Enhancement of existing hotels and other tourism facilities.

Actions	Owner	Phase
Identify suitable sites for hotel construction so as to ensure an adequate stock of rooms.	PIDCOTT/ MoF	P1
Identify suitable hotel chains to invest in Trinidad and Tobago.	MoT, MoPD	P1
Define and prioritise suitable venues for IRD tourism development.		

Goal 7: To build a service culture and position Trinidad & Tobago as the country that provides the warmest welcome and highest level of international quality service in the Caribbean.

Objective 1: To expand and raise the competency of the Hospitality Training Institutes in Trinidad & Tobago.

Actions	Owner	Phase
Expand opportunities for internships/stagieres in all qualified hotels in Trinidad & Tobago and other Caribbean and International resorts.	UWI, T&THTI, HA	P1
Improve the Trinidad & Tobago Industry Certification Programme (TTIC).	TDC, THA, TTBS	P1

Objective 2: To ensure that all employees in this sector have a strong service-oriented culture.

Actions	Owner	Phase
Develop service-training programmes for all through installation of an approved Trinidad & Tobago host programme, including certification.	MoT, THA, TDC	P1
Increase upward mobility and career development options, with a view to making tourism a career of first choice.	MoT, THA, TDC	P1



Goal 8: To ensure that Trinidad & Tobago is marketed as a recognised tourism destination in every principal tourism source market.

Objective 1: To develop a dynamic, properly funded sustainable marketing plan that focuses on Trinidad & Tobago's wealth of cultural diversity.

Actions	Owner	Phase
Develop a permanent funding mechanism to raise market awareness of Trinidad and Tobago to full international acceptance.	MoT, THA, MoF	P1

Objective 2: To create and promote a clearly identifiable Trinidad and Tobago brand.

Actions	Owner	Phase
Promote Trinidad and Tobago as a recognised tourism destination.	Media Houses, TDC, Advertising Agencies	P1-P3
Ensure that the best-qualified and most reputable marketing experts in their territory represent Trinidad and Tobago internationally.	Media Houses, TDC, Advertising Agencies	P1-P3
Institute the steel pan as the brand image of Port-of-Spain, and utilise the steel bands in the promotion of Trinidad and Tobago.	Media Houses, Advertising Agencies	P1-P3
Ensure regular high profile attendance at Trade and Consumer Shows.	Media Houses, Advertising Agencies	P1-P3

Objective 3: To establish Trinidad and Tobago both regionally and internationally as a preferred sporting destination through the organisation of an aggressive advertising campaign.

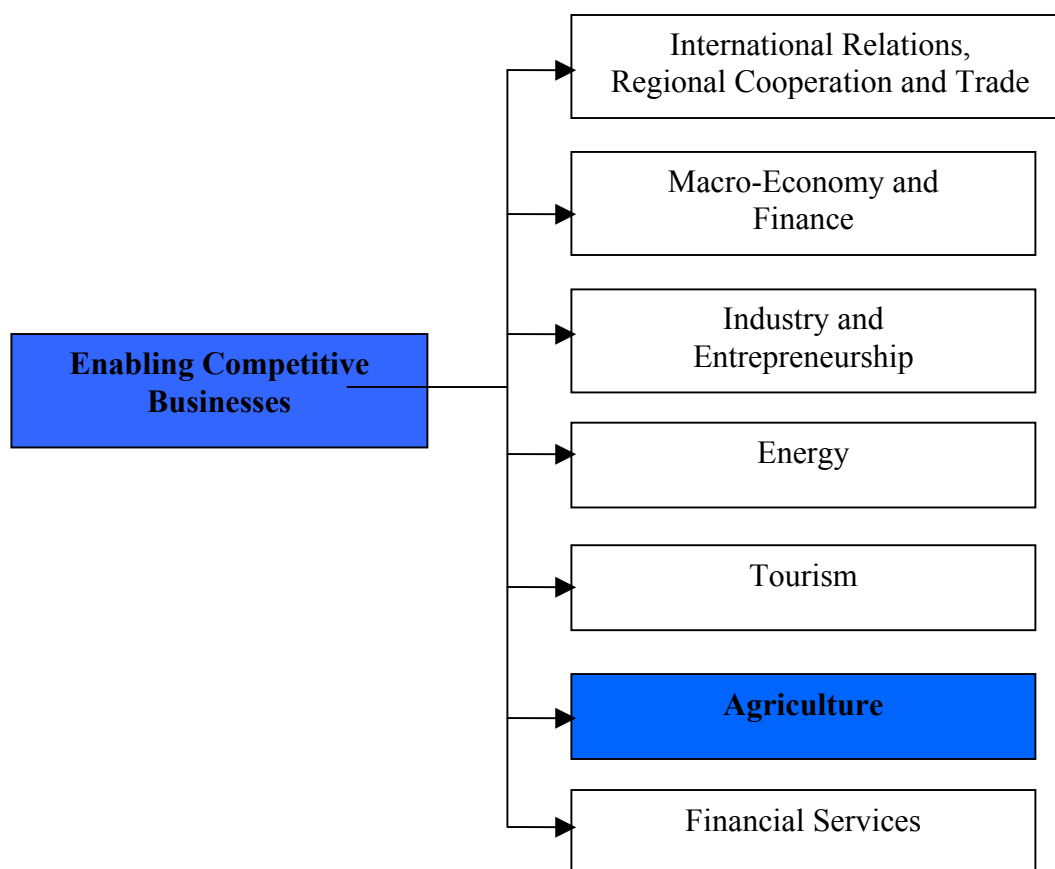
Actions	Owner	Phase
Use foreign missions to promote Trinidad and Tobago as a preferred sporting mission.	MoSYA	P2
Work with airlines, travel agencies and hoteliers to create attractive vacation packages.	MoFA, MoT	P1

**Essential Pre-Conditions**

- Develop and revise legislation to regulate the industry activities.
- Effective and efficient operation of the Tourism Development Company.

Critical Success Factors

- Widespread buy-in and participation of the stakeholders involved and frequent consultation with all communities.
- Strong political will to promote and fund Tourism development.
- Development of Infrastructure and Institutions to support Tourism growth.
- Greater use of technology and best practices in Tourism management.
- Appropriate allocation of financial and human resources to the development effort.

**AGRICULTURE****Vision for Agriculture**

A competitive agriculture sector that is resilient, adaptive, and market-driven.

Goals

- To enhance the Research, Technology Development and Extension capabilities to support agricultural development.
- To develop the Drainage, Irrigation and Water Management infrastructure to support agricultural development.
- To maximise the utilisation and Administration of available Land Resources.
- To enhance accessibility and availability of financial resources and Credit facilities to the agricultural sector.
- To enhance marketability of agri-based products through development of marketing initiatives and infrastructure.
- To effectively develop and manage access roads.
- To ensure a facilitative Policy and Regulatory environment.
- To develop Fisheries Management and Supporting Infrastructure.



- To build human capital at the professional, entrepreneurial and labourers' levels.
- To develop Information and Communication initiatives to enhance operations of the Agricultural Sector.
- To improve efficiency and competitiveness of the Sector.
- To contribute to food and nutrition security on a sustained basis by increasing self-sufficiency in strategic foods.
- To achieve and sustain quality of life and contribute to the socio-economic development of rural communities.
- To contribute to the conservation of the natural environment and promote and maintain its integrity.
- To recognise and promote the multifunctional contribution of agriculture to societal well-being.

Introduction

Global imperatives require agriculture to become internationally competitive. Nevertheless, the stark reality is that not all of agriculture can be competitive. Many in the small farm sector are unlikely to achieve international competitiveness due to limited resources and uneconomic size units. Accordingly, the 2020 vision for agriculture must create opportunities for embracing this group that cannot become competitive. Vision 2020 will not leave them behind.

The richness and diversity of our bio-resources are natural gifts to Trinidad and Tobago and, as a country, we must utilise these renewable resources to reduce our excessive dependence on food imports by increasing capital investments into the sector.

The strategy is to build long-term sustainable capacity as a basis for achieving the 2020 developmental targets. From a national perspective, this requires significant capital injections in building capacity and to enhance the sector's long-term contribution to economic development. Significant gaps now exist in public physical infrastructure and institutions. To drive the sector forward, it therefore is timely to channel financial resources from the non-renewable sector to the agricultural sector for sustained long-term development.

Quite apart from its conventional type contributions to income, employment and foreign exchange earnings, the sector is characterised by significant and strategic linkages to numerous government agencies; the business/private sector; agro-industry;

petrochemical sector; input supply sector; and numerous others. The sector as presently configured cannot meet the developmental targets as identified, and therefore capacity building in the immediate short to medium term is of critical importance.

Summary of Actions

The strategies outlined advocate the creation of an Agricultural sector that is well regulated and enables the country to feed itself with the highest quality produce. As such the proposed actions require:

- To develop the Research, Technology Development and Extension capabilities to support agricultural development;
- To develop the Drainage, Irrigation and Water Management infrastructure to support agricultural development;
- To maximise the utilisation and Administration of available Land Resources;
- To enhance accessibility and availability of Financial resources and Credit facilities to the agricultural sector;
- To enhance marketability of agri-based products through development of marketing initiatives and infrastructure;
- To effectively develop and manage Access Roads;
- To ensure a facilitative Policy and Regulatory environment;
- To develop Fisheries Management and Supporting Infrastructure;
- To Build Human Capital at the Professional, Entrepreneurial and Labourers' levels;



- To develop Information and Communication initiatives to enhance operations of the Agricultural Sector;
- To Improve efficiency and competitiveness of the Sector;
- To contribute to food and nutrition security on a sustained basis by increasing self-sufficiency in strategic foods;
- To achieve and sustain quality of life and contribute to the socio-economic development of rural communities;
- To contribute to the conservation of the natural environment and promote and maintain its integrity; and

- To recognise and promote the multifunctional contribution of agriculture to societal well-being.

Measuring our Success

The measurements identified keep the focus on the impact of the initiatives on the development of the sector. It is expected that with initiatives aimed at institutional development, increased research and development activity, improved access to credit and an enabling policy with respect to land use and distribution must result in increases in agricultural output and contribution to GDP. Included, as well, are measures designed to measure the impact of training and development on the capacity of workers to add increased value to the sector.



Table 14.6: Dashboard: Agriculture

#	Agriculture	P0		P1	P2	P3
Goals	Indicator	Score	Rank-Quartile	Quartile	Quartile	Quartile
Overall	Agriculture contribution to GDP (WDI)	2%	No data			
G7	Agricultural Policy Costs (GCR)	3.2/7	75/104 -Q3	Q2	Q1	Top 10
G3	Arable Land as % of total land (WDI)	14.6%	Q3	Q2	Q1	Top 10
G3	% of Permanent Cropland (WDI)	9.2%				
G2	Irrigated land as % of cropland (WDI)	3.3%	Q3	Q2	Q1	Top 10
G3	Fertiliser consumption per hectare of arable land (WDI)	1,163 hundreds of grams	Q3	Q2	Q1	Top 10
G9	Agriculture value added per worker (WDI)	\$3,034.0 0	Q2	Q1	Top 10	Top 5
G1	Public Agricultural research expenditure*	No data				
G5	# of products commercialised*	No data				
G1	Expenditure on agricultural environmental research*	No data				
G4	# of agro processing start ups*	No data				

* Local Indicators need to be developed

Sources:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 200" (WDI).

**Frameworks for Action - Agriculture**

Goal 1: To enhance the Research, Technology Development and Extension capabilities to support agricultural development.

Objective 1: To strengthen present RTDE capability and create linkages and partnerships among institutions, shareholders and investors in the sector.

Actions	Owner	Phase
Establish autonomous institution for agricultural RTDE.	Tripartite Committee comprising MoALMR, Private Sector Representatives, Research Institutions, THA	P1
Identify and fill competency gaps.	Same as above	P1
Establish a National RTDE Council.	Same as above	P1
Establish an Advisory Committee of stake-holders to facilitate co-ordination, collaboration and effective participation.	AS, THA	P1
Design and implement competitive fiscal incentive packages for research and development.	MoF, MoALMR	P1
Establish a framework for private providers of Extension Services.	MoALMR	P1
Establish Communications Network.	Advisory Committee, CARDI, THA	

Goal 2: To develop the Drainage, Irrigation and Water Management infrastructure to support agricultural development.

Objective 1: To improve coordination among agencies responsible for water resources to ensure efficient allocation and use in agriculture.

Actions	Owner	Phase
Establish inter-Ministerial/inter-agency committee to coordinate all efforts.	Technical Committee comprising MoALMR, UWI, MoWT, THA, MoPUE, other Stakeholders	P1
Review legislative and regulatory framework for water winning/conservation/utilisation.	Same as above	P1



Actions	Owner	Phase
Develop a water policy for irrigation including allocation policy, user charges and management systems.	Same as above	P1
Conduct research on irrigation technology and optimal irrigation practices.	NRTDE Institute, MoALMR, CARDI, UWI	P1, P2, P3

Objective 2: To systematically develop and maintain drainage, irrigation and water management infrastructure in Trinidad and Tobago.

Actions	Owner	Phase
Develop and implement a master plan for drainage, irrigation and water management.	Technical Committee as above	P1-P3
Maintain Drainage, irrigation and water management.	Technical Committee as above	P2-P3

Objective 3: To minimise water quality degradation.

Action	Owner	Phase
Conduct research on best agricultural practices (BAP) to avoid pollution/degradation.	NRTDE Institute, UWI, CARDI	P1, P2, P3
Undertake training in the adoption of BAP.	MoALMR	P1, P2, P3
Enforce water pollution regulations.	EMA	P1, P2, P3
Design and implement fiscal incentive packages for water conservation/storage infrastructure.	MoALMR, MoF, THA	P1, P2

Goal 3: To maximise the utilisation and Administration of available Land Resources.

Objective 1: To improve the efficiency in Land Administration.

Actions	Owner	Phase
Establish autonomous LAA to consolidate responsibilities of various agencies.	MoPD along with Steering Committee comprising MoALMR, THA, Town and Country - Planning Division, Land and Surveys, RGD	P1



Actions	Owner	Phase
Complete ongoing consultancy on development of digital land and identification systems.	MoALMR	P1
Establish database for land information sharing among agencies.	MoALMR, CSO, THA,	P1
Modernise and update legislation on land use, land tenure and property rights.	MoALMR, THA, MoLA	P1

Objective 2: To promote more efficient agricultural land use through rationalisation.

Actions	Owner	Phase
Develop a GIS database on existing land use in Trinidad and Tobago.	LAA, THA, UWI	P1
Develop a physical land use plan for agriculture within the context of a national physical plan.	LAA, THA, UWI	P1

Objective 3: To prevent further alienation of arable lands and keep same in productive agriculture.

Actions	Owner	Phase
Implement a system of zoning for agricultural lands based on the physical plan as in (ii) above (including legislation and regulation).	MoALMR, THA, LAA, Stakeholders	P1
Design and implement fiscal incentives/measures to keep agricultural land use productive.	MoALMR, THA, MoF, Stakeholders	P1, P2, P3
Designate areas with high production potential as exclusive food baskets to be permanently kept in agriculture by decree to support long term food security for T&T.	LAA, MoALMR, THA, Stakeholders representatives	P1
Designate selected areas as “Green Belt/Food Basket” areas.	MoALMR	P1
Enforce regulations, sensitise the population and publicise programmes.	MoALMR	P1

Goal 4: To enhance accessibility and availability of Financial resources and Credit facilities to the agricultural sector.

Objective 1: To stimulate new investment in the agriculture sector.

Actions	Owner	Phase
Conduct agribusiness investment profile and promote investments in strategic areas aligned to MoALMR sectoral policies based on potential for competitiveness and food security.	MoALMR, ADB, THA	P1, P2, P3



Objective 2: To make credit more accessible to the rural sector by developing new lending models.

Actions	Owner	Phase
Develop new lending/business models for different borrowers on the basis of economic situations and specific needs.	Bank and non-bank financing institutions	P1
Create special soft loan packages for developmental activities in rural communities including agribusiness.	Same as above	P1
Implement supervised credit schemes with technical support.	Same as above	P1, P2, P3
Establish community-based credit schemes (revolving credit, micro-financing and integrated rural development funding).	MoALMR, ADB	P1, P2

Goal 5: To enhance marketability of agri-based products through development of marketing initiatives and infrastructure.

Objective 1: To provide market intelligence information.

Actions	Owner	Phase
Develop and maintain an efficient and comprehensive market intelligence system (systematic collection, analysis and dissemination of market intelligence to guide investments and decisions).	MoALMR, NAMDEVCO, THA	P1

Objective 2: To improve efficiency of local and export marketing systems.

Actions	Owner	Phase
Establish and facilitate adoption of business models and private sector institutions for mobilising the productive capacity of the small farm sector for efficient marketing.	NAMDEVCO	P1-P2
Streamline marketing services e.g. product exports certification, packinghouses, pre-shipment export certification.	NAMDEVCO	P2

Objective 3: To improve the availability and quality of physical marketing infrastructure.

Actions	Owner	Phase
Upgrade and modernise public marketing facilities, e.g. chill rooms, packing houses etc.	MoALMR, NAMDEVCO, THA	P1, P2
Provide fiscal incentives for private sector investment in modern marketing facilities.	MoALMR, THA, MoF	P1, P2



Objective 4: To improve product competitiveness and consumer acceptability of locally produced foods.

Actions	Owner	Phase
Develop and promote a national system of grades and standards including enabling legislation.	MoALMR, UWI, NAMDEVCO, Stakeholders	P1
Implement specialised training modules to farmers and marketers.	MoALMR	P1, P2, P3
Promote local foods to consumers focusing on safety, wholesomeness and nutritional quality.	MoALMR, CFNI, CAD, School Nutrition, T&THTI	P1, P2, P3
Consolidate the authority for food safety and standards by establishing NAHFSA (National Agricultural Health and Food Safety Authority).	MoALMR, IICA, THA	P1

Objective 5: To enhance the marketing performance of small producers who are disadvantaged by small volumes and relatively high transaction costs for marketing.

Actions	Owner	Phase
Mobilise productive capacity of small farmers through development and implementation of new business/organisational models.	MoALMR, NAMDEVCO, THA, UWI, Stakeholders	P1, P2, P3

Goal 6: To effectively develop and manage access roads.

Objective 1: To improve coordination among agencies responsible for access roads.

Actions	Owner	Phase
Establish an inter-agency committee to coordinate all efforts with respect to access roads including defining roles and responsibilities.	Technical committee comprising: MoALMR, THA, MoWT, Regional Corporations, Private Sector, AS	P1
Develop GIS database on existing and planned roads.	Same as above	P1
Develop specifications for design and maintenance of roads.	Same as above	P1
Prepare a development plan for new access roads with priorities aligned to drainage and irrigation master plan as well as commodity priorities.	Same as above	P1
Review legislation and regulatory framework.	Same as above	P1

**Goal 7: To ensure a facilitative Policy and Regulatory environment.**

Objective 1: To create an effective policy formulation mechanism and improve the policy framework for agricultural investments, sectoral growth and improved efficiencies.

Actions	Owner	Phase
Develop an operational participatory mechanism to facilitate effective involvement in policy formulation involving stakeholders and agencies of government and other institutions.	MoALMR	P1-P3
Enhance competitiveness through training of existing staff and recruitment of specialists in the following areas: - Policy analysis; and - Agricultural trade policy negotiation.	MoALMR, THA, UWI	P1-P3
Undertake commodity analysis (analysis of profitability, productivity and competitiveness).	MoF	P1-P3

Objective 2: To keep stakeholders informed on a continuous basis with relevant and timely information on policy developments and related issues.

Actions	Owner	Phase
Establish effective communication networks and produce regular policy briefs for dissemination to stakeholders using effective media channels.	MoALMR, THA, MoPAI, AS	P1

Goal 8: To develop Fisheries Management and Supporting Infrastructure.

Objective 1: To improve the management and regulatory efficiencies in the fisheries sub-sector.

Actions	Owner	Phase
Establish a clear policy for marine fisheries and aquaculture and finalisation of the MFMA.	MoALMR, THA	P1
Implement training programmes and fill competencies gaps in policy, management, research, fisheries economics and marketing including international trade in fisheries products (marine fisheries and aquaculture).	MoALMR, THA	P1
Establish a monitoring, surveillance and enforcement unit for fisheries including the provision of personnel, equipment and facilities.	MoALMR, MoLA, THA	P1
Develop and maintain a computerised database system including an effective system of data collection as well as the integration of other various databases.	MoALMR, THA	P1-P3



Actions	Owner	Phase
Review and update fisheries resource management systems and regulations based on ongoing analysis of fisheries resources data.	MoALMR, THA	P1-P3
Develop an effective training/extension programme for fisher folks and marketers.	MoALMR, THA	P1-P3

Objective 2: To improve product safety for fish and fish products (HACCP compliant).

Actions	Owner	Phase
Construct and upgrade berthing facilities at principal landing sights.	MoALMR, THA	P1-P2
Construct and/or upgrade offshore fish/seafood facilities compliant with international standards (HACCP) at the principal fishing depots including cold storage.	MoALMR, MoWT, THA	P1-P2

Objective 3: To safeguard fisheries resources and augment stocks to optimal levels.

Actions	Owner	Phase
Establish artificial fishing reefs in suitable areas.	NF, MoALMR	P1-P2
Conduct research on optimal stock and fisheries efforts.	NF, MoALMR	P1
Develop comprehensive fisheries management plan including institutional strengthening.	NF, MoALMR	P1
Review and update legislation.	NF, MoALMR	P1
Implement plan as well as a monitoring and enforcement system.	NF, MoALMR	P1-P3

Objective 4: To develop aquaculture as a major enterprise in Trinidad and Tobago as a basis for diversification, income, growth and enhanced food security.

Actions	Owner	Phase
Identify potential fish, shrimp and other species for aquaculture in Trinidad and Tobago.	NF	P1
Conduct feasibility studies on alternative production techniques as a basis for promoting investments.	NF	P1
Develop national aquaculture strategies, including identification of target areas, choice of technology, marketing, research, and value-added. - Processing; and - Production systems.	MoALMR	P2-P3



Actions	Owner	Phase
Develop appropriate incentive system for investment (financial, training, marketing and stock).	MoF	P1
Provide training and advisory support in the management technology, business management and produce marketing throughout the investment cycle.	MoE	P1

Goal 9: To build human capital at the professional, entrepreneurial and labourers' levels.

Objective 1: To improve the productivity and efficiency of human capital in the agricultural and fisheries sub-sectors.

Actions	Owner	Phase
Develop a long-term human resource development plan for agriculture and fisheries to support the 2020 vision including needs analysis and training programmes (including vocational training and internships).	MoALMR, THA, UWI, MoE, MoSTTE	P1
Execution plan including the provision of fiscal incentives e.g. scholarships, tax incentives, grants.	MoALMR, THA, UWI, MoE, MoSTTE	P1 and ongoing

Goal 10: To develop Information and Communication initiatives to enhance operations of the Agricultural Sector.

Objective 1: To improve the efficiency and effectiveness of information and communication, specifically improving quality, expanding the information base and improving access.

Actions	Owner	Phase
Establish IT Centres and electronic database communication systems to provide stake-holders with information on: - Government policies, programmes, regulations and support services etc. - Trade policies and agreements. - International regulations. - Technology information.	MoALMR, MoPAI, MoCDGA, MoE	P1
NAMDEVCO to complete establishment of comprehensive marketing database (local, regional, international) including intelligence on: - Local market conditions, volumes traded, prices on a daily basis. - International market prices. - Grades and standards (including SPS). - Potential buyers and local supply sources. - Market reports to include trends, new developments and forecast.	MoALMR, NAMDEVCO, THA	P1
Develop alternative communication strategies for dissemination of	MoALMR,	P1



Actions	Owner	Phase
information to augment IT using existing media channels e.g. TV, Radio.	MoPAI, MoE	

Goal 11: To improve efficiency and competitiveness of the Sector.

Objective 1: To improve productivity in agriculture.

Actions	Owner	Phase
Develop water management infrastructure in strategic areas.	MoALMR	P1
Adopt technology that supports best practices in agriculture and mechanisation to reduce costs and post harvest loss.	MoALMR, NAMDEVCO, THA	P2
Implement soil management programmes.	MoALMR	P1

Objective 2: To improve quality and safety of agricultural products and protect plants, animals and biodiversity resources to ensure food security and safety.

Actions	Owner	Phase
Adoption of best agricultural practices.	MoALMR	P1
Introduce system of farm and product certification.	NAMDEVCO, Farmers	P1
Implement national systems for grades and standards.	MoALMR	P1-P2
Introduce new varieties based on higher quality and improved safety.	MoALMR, CARIRI	P1-P3
Implement programmes to improve water quality and usage.	MoALMR, UWI, MoWT, THA, MoPUE, other Stakeholders	P1-P3
Establish a dedicated National Agricultural Health and Food Safety Authority (NAHFSA) to protect plants, animals and biodiversity resources.	MoALMR, THA, MoTI, MoH	P1-P3

Objective 3: To develop and commercialise unique agricultural products through innovation and market research.

Actions	Owner	Phase
Identify unique genetic material with commercial potential.	MoALMR, CARIRI, CARDI	P3
Establish priorities in the development of new varieties and products, which have the potential to successfully compete in the market place. Priorities to be	MoALMR, CARIRI, CARDI	P3



Actions	Owner	Phase
based on competitiveness, market potential and opportunities for sustained growth.		
Provide fiscal incentives for innovation (discovery) of unique products with commercial potential.	MoALMR	P2
Enhance competencies in areas related to plant, animal health and food safety through training of existing staff and filling competencies gaps.	MoALMR, MoH, FAO/Technical Assistance	P1
Modernise and rationalise existing legislations that are obsolete.	MoLA	P1
Establish modern laboratory and diagnostic capabilities with state-of-the-art equipment.	MoALMR, MoH	P1

Goal 12: To contribute to food and nutrition security on a sustained basis by increasing self-sufficiency in strategic foods.

Objective 1: To increase the production and supply of nutritionally strategic foods to meet minimum requirements.

Actions	Owner	Phase
Develop policies to promote production processing, utilisation and marketing of those foods.	MoALMR, NAMDEVCO	P1
Promote the use of such foods generally and via programmes such as the School Nutrition Programme, folk fairs, chef's competition, and agricultural exhibitions.	NAMDEVCO	P1
Develop specific incentive programmes to encourage production of strategic food commodities that may not otherwise be competitive.	MoALMR	P2

Objective 2: To ensure food safety (locally produced and imported).

Actions	Owner	Phase
Review and modernise sanitary and phyto-sanitary legislation (SPS).	LAA	P1
Establish efficient and effective advisory and regulatory support institutions and systems for food safety certification.	MoH	P1
Invest in modern, efficient diagnostic equipment and facilities.	MoALMR	P2
Promote public awareness on food safety and food handling.	NAMDEVCO	P1



Goal 13: To achieve and sustain quality of life and contribute to the socio-economic development of rural communities.

Objective 1: To increase knowledge and skills of rural communities in agribusiness and other rural-based economic activities (services, eco-tourism, agro-tourism, cottage industries, forestry, etc.

Action	Owner	Phase
Conduct baseline studies of communities including resource profiles and economic activities.	CSO	P1
Formulate strategic development plans for each rural district/community based on resources and opportunities, using a participatory approach.	MoPD	P1
Develop and implement customised training and support programmes for the development of entrepreneurial activity in targeted communities.	MoE	P1-P3
Sustain competencies and skills development through scholarships/internship programmes.	MoE	P1-P3

Objective 2: To encourage entrepreneurial activities and investments in rural communities.

Action	Owner	Phase
Develop, encourage and promote specific investment packages that offer profitable potential for rural-based economic activities.	Financial Sector	P1
Establish institutional support for rural entrepreneurs in the areas of project planning, financing and implementation.	MoALMR	P1
Provide fiscal incentives for financial institutions and the private sector for rural-based investments in productive activities.	MoF	P1-P3
Provide grant funding for high impact and sustainable investment activities.	MoF	P1-P3

Objective 3: To reduce crime in rural communities including praedial larceny (objectives 1 and 2 will also contribute to this objective).

Action	Owner	Phase
Establish community-based crime, larceny watch groups and create positions of crime/larceny wardens. (Also to monitor squatting on state lands.)	MoNS	P1
Establish district-based agricultural tribunals to deal with incidence of squatting, praedial larceny, resource-based conflicts and contractual issues.	MoALMR	P1
Develop enabling legislation to support items including need to have a certificate of sale as proof as a producer.	MoALMR	P1



Action	Owner	Phase
Institute a national system for identification of animals.	MoALMR	P1
Review and increase the Minimum penalty for offences.	MoNS	Ongoing
Establish closer relationships between police and community.	MoNS	Ongoing

Objective 4: To provide adequate social, recreational and public amenities and infrastructure in rural communities.

Action	Owner	Phase
Conduct baseline survey to identify needs in pilot communities.	MoALMR, MoCDGA	P1
Establish multi-sectoral and multi-disciplinary teams to develop plans of action.	MoLG	P1
Allocation of public sector resources for investments.	MoALMR	P1

Objective 5: To develop a social safety net programme.

Action	Owner	Phase
Establish a formal programme of crop/livestock insurance for disaster relief targeted at major commodities.	MoALMR	P1
Implement programmes to diversify the economic base of communities.	MoALMR	Ongoing
Compensation for major income losses due to import surges as a result of trade liberalisation.	MoALMR	P1-P3

Objective 6: To develop bankable projects based on indigenous knowledge and showcase this indigenous knowledge and positive attributes of rural communities.

Action	Owner	Phase
Identify and highlight indigenous know-how, skills and positive attributes in rural commodities and the talent of the people through print and electronic media.	MoE	P1-P2
Establish a special R&D contestable fund for monetising indigenous knowledge and bio resources.	MoSTTE	P1-P2
Provide resources for documenting and showcasing uniqueness of rural communities.	MoT	Ongoing



Goal 14: To contribute to the conservation of the natural environment and promote and maintain its integrity.

Objective 1: To promote sustainable resource use and best practices in the farming, fishing, forestry, eco-tourism and natural resource-based economic activities and to preserve the positive attributes of rural culture and lifestyles.

Action	Owner	Phase
Identify best practices for sustainable resource use in each community.	MoALMR	P1
Promote and implement training programmes in best practices.	MoE	Ongoing
Provide appropriate recognition to communities and individuals for adoption of best practices.	UWI	Ongoing

Objective 2: To enhance and preserve agriculture's contribution to the environment.

Action	Owner	Phase
Avoid further fragmentation/alienation of agricultural holdings by instituting regulations on land use and land.	LAA	P1
Promote compatible agriculture activities on contiguous land holdings, e.g. orchards of citrus, field of sugarcane, coconut groves.	MoALMR	Ongoing
Promote and train farmers in the use of IPM and biological control of pests and diseases.	MoALMR	Ongoing
Develop and enforce regulations/practices prohibiting agricultural activities and systems of production that are environmentally degrading.	MoALMR	Ongoing
Establish a protocol for the importation and safe use of agricultural chemicals.	MoALMR	P1
Implement SPS measures.	MoALMR	P1
Design and implement a system of farm certification to encourage the adoption of best farm practices and supply of safe foods.	MoALMR	P1
Provide fiscal incentives for beautification and improvement of farm aesthetics.	MoALMR	P1
Implement a system of recognition/award for farm beautification.	MoALMR	P1
Design and promote best practices in handling of agricultural waste, residues and set machinery/equipment; also to monitor and enforce regulations.	MoALMR	P1



Objective 3: To contribute to the protection of the diverse indigenous plant and animal species of Trinidad & Tobago in a sustainable manner.

Action	Owner	Phase
Establish and operationalise the proposed National Biodiversity Centre at UWI to preserve the gene pool of indigenous plant and animal species.	UWI	P2
Develop and implement programmes to preserve indigenous species.	UWI	P1
Develop and enforce appropriate legislation to protect and preserve indigenous plant and animal lands.	UWI	P1

Objective 4: To promote the restoration of degraded lands and to prevent further degradation.

Action	Owner	Phase
Identify degraded lands.	MoALMR	P1
Develop appropriate programmes to restore degraded lands with incentives.	MoALMR	P1
Determine and promote alternative uses for restored lands.	MoALMR	Ongoing
Ensure restoration clause is included in land use tenancy contracts as well as provision for restoration deposits; also to enforce restoration clause in tenancy agreements.	MoALMR	Ongoing

Objective 5: To promote sustainable rural community-based economic activities that will contribute to conservation of natural resources including biodiversity.

Action	Owner	Phase
Identify opportunities based on resource endowments of each community	MoALMR	P1
Promote investment options based on feasibility studies, inclusive of market and financing.	Financial Sector	P2
Train prospective entrepreneurs in technology know-how, business management and marketing.	MoTI	Ongoing
Provide sustained mentoring/advisory support to investors.	MoALMR	Ongoing
Promote joint or collaborative investment initiatives within communities.	MoALMR	Ongoing
Provide recognition/award for successful community-based entrepreneurial initiatives.	MoALMR	Ongoing

**Goal 15: To recognise and promote the multifunctional contribution of agriculture to societal well-being.**

Objective 1: To recognise and promote the specific multifunctional contributions of agriculture, fisheries and the rural sector that are strategically important for Trinidad and Tobago.

Action	Owner	Phase
Develop and apply an appropriate methodology to identify and capture the various non-economic contributions of agriculture (multifunctional) to socio-economic development including the country's environmental assets.	MoF	P1
Develop a collaborative mechanism to bring to the forefront the multifunctional role of agriculture in trade, environment, health, gender and other relevant policy, involving media houses, NGOs, MoE and private sector.	MoALMR	P1
Promote the concept of multi-functionality to media houses, NGOs, private sector and government Ministries and agencies.	MoALMR	Ongoing
Establish and undertake a programme of research to uncover the value of the linkages between agriculture and other sectors (e.g. manufacturing and tourism).	MoALMR	P1

Objective 2: To promote the importance of agriculture as a pillar of the economy.

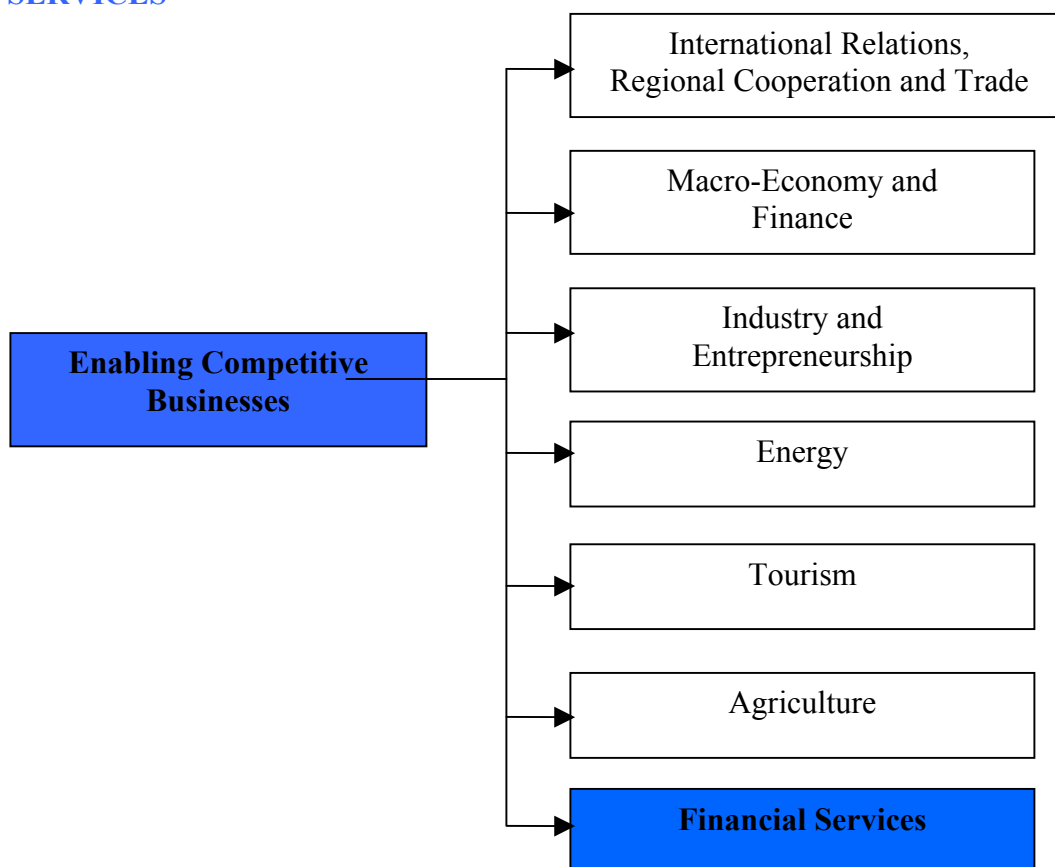
Action	Owner	Phase
Establish and operationalise an Agribusiness Fairs Committee and implementation of an awards system for excellence in farming.	TDC, NAMDEVCO	Ongoing

Essential Pre-Conditions

- Streamlining of activities and rationalisation of all institutions that are currently set up in support of agricultural development to reduce overlap and ensure coverage of all critical agricultural activities.
- The outfitting of all established support agencies and institutions with the requisite technical and managerial personnel.
- Buy-in and Support by Agriculture stakeholders to creating this sector in a competitive sector of the economy.

Critical Success Factors

- Government technical and financial support for sectoral initiatives proposed.
- Government agencies and institutions in the business of agriculture to have a strong focus on effective implementation of proposed actions.
- Support by farmers for the actions proposed.
- The promotion of the sector as an attractive employer and a lucrative investment opportunity.
- An emphasis on youth development in agriculture.

**FINANCIAL SERVICES****Vision for Financial Services**

The financial markets and institutions of Trinidad and Tobago are recognised as the pre-eminent financial centre in the Caribbean and Latin America by the year 2020.

Goals

- To support/catalyse the sustainable development of the financial sector.
- To permit more effective regulating, monitoring and management of the financial sectors.
- To build the Human Resource Base to support the development initiatives of the sector.
- To build the Information Architecture to support institutional requirements in an efficient and effective manner.
- To ensure the competitiveness of financial institutions by adopting measures and benchmarks to support sustainable growth objectives.



Introduction

The financial sector has a major role to play in the future development of Trinidad and Tobago, and particularly in the achievement of developed-nation status. The fundamental premise is that the Government of the Republic of Trinidad and Tobago should act as a facilitator of the sector, and undertake those actions necessary to facilitate/stimulate growth of the individual sub sectors within the financial industry.

Through country experience, developments in theory and empirical evidence, finance is now placed in a more pivotal position to a country's attainment of economic development.

The financial services sector is also in itself an area for potential growth. Further development can create employment opportunities, increase efficiency (thereby lowering the cost of financial intermediation), enable more choices for consumers and investors, and empower borrowers to have an increased availability of credit for consumption or investment (including for small business development).

Summary of Actions

The activities proposed for this sector are geared toward the creation of an enabling environment which is well regulated, monitored and controlled by Government. As such, emphasis is placed on:

- Legislative Reforms.

- Creating incentives for those operating within the sector.
- Facilitating the ease at which business is conducted.
- Making the sector more competitive.
- Developing the human resource stock within the sector.
- Making the sector more efficient through various initiatives.

Measuring our Success

Measures are identified and the relevant baseline data determined to monitor the operations and development of the financial industry and the corresponding sectors. These measures target the issues relating to the industry as whole, as well as specific areas that suggest the maturity and efficiency of the financial market. These measures include Soundness of Banks and Venture Capital Availability for tracking the development of the sector. The Global Competitiveness Report's measure of Organised Efforts to Improve Competitiveness will help us understand the progress of our regulatory environment. A local measure of the number of people in the industry with professional certifications will track the development of human capital within the sector. Our final goal of redefining the credit policy can easily be measured by looking at our international credit rating.



Table 14.7: Financial Services

#	Financial Services	P0		P1	P2	P3
Goals	Indicator	Score	Rank	Quartile	Quartile	Quartile
G 1	Soundness of banks (GCR)	6.1/7	30/104 -Q2	Q1	Top 10	Top 5
G 1	Venture capital availability (GCR)	3.3/7	48/104 -Q2	Q1	Top 10	Top 5
G 1	Local equity market access (GCR)	5.4/7	38/104 -Q2	Q1	Top 10	Top 5
G 1	Ease of access to loans (GCR)	3.3/7	48/104 -Q2	Q1	Top 10	Top 5
G 1	Financial market sophistication (GCR)	4.2/7	44/104 -Q2	Q1	Top 10	Top 5
G 2	Organised efforts to improve competitiveness (GCR)	3.9/7	56/104 -Q3	Q2	Q1	Top 10
G 3	Number employees in industry with professional qualifications (e.g. CFA)*	No data				
G4	Regulation of securities exchanges (GCR)	4.4/7	69/104 -Q3			
G5	Credit Rating (GCR)	55.6	48/104 -Q2	Q1	Top 10	Top 5

* Local Indicators need to be developed.

Source:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).



Frameworks for Action – Financial Services

Goal 1: To support/catalyse the sustainable development of the financial sector.

Objective 1: To modify/introduce requirements to implement standards and to support the financial institutions' development.

Actions	Owner	Phase
Remove/relax limits on quantity and types of investments in which pension funds, insurance companies, unit trusts and mutual funds can invest, and in providing capital to venture capital firms.	MoF	P1
Tailor Competition Policy to encourage new entrants – local, regional and international.	MoF	P1-P2
Strengthen reporting requirements of financial institutions to the governing bodies and to investors.	MoF	P1
Amend bankruptcy laws (similar to Chapter 11 of US law).	MoF	P1

Objective 2: To tailor fiscal and other policies to support the development of the financial sector.

Actions	Owner	Phase
Provide fiscal incentives to companies for placements and listings on the stock exchange, as well as for the development of information infrastructure and new market ventures.	MoF	P1
Amend the tax system to equate insurance and other institutions.	MoF	P1
Issue government bonds on a pre-announced schedule of varied tenors to facilitate estimation of a yield curve.	MoF, CB	P1-P2
List on the Stock Exchange State-owned enterprises targeted for divestment.	MoF	P2
Provide fiscal incentives to boost equity market.	MoF	P1
Provide tax incentives for equity contributors in IPO offerings.	MoF	P1
Retain tax-exempt status for selected sectors of the financial industry.	MoF	P1



Objective 3: Government to build the institutions and systems that would seek to foster development of the financial industry.

Actions	Owner	Phase
Facilitate and enable the development of short term and long-term international currency market.	CB	P1- P3
Facilitate the entry and exit of new players to the financial sector.	MoF	P1-P2
Upgrade the inter-bank payment system.	CB, Banking Sector	P1
Foster the development of commercial vendors of information.	CB, SEC, MoF	P1-P2
Implement a programme of investor education on securities laws.	SEC, Industry players	P1
Strengthen Human Resource Base, Management Information System, institutional capacity.	SEC, MoF	P1
Encourage Alternative Dispute Resolution approach to claims settlement.	CB	P1
Implement proposal for the establishment of Financial Services Dispute Council funded by Industry Players.	MoF, CB	P1
Develop in-house market surveillance capacity.	SEC, CB	P1
Develop verification of third party information by fund managers.	SEC, CB	P1
Continuously strengthen investment management capabilities of public and private fund managers.	CB	P1
Undertake a technical review of the Venture Capital System.	MoF	P1

Goal 2: Government to enable effective regulating, monitoring and management of the financial sectors.

Objective 1: To develop/build the institutions responsible for reporting, monitoring and governance of institutions within the sectors of the financial industry.

Actions	Owner	Phase
Complete the integration of the Office of the Supervisor of Insurance with that of the Banking Supervisor.	MoF	P1
Implement policies and international standards for informational disclosure, reporting and sharing by the various sectors to all regulatory authorities, other stakeholders and the public.	MoF, CB, SEC	P1- P3
Accelerate movement from rule-based to proactive risk based supervision.	CB	P1
Introduce principles-based accounting as opposed to rules-based accounting.	SEC	P1



Actions	Owner	Phase
Establish rules to deal with inter-locking directorates, voting rights of trustees and management of collective investment schemes.	MoF, SEC	P1
Undertake a comprehensive review and upgrade of the SIA (1995) to give SEC authority to regulate the capital market.	MoF, SEC	P1
Accelerate revisions to the Insurance Act, including increased powers for regulator, more stringent capitalisation requirements, more stringent reporting standards.	MoF	P1
Enhance the supervisory system of Insurances.	CB	P1
Pursue proposed amendments to Companies Act 1995, SIA 1995, FIA 1993.	MoF	P1
Enactment of coherent Mutual Funds legislation that outlines the relationship, information disclosure principles and duties for the regulatory agencies in this sector.	MoF, SEC	P1
Establish a Pensions Act (execute the regulation and supervision of pensions within an integrated regulatory framework), and codify the portability of pension benefits in law.	MoF, CB	P1
Upgrade legislation which governs the activities of credit unions, (includes implementing fit and proper standards for credit union boards, committee members and managers).	MoF, MoLSMED	P1
Draft appropriate rules for mergers and acquisitions in the sector.	MoF	P1

Objective 2: To encourage the implementation/development of reporting, monitoring and governance standards and practices among the institutions within the sectors of the financial industry.

Actions	Owner	Phase
Implement the proposal for the establishment of a Financial Services Dispute Resolution Council.	MoF	P1
Lower reserve requirement on deposits.	CB, MoF	P1-P2
Develop micro-structure for primary and secondary market for government bonds.	MoF	P1-P2
Encourage the adoption of the 'prudent man rule' in insurance investment decisions.	CB	P1
Accelerate harmonisation of OAP and NIS.	MoF, NIB	P1-P2



Actions	Owner	Phase
Establish and upgrade the prudential criteria for the management of pension funds. Accelerate the development and implementation of relevant criteria based on appropriate prudential (PEARLS) and disclosure requirements for institutions.	CB, MoF, MoLSMED	P1
Increase frequency of the periodic actuarial reviews to between one and two years.	CB	P1-P2
Consider graduation of large credit unions to have the same standard of supervision as for other financial institutions.	MoF, MoLSMED	P1-P2
Facilitate and encourage the development of independent local auditing and accounting firms.	MoF, Financial Institutions	P1-P2

Goal 3: Build a human resource base to support the development initiatives of the sector.**Objective 1:** To expand and strengthen the professional base.

Actions	Owner	Phase
Induct qualified young men and women into the industry on a continuous basis every year, through an open, transparent and competitive process.	Institutions	P1-P2
Provide intensive training at the induction level and continuing education for middle and managerial level officers.	Institutions	P1-P2
Implement the process of promotion and career progression, with a supporting reward and compensation system, based on goal attainment, demonstration of desired behaviours, application of technical knowledge.	Institutions	P1-P3

Objective 2: To ensure Curriculum relevance through collaboration with educational institutions.

Actions	Owner	Phase
Industry Members to assist in designing the curriculum, arranging for the retention of members of higher calibre and qualifications to guide the students through the courses, and arrange for supervised internships.	Institutions, TLIs	P1, P2
Encourage through support the use of modern teaching methodology, pedagogical and technological tools.	Financial institutions	P1, P2



Objective 3: To encourage the development of the Relevant Skills of the professional base.

Actions	Owner	Phase
Introduce/develop the capabilities of the personnel within the institutions to communicate with Latin American Counterparts and others with different languages.	Financial Institutions	P1-P3
Institutions to develop the expertise (or ensure the continuous availability of specialist skills) within the various sectors through educational collaboration, training and exposure.	Institutions	P1-P2

Goal 4: To build the Information Architecture to support industry requirements in an efficient and effective manner.

Objective 1: To ensure timely disclosure by Financial Institutions.

Actions	Owner	Phase
Ensure the timely disclosure of funds' performance by fund managers, financial institutions and the Supervisor of Insurance.	Pension fund managers	P1

Objective 2: To ensure efficient data management systems by all financial institutions.

Actions	Owner	Phase
Efficient data capture and transaction recording systems.	Financial institutions	P1- P3

Objective 3: To move towards technology-based systems for provision of services.

Action	Owner	Phase
Implement secure and globally accessible products and services where feasible.	Financial institutions	P1- P3
Develop initiatives to attract regional players into the domestic financial industry.	MoF, MoTI	P1- P3

Goal 5: To ensure the competitiveness of financial institutions by adopting measures and benchmarks to support sustainable growth objectives.

Objective 1: To provide support for SME's.

Actions	Owner	Phase
Develop a viable credit policy specifically for SMEs' sustainability and growth.	Financial institutions, CB	P1



Actions	Owner	Phase
Develop an insurance scheme to support the extension of credit to entrepreneurs.	Insurance companies/SoI	P1

Objective 2: To ensure a regionally competitive and attractive cost, return and service structure and provision to enhance their marketability regionally.

Actions	Owner	Phase
More closely align the interest rate spread between credit and deposit and across institutions to facilitate growth.	Financial institutions, CB	P1, P2
Incorporate equity instruments as an active, competitive part of the product portfolio to develop the equity market as a sound alternative to debt instruments.	Financial institutions, CB	P1, P2
Align general transaction costs and benefits to international benchmarks, so as to enhance competitiveness with regional players.	Financial institutions, service providers	P1
Ensure that service offering and complementing expertise are aligned to international benchmarks.	Financial institutions, service providers	P1
Further enhance alliances and strategic initiatives to actively penetrate and successfully compete in other countries regionally.	Financial institutions, service providers	P1-P3

Objective 3: To further develop the existing credit facilities and risk profiles and policies within the institutions.

Actions	Owner	Phase
Encourage the establishment of independent credit rating agencies in T&T and an automated credit bureau.	Private sector/ entrepreneurs	P1-P2
Ensure that the risk policies accommodate regional ventures and interests in a competitive manner.	Financial institutions and service providers	P1-P2

Essential Pre-Conditions

- The adoption of ICT and the relevant technological infrastructure capabilities by all stakeholders to support the implementation of proposed initiatives.
- Government support of the proposed initiatives.

Critical Success Factors

- Government implementation of related initiatives.
- Effective support and buy-in to the proposed actions from all the relevant stakeholders within the sector.
- Market confidence in the sector.
- Attractiveness of the sector as an employer.

CHAPTER 15

Frameworks For Action Sound Infrastructure And Environment





INTRODUCTION

The following diagram serves as a reminder that there is a mutual interdependence between and among development priorities. The pursuit of each

priority is inextricably linked to progress in others. Each priority therefore serves as an essential element of the developmental thrust that will take Trinidad and Tobago to developed country status by the year 2020.

The Developmental Puzzle

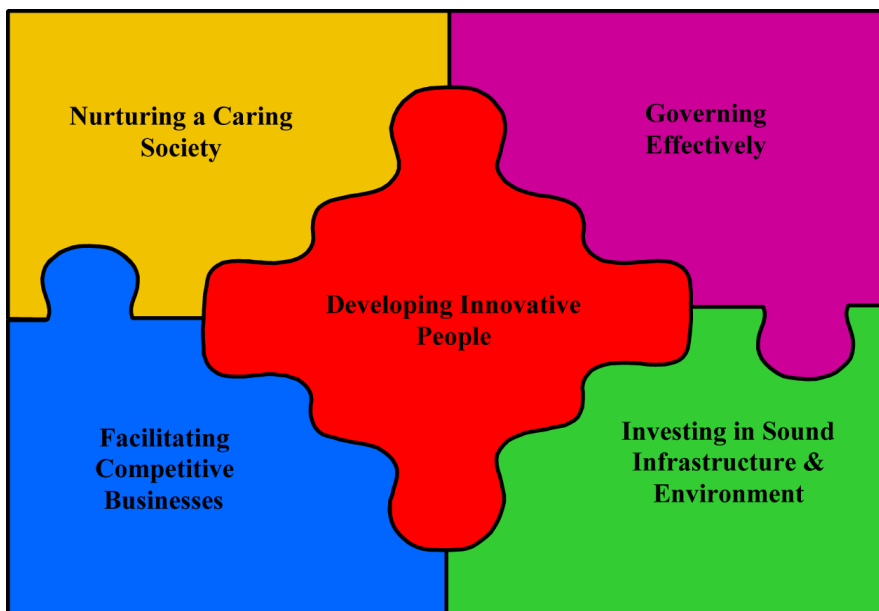


Diagram 15.1

Vision for Sound Infrastructure & Environment

Trinidad and Tobago will build and maintain an efficient Information and Communications Technology (ICT) platform and utilities and transportation infrastructure that enable social mobility and economic growth with environmental responsibility while facilitating the competing interests of all stakeholders.



Sound Infrastructure and Environment

Our infrastructure will enable and fuel our growth and development, facilitating competitiveness and improving the standard of living for all our people. Roadways, byways, ICT, water and sewerage, coastline protection, power distribution and all other facets of our infrastructure must be designed for service delivery, growth and expansion of industry and population. Basic amenities must be guaranteed to each citizen, in every district or community.

Infrastructural development must be focused on geographies targeted for population expansion and settlement, as well as new business development. The developed infrastructure must meet high international standards, cater to the needs of a diverse population¹, be fully supportive of environmental sustainability and ready to withstand natural disasters.

With regard to transport, we must seek to reduce the value eroded through inefficient national transportation networks. The difficulty moving between Trinidad and Tobago and travelling within either island is well documented. A developed nation focused on productivity and competitiveness must resolve these issues in the short term.

¹ By catering, for example, to gender needs as well as the needs of the disabled.

Our ICT infrastructure must facilitate effective government and the development of innovative people in touch with world events. Through this infrastructure our government will deliver 'first world' services and improve on the collection of taxes and royalties and the disbursement of pensions and benefits to those in need.

Our people will be encouraged to share information and create knowledge, thus adding value to their careers and creating value for their companies and our country.

Building our infrastructure makes Trinidad and Tobago more competitive because it prepares us for increased Foreign Direct Investment, internal/onshore and organic economic growth. There is therefore an understandable urgency to move on this particular aspect of Vision 2020.

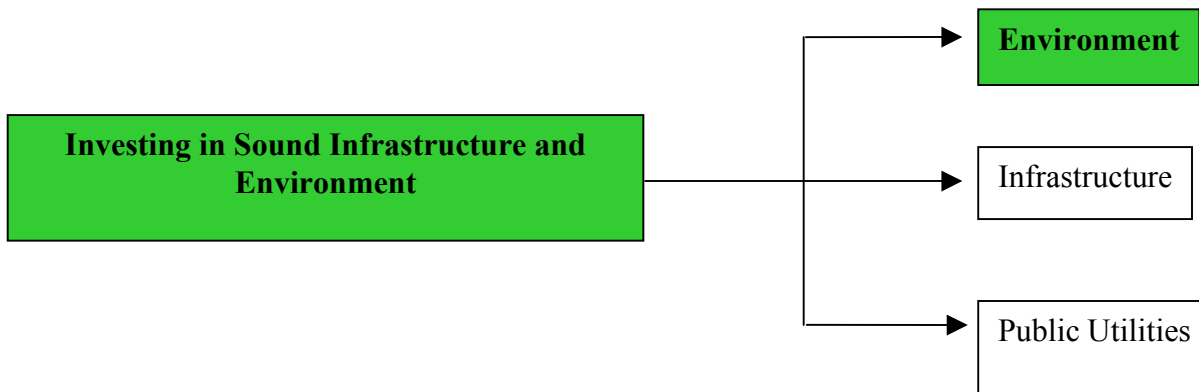
However, priorities in infrastructure development must be preceded by a thorough analysis of needs and comprehensive consultations with stakeholders. So important is this development priority that, though urgency is indicated, proper consideration is required to meet stakeholder needs effectively and sensibly.

In this chapter, we draw upon the work done in the areas of:

- Environment
- Infrastructure
- Public Utilities



ENVIRONMENT

**Vision for Environment**

A country in which all persons treasure the environment and voluntarily use its resources wisely to ensure its protection, conservation and restoration, so as to equitably meet the needs of present and future generations and enhance the quality of life.

Goals

- To instil environmental responsibility in all stakeholders.
- To enhance environmental awareness and development efforts by private sector groups and community based activities.



Introduction

The environment in which we live provides essential goods and services (e.g. water, food, clean air, wood, minerals, flood control, disease control, recreation and aesthetic relief), which are important to human development. An analysis of our current situation with regard to key ecosystem services provided by the natural environment suggests however, that we have much work to do. The reality is that water availability appears threatened; minerals, sand and other non-living resources are over-exploited; several species of wildlife and fish stocks are near extinction; disease and organism outbreak control is inadequate; ecosystem control of flooding is impaired and our recreation and tourism facilities in some areas are being over-exploited.

The main factors limiting the ability of the ecosystem to provide services to us are:

- The changes in land use and land cover arising from unplanned settlements;
- Forest fires, illegal logging, and quarrying;
- Industrial development in the coastal zone, and beach sand mining in Tobago;
- Pollution from non-functioning sewage treatment plants, industrial effluents, and oil spills;
- Lead and sulphur from vehicle emissions;
- Uncontrolled hazardous wastes;
- Population growth and concomitant over-consumption of natural resources in some counties;
- Indifferent attitudes and values toward the environment;
- Failure to implement or enforce important environmental and natural resource management legislation; and
- Institutional weaknesses and gaps, especially in physical planning.

In order to address the aforementioned issues, it is believed that as a people, we must apply a new set of values to the treatment of our environment if we want to preserve its natural beauty and wonder for the future. This new environmental consciousness must be founded upon the following tenets:

- Respect and care for the full ecosystem;
- Improved quality of human life;
- Conservation of the vitality and diversity of Trinidad and Tobago's natural environment;
- Keeping within the country's carrying capacity;
- Changing personal attitudes and practices to manage the environment; and
- Empowering communities to care for their own environments.

These guiding principles all centre around human values and attitudes and thus the major task to the year 2020 is to modify human behaviour toward the environment through public awareness, education and regulation at all levels.

Summary of Actions

The actions set out by the Sub-Committee focused around the four main areas of - clean air, safe water, forest/wildlife and coastal ecosystem protection, and strict solid waste management practices, especially as it relates to hazardous and oily wastes. Generally speaking, the actions call for:

- Inculcating environmental conservation attitudes in citizens through the education and regulation system drafting and/or finalising and implementing various environmental regulations made possible under the Environmental Management Authority (EMA) Act of 2000; and
- Improving the physical resources, knowledge base and coordinating capability of the relevant agencies entrusted with environmental protection.

Measuring our Success

Sustainable development is receiving much attention around the world. Success in this area can be gauged by the level of various pollutants in the environment measured against international benchmarks, such as those enshrined in international agreements to which we are signatories. The following dashboard of indicators elaborates further on these internationally accepted standards of performance.



Table 15.1: Dashboard - Environment

#	Environment	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
G2	Prevalence of environmental marketing (GCR)	2.9/7	81/104 - Q4	Q3	Q2	Q1
G1	Stringency of environment regulations (GCR)	3.3/7	75/104 - Q3	Q2	Q1	Top 10
G1	Stability of regulations (GCR)	3.2/7	74/104 - Q4	Q3	Q2	Q1
G2	Importance of environment in business planning (GCR)	3.3/7	63/104 - Q3	Q2	Q1	Top 10
G2	Urban population as % of total population (WDI)*	No data				
G1	Area of forest cover burnt	4700 ha				
G1	Deforestation and Biodiversity: % average annual deforestation (WDI)	0.8%				
G1	Number of effluent permits per year*	No data				
G2	Water pollution: emissions of organic water pollutants produced by industry (WDI)	11,787 kg/day				
G1	Surface water abstraction per year	239 mcm/yr				
G1	Ground water production per year	89 mcm/yr				
G1	Cumulative greenhouse gas emissions (Gg) (UNCCC)*	No data				
G1	Amount of solid waste per capita per day	7kg				
G2	% of recyclable solid waste being recycled*	No data				
G2	Quantity of hazardous and oil waste collected (tons)*	No data				
G2	Oil and hazardous substance spilled (PPM)*	No data				
G1	Compliance with international Agreements (GCR)	3.7/7	79/104 - Q4	Q3	Q2	Q1

* Local Indicators need to be developed.

Source:

1. World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).
2. World Bank, "World Development Indicators 2004" (WDI).
3. Governance Matters III: Governance Indicators for 1996-2002.
4. United Nations Convention on Climate Change (UNCC).

**Frameworks for Action - Environment****Goal 1: To instil environmental responsibility in all stakeholders.**

Objective 1: To increase governance relating to the environment and strengthen the enforcement of environmental regulations.

Actions	Owner	Phase
Train police service in environmental laws so that they can recognise infringements.	MoPUE	P1
Improve the resource capability and coordination capacity of the relevant agencies including Town and Country Planning Division, Municipal Corporations and the EMA.	MoPUE, MoPD	P1
Stipulate that the private sector conform to ISO standards while maintaining environmental sustainability.	MoPD, EMA, MoPUE	P1
Implement Environmental Management Systems (EMS) in industries, and conduct spot checks & audits of industrial emissions.	MoPUE, EMA	P1
Amend Motor Vehicle & Road Transport Act to mandate testing of exhaust emissions for Vehicle Inspection Programme.	MoPUE MoWT	P1
Track illegal waste disposal.	EMA SWMCOL	P1
Revise or draft and adopt subsidiary legislation to the EMA Act of 2000 so as to give full effect to appropriate environmental protection rules.	EMA SWMCOL	P1
Enforce laws against illegal slash and burn, logging & streamline associated approval requirements.	MoALMR	P1

Objective 2: To implement specific government initiatives.

Actions	Owner	Phase
Adopt orphaned sewage treatment plants to meet discharge criteria, and to comply with local and international standards.	EMA, MoPUE	P1
Reforest denuded watersheds.	MoPUE	P1
Develop and implement plans to protect ground water; Divert waste from disposal to reduce, recycle & reuse.	MoPUE, EMA	P1
Ratify Kyoto Protocol.	MoPUE	
Establish funds for environmental clean up, remediation and reforestation.	EMA, MoF	P1



Actions	Owner	Phase
Operate a public hotline where infringements and emergencies can be reported.	EMA	P1
Implement actions outlined in the National Biodiversity Strategic Action Plan (NBSAP).	EMA	P1
Update & implement the system of National Parks & Protected Areas plan 1980.	MoPUE	P1
Designate Environmentally Sensitive Areas, coastal zones, and species.	EMA, MoPD	P1
Train & deploy fire guardians for fire prevention & control of activities during the dry season.	FD	P1
Re-focus & institutionally strengthen the Forestry Division.	MoALMR, FD	P1
Formulate policy for hillside development that would limit the disturbance to the land.	MoALMR	P1
Activate the Green Fund to support NGO and CBO's to implement reforestation & remediation efforts.	MoF	
Reduce the negative impact of nuisance uses of the land (e.g. Motor vehicle garages and saw mills).	EMA	P1

Objective 3: To begin providing government incentives.

Actions	Owner	Phase
Develop and implement incentives for the adoption of EMS in industries.	EMA	P1
Develop and implement incentives for the use of clean technologies, fuels and recycling initiatives.	EMA, MoPUE	P1-P3

Goal 2: To enhance environmental awareness and development efforts by private sector groups and community based activities.

Objective 1: To engage in the promotion of environmental awareness by all stakeholders.

Actions	Owner	Phase
Promote eco-friendly and conservatory practices to all stakeholders through public information and partnership activities.	MoPUE EMA	P1
Introduce environmentally responsible education within the curriculum at schools.	MoE	P1



Actions	Owner	Phase
Enable institutions and systems to support eco-development and enhancement	MoPUE EMA	P1

Objective 2: To involve the private sector and community in protecting the environment.

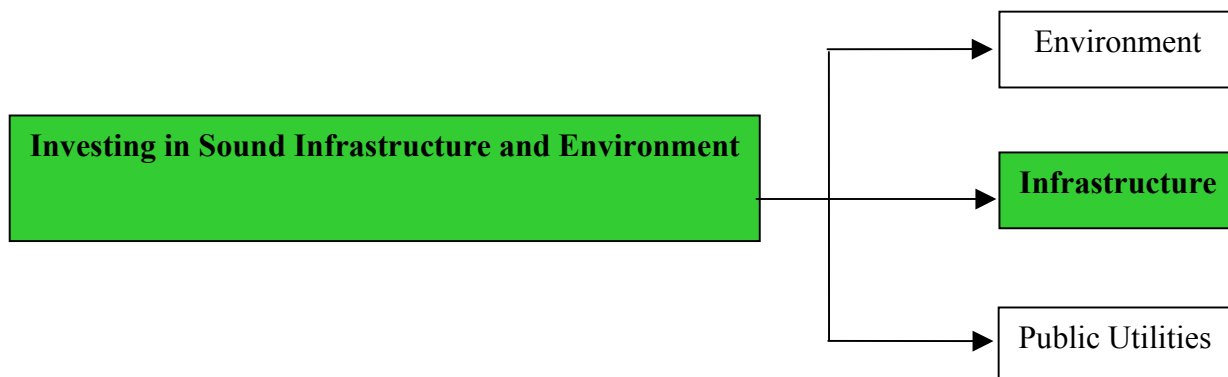
Actions	Owner	Phase
Implement community based maintenance and enhancement of the respective environment.	Community Centres and others	P1-P3
Involve the private sector financially and otherwise, in various environmental drives and initiatives.	MoF Various Chambers of Commerce	P1-P3
Protect residential/community areas from the harmful/disruptive effects of economic and entertainment ventures.	Community management groups and individuals, EMA	P1-P3

Essential Pre-Conditions

- A public that understands the impact of environmental degradation on quality of life through education and regular communication.
- Institutional strengthening of the EMA – staff and finance - so as to allow the continuous evolution of appropriate legislation, policing of standards and means to:
 - Promote interagency coordination; and
 - Capture relevant and timely data on volumes and types of waste generated.

Critical Success Factors

- Willingness of education system to include/enhance a consideration of environmental issues in the curriculum
- Availability of funding for all proposed programmes.
- Stakeholder support and dedication to achieving the proposed actions.
- The development of a culture of enforcement for environmental infringements.
- Update and strengthen Town and Country Planning legislation and the preparation of a National Physical Development Plan.

**INFRASTRUCTURE****Vision for Infrastructure**

Infrastructure that works.

Goals

- To ensure the safe and efficient movement of people and goods throughout the country with acceptable levels of accessibility for all sectors whether by land, sea, or air.
- To regenerate and/or develop drainage systems to meet ecological requirements, settlement patterns, promote the productive use of storm water and mitigate flooding hazards.
- To improve and increase the national social infrastructure and institutionalise an effective administrative framework.



Introduction

A well-developed and efficient infrastructure is essential to achieving social and economic development. As such, focus on relevant economic and social infrastructure built to internationally accepted standards have the potential to impact positively on the level of national development and the well being of citizens. We must, therefore, focus our efforts in the four key areas: transportation infrastructure (land, sea, air), drainage, information and communication, and the social and cultural infrastructure.

The **transportation infrastructure** should provide for the safe and efficient movement of people, goods and services at both the inter and intra-island level and is subdivided into three (3) categories: *land, air and sea*. The country must create state-of-the-art, modern transportation systems equipped to handle a wide range of vehicles in an environmentally responsible manner.

The **drainage infrastructure** will facilitate the effective and safe management of storm water and watercourses to minimise injury and damage to public and private property as well as the environment. These drainage systems should also effectively control river basin flows and promote harmonious integration of the natural and developed environment.

The **information and communication infrastructure** will allow for easy access to accurate, reliable data, which encourages the evolution of a culture that values openness and sharing, rather than secrecy. These information systems must be designed to foster easy access to accurate, reliable, up to date and timely data and the evolution of a user culture that values openness and sharing. ICT is dealt with in detail in the Public Utilities section of this National Plan.

The **social and cultural infrastructure** will comprise facilities and mechanisms that ensure education, health care, community development, income distribution, employment, social welfare, recreation and entertainment (inclusive of buildings). By 2020, we will have facilities and public goods that

enhance the social, economic, cultural and environmental aspects of life for all citizens. Although social infrastructure is comprehensively dealt with in the Regional Development & Sustainable Communities SCR, the physical aspects of it are included in this SCR. With significant progress in these four areas, our vision of fully functional infrastructure for Trinidad and Tobago should come to pass.

Summary of Actions

The actions highlight a series of specific initiatives to be undertaken to improve infrastructure. These initiatives recommend that:

- All roadways, airports, and seaports, their attendant public transport systems and legislation must be modernised in an environmentally friendly and aesthetically pleasing manner. More private sector participation be sought to accelerate their development.
- Drainage systems must be managed for effective erosion control, irrigation purposes and safe storm water discharge.
- Social and cultural improvements come from building visual and performing arts centres, parks, libraries, and other such public facilities.
- Enhancement of landscaping ecology be a priority.
- Interim reports be used to accelerate the implementation of projects being identified in the current Comprehensive National Transportation Study (CNTS 2004-2007).

Measuring our Success

All of our goals for T&T's infrastructure can be easily benchmarked against global standards. The Global Competitiveness Report contains a series of these, which are displayed in the Dashboard Section of this report. At the local level, a series of 'stepping stone' indicators were chosen to lead us to the required improvements in our international ratings and are also included in the preceding section.



Table 15.2: Dashboard - Infrastructure

#	Infrastructure	P0		P1	P2	P3
Goals	Indicators	Score	Rank-Quartile	Quartile	Quartile	Quartile
Overall	Overall infrastructure quality (GCR)	3.6/7	54/104 - Q3	Q2	Q1	Top 10
Overall	Government CAPEX*	No Data				
G1	Port infrastructure quality (GCR)	4.0/7	48/104 - Q2	Q1	Top 10	Top 5
G1	Container cargo throughput (TEUs)	No Data				
G1	Number of yachties per year	No Data				
G1	Air transport infrastructure quality (GCR)	4.6/7	52/104 - Q2	Q1	Top 10	Top 5
G1	Airport international category rating (FAA)	CAT 2		Cat1	Cat1	Cat1
G1	Number of new airline routes connecting through T&T	No Data				
G1	Road coverage	No Data				
G1	Number of bridges constructed/upgraded	No Data				
G1	Vehicle operating Cost (\$/Km/vehicle)	No Data				
G2	Number of floods per year per region	No Data				
G3	Spending on new public buildings per year	No Data				

* **Government CAPEX** – refers to that portion of the PSIP allocation that is primarily physical infrastructure investment.

Sources:

1. *World Economic Forum, “Global Competitiveness Report 2004-2005” (GCR)*
2. *Federal Aviation Authority (FAA)*



Frameworks for Action - Infrastructure

Goal 1: To ensure the safe and efficient movement of people and goods throughout the country with acceptable levels of accessibility for all sectors whether by land, sea, or air.

Objective 1: To develop, maintain and manage the land infrastructure and transportation system consistent with national physical development plans and policies as well as with population growth.

Actions	Owner	Phase
Provide improved and affordable mass transportation systems throughout the country by upgrading existing or developing new mass transport hub facilities (e.g. PTSC facilities), and as identified in the ongoing Comprehensive Natural Transportation System (CNTS).	MoWT PTSC ²	P0-P1
Install New Jersey type barrier systems; demand traffic assessment studies prior to approval for all land development; ensure periodic vehicular inspections; install new street lights; launch driver and road user educational programmes; mandate attendance at defensive driver courses; and adopt other such measures to facilitate a reduction in road accidents, injuries and fatalities.	MoWT	P0-P1
Institutional Strengthening - Establish a Land Transportation Authority and a Roads Management Authority to strengthen the management infrastructure for all types of land transportation.	MoWT	P0-P1
Institute measures for congestion reduction throughout the main, primary and secondary road network by implementing the infrastructure projects listed under the Public Sector Investment Programmes and Programme for Upgrading Road Efficiency (PURE) programmes.	MoWT	P1-P3
Minimise environmental degradation by conducting studies prior to development projects, promoting use of alternative fuels, instituting programmes for discarded tires.	MoWT/ EMA	P1-P3

Objective 2: To establish a first class air transport sector with modern, secure airport facilities, high quality internal and regional airline services and high technology maintenance facilities and services.

Actions	Owner	Phase
Establish modern systems and practices for safety and security of passengers and cargo by improving drug interdiction, and installing new security systems, etc.	AATT ³	P0- P1
Make Piarco the premier airport in the region by establishing industry linkages, repairing the runways, expanding the terminal building, improving technology to facilitate faster processing of passengers and cargo, and building state-of-the-art maintenance facilities.	AATT	P0-P1

² Public Transport Service Corporation.

³ Airports Authority of Trinidad & Tobago.



Actions	Owner	Phase
Develop and expand Crowne Point terminal facility and runway.	AATT/THA MoWT	P0-P1
Promote development of cost effective and efficient regional air services.	MoWT/AATT /THA	P0-P1
Establish a viable and sustainable Trinidad and Tobago air linkage by providing targeted subsidies and payment for services.	AATT	P0-P1
Develop an attendant business park to attract a wider international clientele and encourage further economic diversification.	MoWT	P0-P1

Objective 3: To modernise and expand seaport facilities, transshipment capability, and ensure first class ship maintenance and dry-docking services.

Actions	Owner	Phase
Hire consultant to perform technical and management needs and gap analysis study to inform the expansion decisions of the Port operations, both in Trinidad and Tobago.	PATT	P1
Expand port capacity by development of existing berths and construction of new port facilities, inclusive of modern IT and inventory management systems and human resource development initiatives.	PATT	P0-P1
Improve security systems and interdiction systems for illicit cargo.	PATT	P1
Purchase two conventional ferries and one cargo vessel to support Trinidad and Tobago traffic.	MoWT / THA	P1
Develop Trinidad and Tobago as a transshipment point for south-south trade.	MoWT	P1
Modernise and expand key sea ports and fishing ports throughout the country.	MoWT	P0-P1
Increase capacity of ship maintenance and dry docking industry to service larger vessels in keeping with increased maritime traffic.	PATT	P0-P1
Market Trinidad and Tobago as a major safe harbour destination for pleasure craft and yachts.	MoWT	P0-P1



Goal 2: To regenerate and/or develop drainage systems that meet ecological requirements, settlement patterns, promote the productive use of storm water and mitigate flooding hazards.

Objective 1: To upgrade the legislative provisions and administration of the drainage system.

Actions	Owner	Phase
Develop guidelines for enhancement of landscape ecology and review and rationalise current legislative provisions for drainage management.	MoWT	P0-P1
Formulate programmes for continuous updating and maintenance of drainage facilities and promote the enforcement and continuous improvement of regulatory practices and policies.	MoWT	P1
Establish a coastal and drainage unit in Tobago.	THA	P1
Develop management systems and procedures for improved levels of co-ordination among the agencies dealing with drainage.	MoWT	P1

Objective 2: Mitigate the possible hazards associated with flooding.

Actions	Owner	Phase
Review traditional approaches to watershed runoff management and develop strategies to control the volume and quality of flows in river basins.	MoWT	P0-P1
Formulate and implement drainage improvement plans for critical river basins and rural areas that are experiencing development pressures and problems of flood damage.	MoWT	P0-P1
Develop appropriate techniques and programmes for restoring vegetative cover, timber harvesting and controlling quarrying.	MoPAI/EMA	P1-P2
Develop strategies and techniques for drainage on individual development sites, consistent with basin-wide approaches.	MoWT/MC	P1-P3
Promote continuous development of methods, techniques and practices designed to enhance storm water management.	MoWT/MC	P1-P3
Develop and implement Public Awareness Programme.	MoPAI	P1-P3
Land use zoning, taking into consideration environmentally sensitive areas.	MoWT, MC, MoALMR MoPD	P1-P3



Objective 3: To regenerate drainage systems to meet ecological requirements relating to water quality, environmental protection and enhancement, and the dynamics of individual elements.

Actions	Owner	Phase
Institute measures to control coastal erosion.	MoWT, MC	P0-P1
Identify alternative solutions to drainage problems that maintain desirable existing natural systems and utilise bioengineering techniques for erosion prevention.	MoWT	P0-P1

Objective 4: To integrate drainage systems into the landscape, consistent with the diversity of the biophysical environment and land use and settlement patterns.

Actions	Owner	Phase
Protect swamps, ponds and other wetlands features as natural water holding reservoirs and percolation systems.	MoWT/ EMA	P1-P3
Implement systems for regeneration of major watercourses.	MoWT	P1

Goal 3: To improve and increase the national social infrastructure and institutionalise an effective administrative framework.

Objective 1: To improve and increase national social infrastructure.

Actions	Owner	Phase
Introduce state-of-the-art mobile health units to service rural communities on a regular basis.	MoH	P1
Create state-of-the-art community facilities like libraries, wellness centres, and festival fairgrounds.	MoCDCGA	P1
Establish national facilities such as a National Centre for Performing Arts and a National Pan Theatre.	MoCDCGA	P1
Develop outdoor facilities for both amusement and environmental protection such as lake districts, and park areas.	MoLG	P1-P3
Improve infrastructure at existing cremation sites and crematoriums and create new sites for cemeteries.	MoLG	P1-P3
Ensure that the design and construction of all buildings meet the needs of all citizens (“differently abled”, elderly, etc).	MoWT, MoLG	P1-P3



Objective 2: To create new administrative frameworks for national social infrastructure.

Actions	Owner	Phase
Develop and implement national policy to ensure the allocation of funding for the required upkeep and maintenance of all social infrastructures.	MoLG	P1
Develop and implement performance indicators with respect to the establishment, use and maintenance of social infrastructure.	Vision Council 2020	P1
Design of comprehensive local area and regional development planning processes, namely Rio Claro/Mayaro & Sangre Grande.	MoLG	P1

Objective 3: To effectively design, construct and maintain all public buildings so as to ensure the safety of the citizenry.

Actions	Owner	Phase
Institutionally strengthen the MoLG and the MoWT to allow them to effectively implement the full range of building projects (new and renovation) required in the national development agenda.	MoF, MoLG, MoWT	P0-P1
Construct ten new Regional Administration complexes and construct/renovate all the building projects listed in the Public Sector Investment Programme.	MoWT, MoLG, THA	P1-P3

Essential Pre-Conditions

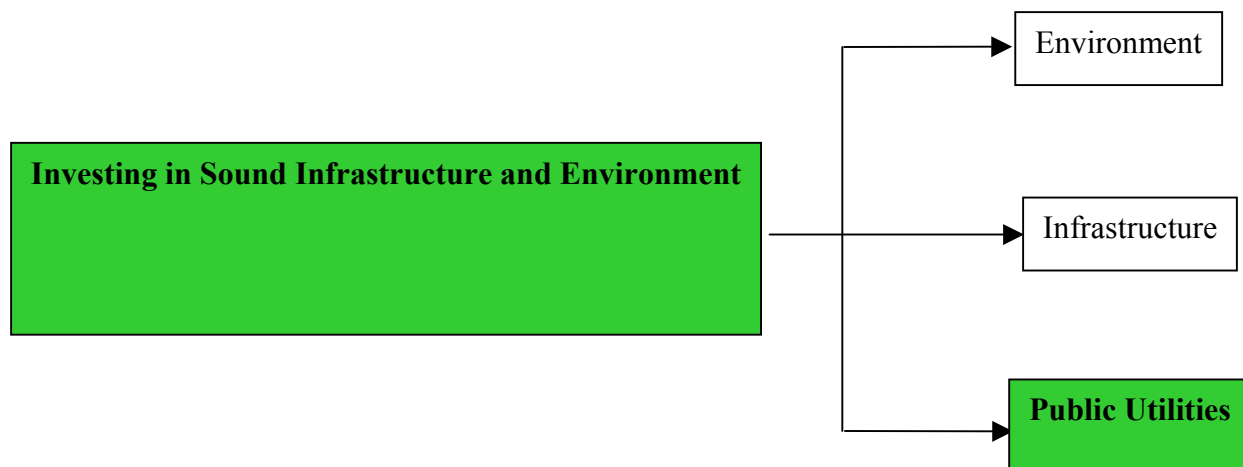
- The development of an oversight team, drawn from the public and private sectors to monitor the progress of implementation of the plans.
- Extensive project management training of staff.
- Stringent output based financial planning.

Critical Success Factors

- Timely release of funds as per budgeted schedules and to the amount requested.
- Increased reliance on private infrastructure so as to provide a mechanism to improve efficiency, transparency, accountability, innovation and service standards in both the Ministry of Works

and Transport and in the Ministry of Local Government.

- An increased capacity of the Ministries to execute the cost effective investments envisioned.
- Annual maintenance of the V2020 process and a commitment to the execution of the plans so derived.
- National buy-in by all citizens.
- The development of appropriate metrics of performance for the infrastructure sector and the institutional capability for the data gathering and analysis required to measure the sector's performance on a timely basis.

**PUBLIC UTILITIES****Vision for Public Utilities**

A future driven, customer oriented and technology enabled utility sector that provides the necessary services efficiently, cost-effectively and reliably, to grow a nation.

Goals

- To achieve financial self-sufficiency for all utilities.
- To deliver quality customer service at the minimal cost in a nationally responsible manner.
- Restructure sector for efficiency, transparency and competition.



Introduction

The public utilities sector is divided into four main areas: water and waste water services, electricity, postal services and Information and Communications Technology (ICT). The sectors are largely State monopolies and are currently dominated by the following government owned and controlled organisations (unless otherwise stated):

- Water & Sewerage Authority (WASA).
- Trinidad & Tobago Electricity Company (T&TEC); Power Generation Company of Trinidad and Tobago (POWERGEN 51% T&TEC); and InnCogen Ltd (private).
- Trinidad & Tobago Postal Corporation (TTPOST).
- Telecommunications Services of Trinidad and Tobago.
- Solid Waste Management.

The utility sector provides vital infrastructure services to the country. Its contribution to the national economy, at over 4% of GDP, is significant. The level and quality of the provision of these services, so essential to our existence, can be used as a yardstick to measure the standard of living of the country.

In fact, the adequacy of these services helps determine country success in diversifying production, expanding trade, coping with population growth, and reducing poverty. Although the precise linkages between these services and development are being debated globally, it is generally recognised that infrastructure capacity is an essential precondition for development. Sound utility infrastructure and effective operations help development when present; impeding progress when absent or of poor quality.

Summary of Actions

In explaining the under-performing nature of the local utility sector compared with international standards, two major propositions were advanced:

- The governance structure of public ownership often led to a lack of accountability, transparency and the erosion of standards and controls, and was perhaps more potent than the failure (or absence) of real market forces.
- The belief that because utility services were consumed widely in society they should be treated as essential services and therefore the State continually exercised its option of holding prices below their economic costs leading to significant financial difficulties in the utility companies. Utility deficits were then either made up by transfers from public finances or by the deterioration of assets through inadequate maintenance.

The actions identified were, therefore, designed to secure financial self-sufficiency of the utilities whilst ensuring that, (a) targeted subsidies reach vulnerable groups and (b) that citizens and customers are well served through the development of international service delivery standards and industry best practices, limiting government involvement, and engaging the employees and private sector more.

Measuring our Success

Given the services they provide, public utilities can be managed and measured much like any traditional business. In fact, in many regions of the world utility providers are privately owned and operated and transparently assessed. Whether or not the utility is profitable will then provide the appropriate direction for the provision of customer-driven services and the optimised use of resources. For other goals of providing quality service in a competitive and innovation driven environment, a host of international measures can be used including: Unaccounted for Water, Quality of the Electricity Supply, Postal Coverage and Telephone Lines per 100 people, etc.



Table 15.3: Dashboard - Public Utilities

	Public Utilities	P0		P1	P2	P3
Goals	Indicators	Score	Rank	Quartile	Quartile	Quartile
G1	Profitability by utility (WASA, T&TEC, TTPOST, TSTT, SWMCOL)	No Data				
G2	Household access to potable water (WDI)	92%		98%	100%	100%
G2	Household access to sewerage connections	30%		75%	100%	100%
G2	Unaccounted for water	50%		20%	10%	Less than 10%
G2	Percentage of Population receiving 24hr water access	20%		75%	85%	> 95%
G2	Quality electricity supply (GCR)	4.8/7	55/104 - Q3	Q2	Q1	Top 10
G2	Postal efficiency (GCR)	4.3/7	56/104 - Q3	Q2	Q1	Top 10
G2	Telephone lines per 1,000 inhabitants (GCR)	25.0	47/104 - Q2	Q1	Top 10	Top 5
G2	# Personal computers per 1,000 inhabitants (GCR)	8.0	52/104 - Q2	Q1	Top 10	Top 5
G2	# Internet users per 10,000 inhabitants (GCR)	1060	52/104 - Q2	Q1	Top 10	Top 5
G2	# Internet hosts per 10,000 inhabitants (GCR)	61.4	48/104 - Q2	Q1	Top 10	Top 5
G2	Cellular mobile subscribers per 1000 inhabitants (GCR)	27.8	54/104 - Q3	Q2	Q1	Top 10
G2	Waiting time for wire line service	No Data				
G3	Technological sophistication (GCR)	4.2/7	44/104 - Q2			

Sources:

1. *World Economic Forum, "Global Competitiveness Report 2004-2005" (GCR).*
2. *World Development Indicators 2004, World Bank (WDI).*

**Frameworks for Action – Public Utilities****Goal 1: To achieve financial self-sufficiency at all utilities.****Objective 1: To achieve self-sufficiency at WASA.**

Actions	Owner	Phase
Increase revenues by adopting cost reflection tariffs and rate structures that minimise cross subsidisation, accelerate the metering drive, decrease unaccounted for water, reduce accounts receivables and adopt targeted subsidies for vulnerable groups (as opposed to using general subsidies).	WASA	P1
Reduce costs by decreasing employees per connections and increasing operational efficiencies.	WASA	P1

Objective 2: To achieve self-sufficiency at TTPOST.

Actions	Owner	Phase
Preserve monopoly in letter mail up to 2.5kgs, subject to overview and review by regulators (with appropriate Universal Service Obligation Policy).	TTPOST	P1
Increase volumes of core mail by expanding product offerings, expanding capacity, and integrated marketing.	TTPOST	P1
Complete the postal reform project, including transforming TTPOST into a limited liability company and expanding its service offering into non-traditional areas (e.g. database direct marketing opportunities can be offered to third party firms etc).	MoPUE, TTPOST	P0-P1

Objective 3: To achieve self-sufficiency at T&TEC.

Actions	Owner	Phase
Increase revenues by adopting cost reflection tariffs and rate structures that minimise cross-subsidisation, decrease accounts receivables and adopt targeted subsidies for vulnerable groups (as opposed to using general subsidies).	T&TEC	P1
Reduce costs by renegotiating existing power contracts with appropriate performance guarantees, managing personnel costs, increasing productivity, reintroducing the Distribution Enhancing Programme, instituting ‘time-of-day’ tariffs to control and offset demand related generation costs.	T&TEC	P1

**Goal 2: To deliver quality service at the minimal cost in a nationally responsible manner.**

Objective 1: To ensure that water and sewage service delivery is efficient, customer centric, reliable and accessible to all at competitive pricing.

Actions	Owner	Phase
Ensure universal coverage of water and sanitation services through pipe borne systems and a comprehensive leak repair programme.	WASA	P1
Integrate private waste water treatment plants into a national system where they can be effectively monitored and maintained and upgrade national facilities in both Trinidad and Tobago.	WASA	
Ensure that international environmental standards for quality of water and wastewater treatment and ensuing effluents are met by establishing a steering committee on the issue with other associated agencies e.g. EMA, TTBS etc.	WASA	P1
Provide 24 hours of water and wastewater service for all citizens.	WASA	P0-P3

Objective 2: To upgrade the management and physical technological infrastructure to provide optimal service delivery in the Information and Communications Technology Sector.

Actions	Owner	Phase
Fully operationalise the Telecommunications Authority of Trinidad and Tobago.	TATT, MoPAI	P1
Accelerate the implementation of the 14 programmes and 100 projects outlined in the National Information and Communications Technology Plan.	MoPAI	P0-P1
Increase service coverage and reliability of supply in mobile telecommunication.	TSTT, Others	P1
Improve quality of service in wireline telecommunication.	TSTT, Others	P1-P2
Develop a mass-market broadband infrastructure.	TSTT, Others	P1-P2
Improve service standards and accessibility to ICT by formulating appropriate Consumer Protection Policies, National Spectrum Management Plan, and Universal Service Obligation Policies etc.	TATT, MoPAI	P0-P1

Objective 3: To expand the service coverage and increase the reliability of electrical generation (G), transmission (T) and distribution (D).

Actions	Owner	Phase
Provide electricity in areas of poor coverage; review Rural Electrification Programme.	T&TEC	P1
Extend the 132km underground transmission system into POS.	T&TEC	P1



Actions	Owner	Phase
Establish a baseload generating facility in Tobago.	T&TEC/NEC	P1
Invite existing and/or new Independent Power Producers (IPPs) to bid for supplying generating capacity to meet future anticipated demand.	T&TEC	P0-P1
Expand the use of live line work to reduce/eliminate planned maintenance outages.	T&TEC	P1
Meet the digital economy sector demand by establishing premium power parks, installing distributed electrical storage devices in sensitive areas etc.	T&TEC, Powergen, RIC	P1-P3

Goal 3: To restructure sector for efficiency, transparency and competition.

Objective 1: To understand and meet the highest standards in each industry.

Actions	Owner	Phase
Review global and regional trends in service and benchmark performance on a quarterly basis and publish the results.	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1
Employ best available technology and inventory management systems.	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1
Establish technology and innovation committees in each sector to monitor global trends and champion local changes.	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1
Implement institutional strengthening programmes in each utility agency e.g. training programmes, more appropriate performance management and compensation systems, modern accommodation etc.	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1
Enact appropriate legislature allowing for flexible responses to more sophisticated consumer market.	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1
Utilities to continuously launch programmes aimed at managing consumer demand and encouraging waste reduction.	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1
Accelerate the implementation of e-government strategies.	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1
Regulators to routinely review, publish and police quality of service standards and performance guarantees for all utilities (after appropriate public dialogue).	RIC, TATT, WASA, T&TEC, TTPOST, TSTT	P1-P3



Objective 2: To adopt public/private partnership models which transfer responsibility to the most capable.

Actions	Owner	Phase
Review current regulations and laws and restructure utility industry with appropriate revised legislation and regulation to allow more private sector participation in the management and execution of works.	MoPAI	P0-P1
Privatisation of some existing utilities is also an option in the process.	MoF	P1

Essential Pre-Conditions

- A clear estimate of long term demand in the establishment and upgrading of facilities to ensure that the sufficient infrastructure base exists to support broad based growth.
- The incorporation of integrated planning to ensure a more systematic, orderly and comprehensive approach to infrastructure development and maintenance.
- To foster equity in the provision of infrastructural services to rural areas so as to ensure the participation of all individuals in economic activity including the financially challenged.
- Private sector participation, particularly by the local private sector.

Critical Success Factors

- Determination of the most appropriate organisational and ownership structure. This is likely to vary from utility to utility.
- Determination of the most appropriate market structure, in particular, the scope for competitive activity in the provision of utility services. Infrastructure must be conceived as a “service industry” providing goods that meet customers’ demand.
- Reduction, and ultimate elimination, of the need for state transfers.
- Determination of the most appropriate legal, institutional and regulatory framework to ensure timely response to increased competitive activity and the need to maintain commercial viability.
- Exploration of the potential for collaborative effort among utilities in selected areas to eliminate duplication of resource use and to take advantage of economies of scale and scope.

CHAPTER 16

A Call To Action



Creating The Desired Tomorrow

Achieving this vision requires total commitment from all of us. As such...

We believe that we have a supreme responsibility to every citizen and we will strive to ensure that every citizen has equal opportunities to achieve his/her fullest potential.

We take our responsibility seriously to ensure that all citizens enjoy a high quality of life, where quality healthcare is available to all and where safe, peaceful, environmentally friendly communities are maintained.

We are responsible for ensuring that all citizens will have access to a sound, relevant education system tailored to meet the human resource needs of a modern, progressive, technologically advancing nation.

We promise that optimum use will be made of all the resources of our nation.

We support the family as the foundation of the society and acknowledge its contribution to the growth, development and stability of Trinidad and Tobago.

We build these promises on the responsibility of each citizen to respect the “Rule of Law” and uphold the principles of human rights and freedoms and the promotion of the principles of democracy.

We promise that the diversity and creativity of all our people will be valued and nurtured.

The year 2020 is a mere 15 years away. As such, we must not be tempted to defer much-needed changes, both political and individual. Moreover, surprises are undoubtedly in store; we do not know how the world tomorrow will develop, and predicting the future is always risky. But nations, like ships, can maintain a fix on a destination even as they adjust course. So too can individuals who have the capacity to shape the future and cope with unexpected changes. This chapter therefore makes a simple statement about our considerable task – that a journey of a thousand miles begins with a bold first step.

Other nations have demonstrated the courage to make brave steps forward. India for example, is renowned for recently acquired software and business outsourcing acumen, and is aiming to grab higher value-added share in technology markets. More Indian cities will undergo dramatic change as regional development strategies find traction. China envisions its own economic dream of being the largest economy in the world and continues its own aggressive pursuit of a regional development agenda. Estonia, Latvia, Slovenia, the Czech Republic – all nations now part of the European Union – are eagerly embracing a future where yesterday's remote possibilities look like tomorrow's reality.

These country examples do not follow any particular template, and so they do not necessarily serve as a model of what we should aspire to. Our caring society and our rich island culture demand a distinctive outcome from developed nation efforts. We do not wish to lose that which makes us unique in our efforts to join the ranks of the wealthiest nations on earth. In our view, equity and harmony are just as critical to the success of the Vision 2020 Draft National Strategic Plan as efficiency and growth. But examples of other countries provide a measure of inspiration and can help us guard against avoidable mistakes. To some extent, Trinidad and Tobago has a natural advantage, having inherited a comparatively positive recent economic and social history and a strong natural resource base. Other nations started from much further behind. At the same time, many others have a head start on this journey of national development. Trinidad and Tobago must not be left behind!

Standing still is not an option. Where will the next Singapore, or Taiwan or Chile come from? Will it be in the Western Hemisphere? Successful small nations can carve out a space for themselves and in so doing shape the future or entire regions. It seems sensible to take a bold step, and in doing so take the lead in our region.

It is worth reflecting upon what can be accomplished in fifteen years. In 1989, with the fall of the Berlin Wall and after a difficult adjustment, several communist nations set their sights on entry into the European Union (EU). In 15 years, almost to the day, eight are now member states of the EU, which itself introduced a common currency in that time. Three other former Soviet states have been named as candidates for EU membership. These nations, now part of the European project, existed under authoritarian regimes just over fifteen years ago. Undoubtedly, such transformation was not without struggle, but these states held their dreams together with a compelling vision and concerted effort.

Fifteen years ago India stood immobilised after years as a quasi-statist economy. Its 1991 trade reforms marked the initial steps to development. China's 'first step' of economic reforms began earlier, but important milestones were passed in the 1990s, including the development of a venture capital market and a rapidly growing stock market. The small island economy of Ireland has moved to the forefront of Europe in just fifteen years, from a country earning less than 63% of Britain's per capita income in 1987, to 115% in 2003.

Ireland set out with simple first steps - spending more on education, attracting investment in technology, training, active investment promotion activities, and encouragement of emigrants to return home. Only then did the disparate parts begin to coalesce.

This is familiar of course. Our Vision 2020 Draft National Strategic Plan incorporates many of these elements. Fifteen years is ambitious, but the first step must be made today if we are to achieve our goals.

COMMITMENT TO SUSTAINED COMPETITIVENESS

As a nation, we accept that Trinidad and Tobago's developed country ambition is tied to national competitiveness. As a result, we commit to the following actions that engage all of our will, skill and resources:

- We will invest in relevant and uncompromising quality education and learning systems for our citizens.
- We will continue the thrust to diversify our economy through prudent development of our knowledge resources.
- We will preserve the social fabric by ensuring equitable access to resources and wealth distribution, and technologically superior healthcare and adequate housing.
- We will aggressively market our globally competitive goods and services.
- We will encourage further development of our moral and ethical fabric by leadership example and by ensuring the rule of law and good governance in both the private and public sector.
- We will encourage individuals to increase their private savings and individuals and companies to invest in the future.
- We will create an enabling and predictable legislative environment for business.
- We will provide transparent, predictable, reliable and world-class services in government.
- We will invest in developing sound physical and technological infrastructure.
- We will promote national pride and care for our natural environment.

TAKING ACTION

The government and people of Trinidad and Tobago must will themselves into collective action, using all of the skills and resources at their disposal. Only through well-thought out and vigorous actions will the future we boldly desire be realised. The choice of action will depend on the social and economic context present. Today's priorities in an environment of \$US50 per barrel of oil will be different if and when oil prices fall tomorrow. The Government and

people of Trinidad and Tobago may wish to move forward with a combination of 'confidence building', 'no-regret' and 'big bet' actions. Some of these are explored below.

We must **build confidence** and develop traction as the pace of change quickens, and so there are a variety of key actions that can get the ball rolling. Confidence is built, commitments are cemented and learning occurs when early successes are recorded. The people then agree that 'we can make it if we try' as a few key actions are taken:

- Immediately improve national security, contain crime, and address the root causes of criminal activity;
- Quickly implement ICT in education and healthcare systems;
- Enforce the Litter Act; and
- Address the problem of vagrancy.

There are some actions that the country will benefit from whatever the course and pace of change. These are actions that bear '**no regret**' and from which the future becomes brighter for every citizen once they take place. These actions are:

- Improve the entire transportation infrastructure (roads, public transport etc.);
- Build and implement ICT and ICT Platforms;
- Invest in world-class healthcare reform;
- Build the service and performance capacity of the Public Sector;
- Reform the Education Sector to prepare for the future needs and challenges of our developed society;
- Enact legislation and standards for Housing Sector Reform; and
- Activate the Parliamentary process for Constitutional Reform.

Today's world is experiencing a rapid pace of change. Many developing nations are joining the ranks of the developed and some of the developed are growing at accelerated rates. For Trinidad and Tobago to keep pace, there are some bold economic and social moves that must be made. These '**big**

bets' might incur some risks but have a very high possibility of healthy political and economic returns:

- Lobby strong bi-lateral trade linkages with central and South American economies to capitalise on the latent "South-South" trade and investment potential;
- Improve Public Utility coverage and efficiency as a first step toward privatisation and optimising cost efficiencies;
- Strengthen links among regional institutions through CSME; and
- Improve air and sea links within Caribbean Islands and regionally throughout Latin America.

For these actions and goals to be realised, full commitment is required by all of the following stakeholders:

- The Government and the Public Sector;
- The broadly defined Private Sector;
- The organised civil society, labour, and non-profit sector; and
- The individual citizen of Trinidad and Tobago.

SUMMARY OF LEGISLATIVE CHANGES REQUIRED IMMEDIATELY

No amount of action will bring the developmental benefits required for Vision 2020 to reality without effective enforcement of appropriate and updated legislation. The Frameworks for Action detailed in this Draft Plan provides a comprehensive listing of desired legislative changes. The following though, are some of the more pressing issues on the agenda that require legislative attention:

Innovative People

- Establish an Independent Accreditation Council to certify all Tertiary Education training and ensure consistency in training programme and policy.
- Introduce a Trinidad and Tobago Education, Training and Employment Council (TTETEC) to oversee the functions of all institutions relating to skills training and development.

- Create a public/private governance structure to implement the National Innovation System with a mandate to supporting the National ICT Strategic Plan.

Caring Society

- Review the Mortgage Bill 2000 with a view to its enactment and implementation.
- Amend the Industrial Relations Act to provide for the merger of Trade Unions to facilitate easier and speedier recognition of Trade Unions and the removal of the essential industry clause.
- Enact the Employment Disability and Injury Benefits Bill and Security Agencies Bill.

Effective Government

- Initiate Constitutional Reform.
- Modernise Customs and Immigration Laws and policies.
- Institute Police Service Reform.
- Institute Public Sector Reform.
- Review and amend the Consumer Protection Act 1985 to protect consumers from recalcitrant traders.
- Amend the Law Reform Act to enable the employment of additional personnel on contract basis where necessary.
- Enforce Intellectual Property Rights Legislation

Competitive Businesses

- Upgrade the existing Tourism Development Act.
- Amend the Finance and Income Act.

Sound Infrastructure and Environment

- Review, rationalise and update current legislative provisions for the network utilities.
- Implement a sector wide Water Industry Act consistent with a licensing regime.
- Develop a Universal Service Obligation Policy specifically targeting the under privileged.
- Revise or draft and adopt subsidiary legislation to the EMA Act of 2000 to give full effect to appropriate environmental protection rules.

STAKEHOLDER ROLES

The Government of Trinidad and Tobago

The government must make development a fundamental concern and ensure the sustainability of this process. Consequently, government must adhere to transparency, accountability, efficiency and effectiveness. Chapter 7 described the importance of political will and commitment to bringing about lasting public sector reform.

The government must also encourage ‘buy-in’ from the public and other stakeholders in the development of Trinidad and Tobago. Business people, public officials and the other members of society must operate according to principles of mutual respect, and recognise common interests. We must build the capacity to understand each others’ perspectives. Stakeholders will develop trust over time through continued interaction and dialogue. Opportunities for these interfaces should be made at every opportunity.

Moreover, government’s two main roles are:

- Creation of an enabling and facilitating environment for business; and
- Ensuring the delivery of predictable, world-class service to our people, putting the citizen at the centre of public services.

The Business Community

The business community must engage and support government in the kinds of creative public-private partnership described in this report. From education, training, and legal reform to research, development and innovation, business must help government shape the enabling environment. Critically, the business sector must also track progress along these development priorities, and participate constructively in the advocacy for positive change.

The business community must also play its part in calling the government to account to adhere to developmental goals and objectives. Businesses must lobby for governmental support to improve entry rules and improve mechanisms to conduct business in Trinidad and Tobago. The business community must lead development efforts; they must allow their expertise in wealth creation to be harnessed for the benefit of the nation.

Civil Society

Organised groups of citizens acting collectively, such as NGOs, must support the Vision 2020 plan. Citizen groups must participate in consultations. They must take ownership of the plan and lend their support to the overall process. They must also call the government to account for actions and inactions as they relate to development as this may act as a catalyst for the government to continuously improve its performance. In short, they must cheer and chastise, and also give concrete advice about how to do better.

Individual Citizens

Individual citizens of Trinidad and Tobago must commit to the nation’s goal of becoming a developed country, and commit to the attitude and behaviour changes necessary for our country to progress. They must continue to pursue vocational and higher education to create the human capital base that is necessary for achieving developed country status at the envisioned accelerated pace. Our people have the ability to make the sacrifices which are necessary to propel the national development effort.

WHAT INDIVIDUALS CAN DO

- Participate – voice your opinions, learn about the process, contribute ideas.
- Learn – continuously seek opportunities to develop skills and seek education.
- Create and Innovate – in business or arts, our people have great creative potential that we can continue to harness and develop.
- Become entrepreneurs – starting businesses as an entrepreneur, or take leadership within your existing organisation, public or private sector, to become an ‘intrapreneur’. Learn to take calculated risks to achieve more.
- Take leadership – within the community, church, or on the job, step up and push for new ideas and improvements.

ACTING WITH INDEPENDENCE

To be assured that our vision is realised, we must act with a sense of responsible independence. No one else should be expected to develop our personal visions or map our path forward. Our fate is a matter of the right choices astutely crafted in the context of global, local and regional developments. This vision must be embodied in the collective will of every citizen aspiring to a truly independent and prosperous nation. Our colonial past has left us with a rich tapestry of experiences, and though we must be mindful of where we have come from, we must focus on the possibilities held by the future.

Examples of our independent thought will be reflected in the development of our indigenous companies and businesses - a vibrant onshore economy that engages all our people; developing socio-economic models that equitably distribute our wealth and assures high quality developed world service; and most of all, a sense of self-love and respect for each other. Such must be the strength of our independence and our passion for a truly “Developed Nation”.

Vision 2020 represents a journey – a path toward greater national consciousness and competitiveness, greater responsibility for our nation’s future, more effective planning for the future generations, better use of our resources, empowerment of our people, development of competitive businesses, shaping a truly diversified economy built with the collective heads, hearts and hands of every citizen.

This is our vision – a journey to a better life for all of our citizens. It is a life where we have fun producing quality and assuring hope. This is the picture of our independent and competitive Trinidad and Tobago.

CONCLUSION

The Vision 2020 Draft National Strategic Plan is ambitious but achievable. This strategic plan represents a turning point in the development of our nation. But it can only be achieved with dedicated activity, a spirit of collective progress and the sheer guts to take the hard decisions. Fifteen years is not a long time, but it is long enough. If the longest journey begins with a single step, then that step has now been taken. Let us walk together, as one people, into a bright tomorrow.

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9. Health
10. HIV/AIDS
11. Housing
12. Industry and Entrepreneurship
13. Infrastructure
14. International Relations, Regional Cooperation and Trade
15. Labour and Social Security
16. Law Administration and Legal Affairs
17. Macroeconomy and Finance
18. National Security and Public Safety
19. Population
20. Poverty Alleviation and Social Services
21. Pre-primary, Primary, and Secondary Education
22. Public Utilities
23. Regional Development and Sustainable Communities
24. Science Technology and Innovation

- 25. Skills Development & Training
- 26. Tertiary Education
- 27. Tourism
- 28. Youth, Sport & Recreation

APPENDICES

Photo: Tidco



LISTING OF PUBLIC AND STAKEHOLDER CONSULTATIONS

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Sub-Committee Stakeholder ¹ Consultation	June 26, 2003	Crowne Plaza, Trinidad	HIV/AIDS Sub-Committee
Sub-Committee Stakeholder Consultation	July 1, 2003	Mount Irvine Bay Hotel, Tobago	HIV/AIDS Sub-Committee
Sub-Committee Stakeholder Consultation	October 4, 2003	Petrotrin, Pointe-a-Pierre, Trinidad	Energy Sub-Committee
Sub-Committee Stakeholder Consultation	October 20, 2003	Barrackpore Regional Complex, Trinidad	Poverty Alleviation and Social Services Sub-Committee
Sub-Committee Stakeholder Consultation	November 5, 2003	Biche Community Centre, Trinidad	Poverty Alleviation and Social Services Sub-Committee
Sub-Committee Stakeholder Consultation	November 19, 2003	Libertyville Community Centre, Rio Claro, Trinidad	Poverty Alleviation and Social Services Sub-Committee

¹ Sub-Committee Stakeholder Consultations were facilitated by the Sub-Committee chairs and their membership.

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Sub-Committee Stakeholder Consultation	November 27, 2003	Mount Irvine Bay Hotel, Tobago	Poverty Alleviation and Social Services Sub-Committee
Sub-Committee Stakeholder Consultation	November 28, 2003	Learning Resource Centre, Couva, Trinidad	Infrastructure Sub-Committee
Sub-Committee Stakeholder Consultation	March 18, 2004	T&T Chamber of Industry and Commerce, Westmoorings, Trinidad	Macroeconomy and Finance Sub-Committee
Sub-Committee Stakeholder Consultation	April 6, 2004	Mount Irvine Bay Hotel, Tobago	Macroeconomy and Finance Sub-Committee
Sub-Committee Stakeholder Consultation	April 7, 2004	DFL Conference Room, Trinidad	Macroeconomy and Finance Sub-Committee
Sub-Committee Stakeholder Consultation	April 20, 2004	Bureau of Standards, Macoya, Trinidad	Science Technology and Innovation Sub-Committee
Sub-Committee Stakeholder Consultation	May 11, 2004	Coco Reef Hotel, Tobago	Science Technology and Innovation Sub-Committee

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Sub-Committee Stakeholder Consultation	June 16, 2004	Hotel Normandie, St Anns, Trinidad	Science Technology and Innovation Sub-Committee
Sub-Committee Stakeholder Consultation	July 19, 2004	U.W.I. St. Augustine, Trinidad	Agriculture Sub-Committee
Sub-Committee Stakeholder Consultation	July 20, 2004	Sangre Grande Civic Centre, Trinidad	Agriculture Sub-Committee
Sub-Committee Stakeholder Consultation	July 20, 2004	Centre Pointee Mall, Chaguanas, Trinidad	Agriculture Sub-Committee
Sub-Committee Stakeholder Consultation	July 21, 2004	Libertyville Community Centre, Rio Claro, Trinidad	Agriculture Sub-Committee
Sub-Committee Stakeholder Consultation	July 22, 2004	Princes Town, Trinidad	Agriculture Sub-Committee
Sub-Committee Stakeholder Consultation	July 23, 2004	Toco Foundation, Trinidad	Agriculture Sub-Committee

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Sub-Committee Stakeholder Consultation	July 27, 2004	Cedros Composite School, Trinidad	Agriculture Sub-Committee
Sub-Committee Stakeholder Consultation	July 27, 2004	TIDCO Conference Room, Barataria, Trinidad	Tourism Sub-Committee
Sub-Committee Stakeholder Consultation	July 28, 2004	Cara Suites, San Fernando, Trinidad	Tourism Sub-Committee
Sub-Committee Stakeholder Consultation	July 31, 2004	Penal Community Centre, Trinidad	Agriculture Sub-Committee
Sub-Committee Stakeholder Consultation	August 4, 2004	Crowne Plaza, Trinidad	National Security and Public Safety Sub-Committee
Sub-Committee Stakeholder Consultation	August 13, 2004	Tobago	National Security and Public Safety Sub-Committee

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Special Interest Group Dialogue ²	September 6, 2004	Cara Suites, San Fernando, Trinidad	Religious Group
Sub-Committee Stakeholder Consultation	September 10, 2004	Hilton, Trinidad	Tertiary Education Sub-Committee
Ministry Consultation ³	September 23, 2004	Ministry of Housing and Settlement	Housing Sub-Committee
Special Interest Group Dialogue	October 6, 2004	Crowne Plaza, Trinidad	Private Sector (Business and Professional)
Special Interest Group Dialogue	October 7, 2004	Cara Suites, San Fernando, Trinidad	Education
Community Dialogue ⁴	October 8, 2004	Malabar Community Centre, Arima, Trinidad	Malabar
Special Interest Group Dialogue	October 8, 2004	Centre Pointe Mall, Chaguanas, Trinidad	Differently Abled

² Special Interest Group Dialogues were facilitated by Kairi Consultants.

³ Ministry consultations were facilitated by the Vision 2020 Secretariat and the UWI-Institute of Business.

⁴ Community Dialogues were facilitated by Kairi Consultants.

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Special Interest Group Dialogue	October 9, 2004	Crowne Plaza, Trinidad	Youth, Sports and Recreation
Special Interest Group Dialogue	October 10, 2004	Crowne Plaza, Trinidad	Culture and Ethnicity
Special Interest Group Dialogue	October 11, 2004	Crowne Plaza, Trinidad	Health
Special Interest Group Dialogue	October 12, 2004	Centre Pointe Mall, Chaguanas, Trinidad	Labour and Professional Organisations
Special Interest Group Dialogue	October 14, 2004	Bureau of Standards, Macoya, Trinidad	Environment Sub-Committee
Special Interest Group Dialogue	October 15, 2004	Crowne Plaza, Trinidad	Gender
Community Dialogue	October 21, 2004	Icacos Health Centre, Trinidad	Icacos
Sub-Committee Stakeholder Consultation	October 25, 2004	Conference Room, Grafton Beach Hotel, Tobago	Tourism Sub-Committee

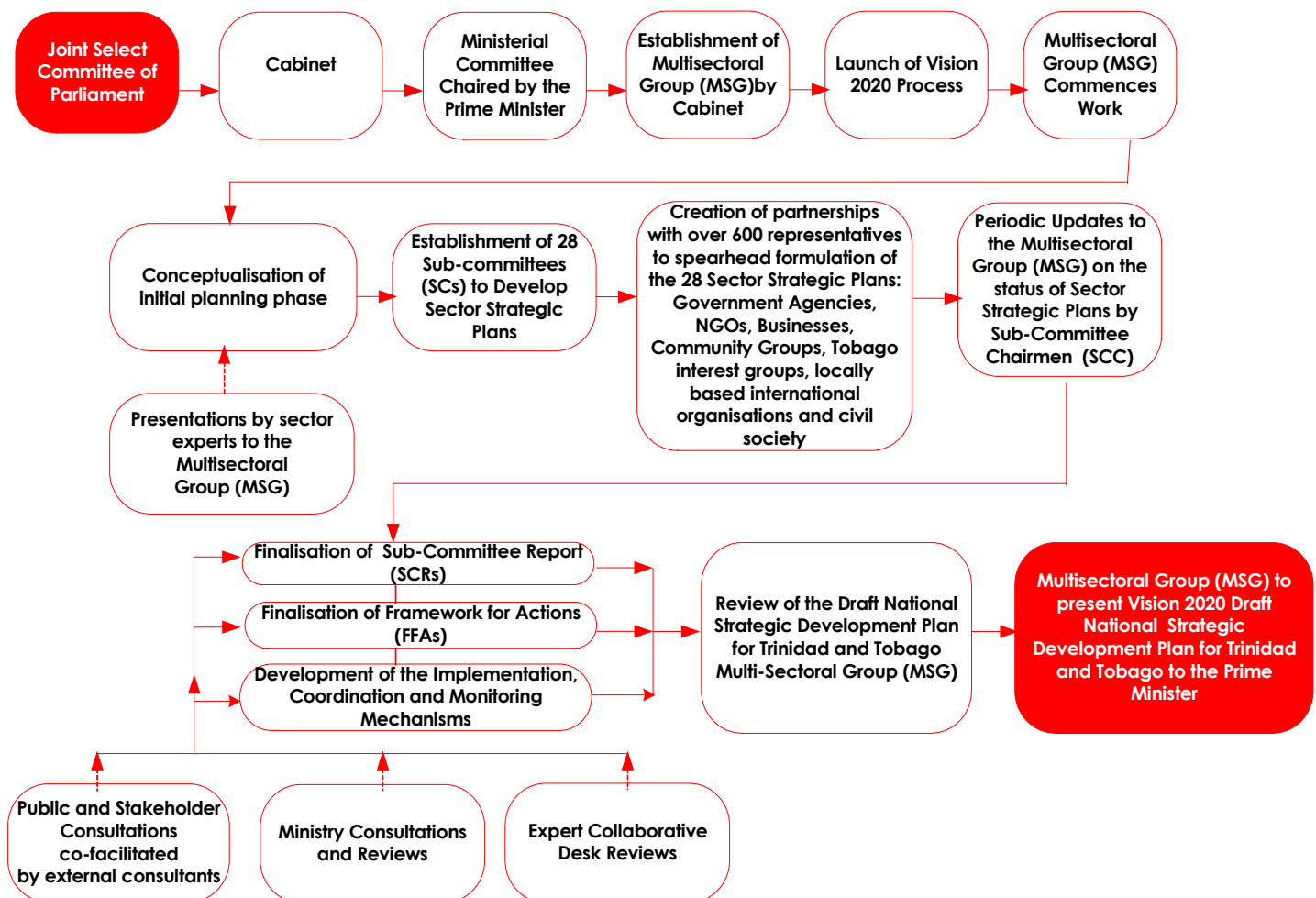
Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Sub-Committee Stakeholder Consultation	October 25, 2004	Works Division, Shaw Park Tobago	Youth, Sports and Recreation Sub-Committee
Community Dialogue	October 26, 2004	Fairfield Complex, Bacolet, Tobago	Bacolet, Tobago
Special Interest Group Dialogue	October 26, 2004	Conference Room, Grafton Beach Hotel, Tobago	Industry & Entrepreneurship, Tourism Business, Agriculture and Public Utilities and Environment
Community Dialogue	October 28, 2004	Pembroke Community Centre, Tobago	Pembroke, Tobago
Special Interest Group Dialogue	October 28, 2004	Conference Room, Mount Irvine Bay Hotel, Tobago	Infrastructure, Health, HIV/AIDS, Youth
Regional Consultation	October 29, 2004	Roxborough Composite, Tobago	Tobago East
Community Dialogue	October 30, 2004	Gulf City Auditorium, Gulf View, San Fernando, Trinidad	Gulf View
Ministry Consultation	November 22, 2004	Ministry of Tourism	Tourism Sub-Committee

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Ministry Consultation	November 24, 2004	Ministry of Environment	Environment Sub-Committee
Ministry Consultation	December 7, 2004	Ministry of Trade and Industry	Industry and Entrepreneurship Sub-Committee
Ministry Consultation	December 7, 2004	Ministry of Trade and Industry	International Relations, Regional Co-operation and Trade Sub-Committee
Ministry Consultation	December 8, 2004	Ministry of Trade and Industry	International Relations, Regional Co-operation and Trade Sub-Committee
Ministry Consultation	December 8, 2004	Ministry of Labour and Small and Micro Enterprise Development	Labour and Social Security Sub-Committee
Ministry Consultation	December 8, 2004	Ministry of Education	Pre-Primary, Primary and Secondary Education Sub-Committee
Ministry Consultation	December 14, 2004	Ministry of Science and Technology	Science Technology and Innovation Sub-Committee
Ministry Consultation	December 14, 2004	Ministry of Science and Technology	Tertiary Education Sub-Committee

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Ministry Consultation	January 26, 2005	Office of the Prime Minister, Social Services Delivery	Poverty Alleviation and Social Services Sub-Committee
Regional Consultation	February 11, 2005	Rio Claro High School, Trinidad	Mayaro / Rio Claro
Ministry Consultation	February 24, 2005	Ministry of Public Utilities	Public Utilities Sub-Committee
Regional Consultation	February 25, 2005	Guaico Government Secondary School, Trinidad	Sangre Grande
Regional Consultation	March 2, 2005	Kampo Restaurant, Chaguanas, Trinidad	Chaguanas
Regional Consultation	March 3, 2005	Palo Seco Credit Union Auditorium, Trinidad	Siparia
Sub-Committee Stakeholder Consultation	March 4, 2005	TTHTI, Chaguaramas, Trinidad	Tourism Sub-Committee
Regional Consultation	March 15, 2005	City Hall, Port of Spain, Trinidad	Port Of Spain

Meeting Type	Date	Venue	Sub-Committee/Group/Region/Community
Regional Consultation	March 15, 2005	Conference Hall, Trinidad Christian Centre, Trinidad	Diego Martin
Regional Consultation	March 18, 2005	Point Fortin Civic Centre, Trinidad	Point Fortin
Regional Consultation	April 6, 2005	Bishop's Anstey East, Trincity, Trinidad	Tunapuna/Piarco
Regional Consultation	April 21, 2005	Golden City Restaurant, San Juan, Trinidad	San Juan/Laventille
Ministry Consultation	April 20, 2005	Crowne Plaza Hotel, Trinidad	Population Sub-Committee
Regional Consultation	May 19, 2005	Arima Town Hall, Trinidad	Arima
Youth Consultation (11)	May 16 - 25, 2005	Tobago	Tobago
Regional Consultation	June 6, 2005	Princes Town Community Centre, Trinidad	Princes Town
Regional Consultation	June 8, 2005	City Hall, San Fernando, Trinidad	San Fernando

THE VISION 2020 PROCESS



LIST OF ABBREVIATIONS

Agricultural Development Bank	ADB
Agricultural Society	AS
Airports Authority of Trinidad & Tobago	AATT
Attorney General	AG
Behaviour Change Communication Programme	BCCP
Best Agricultural Practices	BAP
Business Development Company Limited	BDC
Cabinet	C
Capital Expenditure	CAPEX
Caribbean Agricultural Research Development Institute	CARDI
Caribbean Community and Common Market	CARICOM
Caribbean Development Bank	CDB
Caribbean Food and Nutrition Institute	CFNI
Caribbean Industrial Research Institute	CARIRI
Caricom Single Market & Economy	CSME
Central Bank	CB
Central Statistical Office	CSO
Chaguaramas Development Authority	CDA
Chief Parliamentary Counsel	CPC
Chief Personnel Officer	CPO
College of Science, Technology and Applied Arts of Trinidad and Tobago	COSTAATT
Commissioner of Police	CoP
Community Based Organisation	CBO
Comprehensive National Transportation Study	CNTS
Consumer Affairs Division	CAD
Economic Planning Unit	EPU
Elections and Boundaries Commission	EBC
Energy Intelligence Service	EIS
Environmental Management Authority	EMA
European Union	EU
Evolving Technologies and Enterprise Development Company Limited	E-TecK
Federal Aviation Authority	FAA
Financial Institutions Act	FIA
Food & Agriculture Organisation	FAO
Foreign Direct Investment	FDI
Forestry Division	FD
Foundation for Innovation, Research & Education, Science & Technology	FIRES
Frameworks for Action	FFA
Free Trade Area of the Americas	FTAA
Gender Affairs Division	GAD
Global Competitiveness Report	GCR
Government Information Services	GIS
Government of the Republic of Trinidad and Tobago	GORTT
Gross Domestic Product	GDP

Gross National Product	GNP
Hazard Alliance and Critical Control Point	HACCP
Health and Family Life Education	HFLE
Hotel Association	HA
Human Development Index	HDI
Human Resource	HR
Implementation and Monitoring Mechanism	IMM
Independent Power Producers	IPP
Indigenous Production Methods	IPM
Industrial Court	IC
Information and Communications Technology	ICT
Initial Public Offerings	IPOs
Intellectual Property Office	IPO
Inter – American Institute for Cooperation on Agriculture	IICA
Inter – Ministerial Committee on Science, Technology & Innovation	IMCOSTI
Inter-American Development Bank	IADB
International Maritime Organisation	IMO
Internet Service Provider	ISP
Joint Select Committee of Parliament	JSCP
Judicial and Legal Service Commission	JLSC
Land Administration Authority	LAA
Law Reform Commission	LRC
Legal Aid Authority	LAAAuth
Marine Fisheries Management Act	MFMA
Market Intelligence Unit	MIU
Micro, Small and Medium Enterprises	MSME
Ministry of Agriculture, Land & Marine Resources	MoALMR
Ministry of Attorney General	MoAG
Ministry of Community Development, Culture & Gender Affairs	MoCDCGA
Ministry of Education	MoE
Ministry of Energy & Energy Industries	MoEEI
Ministry of Finance	MoF
Ministry of Foreign Affairs	MoFA
Ministry of Health	MoH
Ministry of Housing	MoHs
Ministry of Labour & Small & Micro Enterprise Development	MoLSMED
Ministry of Legal Affairs	MoLA
Ministry of Local Government	MoLG
Ministry of National Security	MoNS
Ministry of Planning & Development	MoPD
Ministry of Public Administration & Information	MoPAI
Ministry of Public Utilities & Environment	MoPUE
Ministry of Science, Technology & Tertiary Education	MoSTTE
Ministry of Social Development	MoSD
Ministry of Sports & Youth Affairs	MoSYA
Ministry of Tourism	MoT

Ministry of Trade & Industry	MoTI
Ministry of Works & Transport	MoWT
Multi-Sectoral Group (Vision 2020 Planning Committee)	MSG
Municipal Corporation	MC
National Agricultural Health and Food Safety Authority	NAHFSA
National Agricultural Marketing and Development Corporation	NAMDEVCO
National AIDS Coordinating Committee	NACC
National Bio-Diversity Strategic Action Plan	NBSAP
National Centre for Education Statistics	NCES
National Computer Agency	NCA
National Council on Science, Technology and Innovation	NCOSTI
National Energy Corporation	NEC
National Entrepreneurship Development Company	NEDCO
National Fisheries	NF
National Housing Authority	NHA
National Information & Communications Technology	NICT
National Institute for Higher Education, Research, Science & Technology	NIHERST
National Insurance Board	NIB
National Insurance Scheme	NIS
National Research Technology Development and Extension	NTRDE
National Strategic Plan	NSP
Non Governmental Organisations	NGOs
Non-vessel Operating Container Carrier	NVOCC
Office of the Chief Parliamentary Council	OCPC
Office of the Director of Public Prosecutions	ODPP
Office of the Prime Minister	OPM
Office of the Solicitor General	OSG
Old Age Pension	OAP
Pan American Health Organisation	PAHO
Parent Teachers Association	PTA
Parliament	P
Parts Per Million	PPM
Permanent Local Content Committee	PLCC
Permanent Secretary	PS
Personal Computer	PC
Persons Living With HIV/AIDS	PLWHA
Port Authority of Trinidad and Tobago	PATT
Programme for Upgrading Road Efficiency	PURE
Programme Management Office	PMO
Property & Real Estate Services	PRES
Property and Industrial Development Company of Trinidad and Tobago	PIDCOTT
Public Management Consulting Division	PMCD
Public Sector Investment Programme	PSIP
Public Service Commission	PSC
Public Transport Service Corporation	PTSC
Quality and Environment Management Systems Assistance Programme	QEMSAP

Regional Health Authority	RHA
Registrar General Department	RGD
Regulated Industries Commission	RIC
Research and Development	R&D
Research Technology Development and Extension	RTDE
Sanitary and Phytosanitary Measures	SPS
Science & Technology	S&T
Science, Technology & Innovation	STI
Securities Exchange Commission	SEC
Securities Industry Act	SIA
Small, Medium and Micro Enterprises	SME
Social Services Delivery	SSD
Solicitor General Department	SGD
Solid Waste Management Company Ltd	SWMCOL
Sub-Committee Chairman	SCC
Sub-Committee Report (Sector Strategic Plan)	SCR
Sub-Committees	SCs
Supervisor of Insurance	SoI
Technology and Innovation Support Programme	TISP
Telecommunication	TELECOM
Telecommunications Authority of Trinidad & Tobago	TATT
Telecommunications Services of Trinidad & Tobago	TSTT
Tertiary Level Institutions	TLIs
The Trinidad and Tobago Electricity Commission	T&TEC
To Be Determined	TBD
Tobago House of Assembly	THA
Tourism and Industrial Development Company of Trinidad & Tobago Limited	TIDCO
Tourism Authority	TA
Tourism Development Authority	TDA
Tourism Development Company	TDC
Town & Country Planning	TCP
Trade Development Institute	TDI
Trade Unions	TU
Trinidad & Tobago Bureau of Standards	TTBS
Trinidad & Tobago Postal Corporation	TTPOST
Trinidad and Tobago	T&T
Trinidad and Tobago Contractors Association	TTCA
Trinidad and Tobago Education, Training and Employment Council	TTETEC
Trinidad and Tobago Hospitality & Tourism Institute	T&THTI
Trinidad and Tobago Industry Certification Programme	TTIC
Trinidad and Tobago Institute of Technology	TTIT
Twenty Feet Equivalent Unit	TEU
United Nations Children's Fund	UNICEF
United Nations Convention on Climate Change	UNCCC
United Nations Development Programme	UNDP

United Nations Educational, Scientific & Cultural Organisation	UNESCO
United States of America	USA
University of the West Indies	UWI
University of Trinidad and Tobago	UTT
Urban Development Corporation of Trinidad & Tobago	UDeCOTT
Venture Capital Incentive Programme	VCIP
Voluntary Counselling and Testing	VCT
Water and Sewerage Authority of Trinidad & Tobago	WASA
World Development Indicators	WDI
World Health Organisation	WHO
World Trade Organisation	WTO

GLOSSARY OF INDICATORS

INNOVATIVE PEOPLE

Integrated Knowledge Development	
Brain Drain (GCR).	The country's talented people (1 = normally leave to pursue opportunities in other countries, 7 = almost always remain in the country)
Capacity for innovation	Companies obtain technology (1 = exclusively from licensing or imitating foreign companies, 7 = by conducting formal research and pioneering their own new products and processes)
Net enrolment primary	Net enrolment as a percentage of relevant age group
Net enrolment secondary	Net enrolment as a percentage of relevant age group
Percentage of the population 25-64 years of age that has completed a specific highest level of education, 1992	Country comparisons of education attainment
Percentage of the population within various age groups having attained at least an upper secondary level of education, 1992	Country comparisons of education attainment
Primary pupil teacher ratio	Number of pupils per teacher
Public expenditure on education	Public current spending on education per student per level as a percentage of total government expenditure
Quality of public schools	The public (free) schools in the country are (1 = of poor quality, 7 – equal to the best in the world)
Quality of the educational system	The educational system in the country prepares for coping with the needs of a competitive economy (1 – clearly no, 7 – clearly yes)
Tertiary enrolment	Gross tertiary enrolment rate, 2000 or most recent year available
Science, Technology and Innovation	
Availability of scientists and engineers (GCR).	Scientists and engineers in the country are (1 = non-existent or rare, 7 = widely available)
Company spending on R&D (GCR).	Companies in your country (1 = do not spend money on research and development, 7 = spend heavily on research and development relative to international peers)
Technological sophistication (GCR).	The country's position in technology (1 = generally lags behind most other countries, 7 = is among those of the world leaders)

CARING SOCIETY

Health	
% deaths from diseases	Number of death-related diseases of citizens within the country per annum
Births attended by skilled health staff** WDI	The percentage of deliveries attended by personnel trained to give the necessary supervision, care, and advice to women during pregnancy, labour, and the postpartum period; to conduct deliveries on their own; and to care for newborns.
Disparity in health care quality (GCR).	The difference in the quality of healthcare available to rich and poor people in the country is (1 = large, 7 = small)
Hospital beds per 1000 ppl	Hospital beds include inpatient beds available in public, private, general, and specialised hospitals and rehabilitation centres.
Infant mortality rate	Infant mortality rate is the number of infants dying before reaching one year of age, per 1,000 live births in a given year.
Per capita expenditure on health	Consists of recurrent and capital spending from government (current and local) budgets, external borrowings and grants (including donations from international agencies and nongovernmental organisations) and social or compulsory health insurance.
Per capita expenditure on health	Dollar value of expenditure on health sector divided by the total population, calculated per annum
Physicians per 1000 ppl	Number of physicians available to serve per thousand persons within the country
Population with sustainable access to (legal) drugs	Number of persons throughout the country with access to drugs and pharmaceutical services
Total expenditure on health as a percentage of GDP	Total health expenditure is the sum of public and private health expenditure. It covers the provision of health services (preventive and curative), family planning activities, nutrition activities, and emergency aid designated for health but does not include provision of water and sanitation.
Under five mortality rate	Under five mortality rate is the probability that a newborn baby will die before reaching age five, if subject to current age-specific mortality rates. The probability is expressed as a rate per 1,000.
HIV/AIDS	
HIV prevalence (WDI).	% of people who are infected with HIV
Spending on AIDS programmes per capita.	Dollar value of expenditure on HIV/AIDS programmes within the country per annum

AIDS expenditure as a % of all expenditure	Expenditure on HIV/AIDS as a percentage of overall expenditure on healthcare
Spending on AIDS programmes per capita	Dollar value of expenditure on AIDS programmes divided by the population size
Business impact of HIV	The current and future impact of HIV/AIDS on the company (1 = extremely serious, 7 = not a problem)
Housing	
Home ownership.	Number of persons owning the houses in which they live, calculated per annum
House price to annual income.	Calculation of the cost of housing as it relates to average annual income, expressed as a ratio
Youth, Sport and Recreation	
Number of athletic scholarships.	Total number of athletic scholarships offered within the country on an annual basis
Youth unemployment (HDI).	Refers to persons between the ages of 15 or 16 and 24, (depending on the national definition) who are not in paid employment or self-employed, but are available for work and have taken specific steps to seek paid employment.
Labour and Social Security	
Labour force participation rate.	The percentage of the labour force that participates in economic activities on an annual basis
Life expectancy at birth	Is the number of years a newborn infant would live if prevailing patterns of mortality at the time of its birth were to stay the same throughout its life.
Public expenditure on pensions % per capita	Includes all government expenditures on cash transfers to the elderly, the disabled, and survivors, and the administrative costs of these programmes.
Unemployment (WDI).	Refers to the share of the labour force without work but available for and seeking employment.
Poverty Alleviation and Social Services	
% population below national and international poverty line (WDI).	National poverty rate is the % of the population living below the national poverty line. National estimates are based on population-weighted subgroup estimates from household surveys.
Government effectiveness in reducing poverty	In the country, the government's efforts to reduce poverty are (1

(GCR).	= ineffective, 7 = effective)
Human Development Index (HDI).	A composite index measuring average achievement in 3 basic dimensions of human development – a long, healthy life, knowledge and a decent standard of living.
Gender and Development	
Gender empowerment measure (HDI)	Focuses on women's opportunities rather than capabilities, and captures inequalities in the areas of political and economic participation and decision-making, and the power over economic resources.
Gender-related development index (HDI)	The GDI measures the average achievements to reflect the inequalities between men and women in the dimensions of long and healthy life (measure - life expectancy), knowledge (measure – adult literacy rate and the combined primary, secondary and tertiary gross enrolment rate), and standard of living, measured by the estimated earned income.
Number of gender related programmes.	Number of gender related programmes offered throughout Trinidad and Tobago during the course of a year
Regional Development and Sustainable Communities	
GINI Index	Measures the extent to which the distribution of income (or, in some cases, consumption expenditure) among individuals or households within an economy deviates from a perfectly equal distribution.
Households with access to services	Are the % of households in formal settlements with access to potable water and connections to sewerage, electricity and telephone service. Households with access to potable water are those with access to safe or potable drinking water within 200 meters of the dwelling.
Property rights (GCR)	Financial assets and wealth (1 = are poorly delineated and not protected by law, 7 = are clearly delineated and well protected by law)

EFFECTIVE GOVERNMENT

Governance and Institutional Structures for Development	
Centralisation of economic policymaking	Economic policymaking in the country is (1 = centralised at the national level, 7 = decentralised at the state and city level)
Corruption Index (Transparency International)*.	Corruption perceptions index relates to perceptions of the degree of corruption as seen by business people, academics and risk analysts, and ranges between 10 (highly clean) and 0 (highly corrupt).
Effectiveness of law making bodies (GCR).	How effective is the national Parliament as a law-making and oversight institution? (1 = very ineffective, equal to the best in the world)
Extent of bureaucratic red tape.	How much time does your firm's senior management spend dealing/negotiating with government officials (as a percentage of work time)? 1 = 0%, 2 = 1–10%, 3 = 11–20%, 8 = 81–100%
Transparency of government making policy (GCR).	Firms in the country are usually informed clearly and transparently by the government on changes in policies and regulations affecting industry (1 = never informed, 7 = always fully and clearly informed)
Law Administration and Legal Affairs; Administration of Justice	
% increase in staff of the various departments	Changes in the staff allocation of the departments calculated and tracked per annum
% work time spent in training	The percentage of total working hours per annum dedicated to employee training and development
Efficiency of the legal framework (GCR).	The judiciary in the country is independent from political influences of members of government, citizens, or firms (1 = no, heavily influences, 7 – yes, entirely independent)
Infrastructural upgrade of various departments	Dollar value of expenditure on physical infrastructure upgrades of the various departments
Intellectual property protection (GCR).	Intellectual property protection in the country is (1 – weak or non-existent, 7 = equal to the world's most stringent)
Intellectual property rights	Number of applications received and/or trademarks registered within the country per annum
National Security and Public Safety	
Business cost of crime and violence (GCR).	Organised crime (e.g. mafia-oriented racketeering, extortion) in the country (1 = imposes significant costs on businesses, 7 = does not impose significant costs on businesses)
Pervasiveness of money laundering through banks (GCR).	Money laundering through the banking system in the country is (1 = pervasive, 7 = extremely rare)

Reliability of police service (GCR).	Police services (1 = cannot be relied upon to protect businesses from criminals, 7 = can be relied upon to protect businesses from criminals)
Total crime rate.	Total number of crimes reported within the country per annum

COMPETITIVE BUSINESSES

International Relations, Regional Cooperation and Trade	
% increase in non-oil exports.	The difference between current and baseline values of the changes in non-oil exports in relation to total exports, expressed as a percentage
Gross foreign direct investment as % of GDP (WDI)	Gross foreign direct investment is the sum of the absolute values of inflows and outflows of foreign direct investment recorded in the balance of payments financial account. It includes equity capital, reinvestment of earnings, other long-term capital, and short-term capital. This value is expressed relative to GDP.
Exports	Exports of Goods and services as a percentage of GDP
Macroeconomy and Finance	
Country credit rating	Institutional Investor Country Credit Rating, March 2003
GDP/Capita	Gross Domestic Product at purchaser prices is the sum of gross value added by all resident producers in the economy plus any product taxes (less subsidies) not included in the valuation of output. It is calculated without making deductions for depreciation of fabricated capital assets or for depletion and degradation of natural resources. This is expressed relative to the population size.
Government CAPEX*.	Portion of the PSIP allocation that is primarily physical infrastructure investment.
Government debt (WDI)	Total debt as a percentage of GDP
Inflation	Percentage change in consumer price index, 2002
Interest rate spread	Average Interest Rate spread, 2002 (difference between typical lending and deposit rates)
National savings rate	National savings rate as a percentage of GDP, 2002
Real effective exchange rate	2003 period average, CPI based, trade-weighted real effective exchange rate (2002=100). Values greater (less) than 100 indicate appreciation (depreciation)
Industry and Entrepreneurship	
Burden of regulation (GCR)	Complying with administrative requirements (permits, regulations, reporting) issued by the central government in the country (1=burdensome, 7=not burdensome)
Rate of new business formulation	Number of new businesses that are registered and established annually within the country

State of cluster development (GCR)	How common clusters are in the country (1=limited and shallow, 7=common and deep)
Energy	
\$ New investment downstream*.	Dollar value of investments placed within the energy sector value system, per annum
\$ Value of local investment*.	The dollar value of investments made by citizens of Trinidad and Tobago, per annum
Business impact of domestic trade barriers	What is the impact of the country's trade import barriers on business/ (1 = damaging, 7 = beneficial)
Prioritisation of energy efficiency (GCR)	In the country, energy efficiency and the transition to new and renewable sources of energy is (1 = a low priority, 7 = a high priority)
Subsidies for energy or materials (GCR)	Government subsidies in the country (1 = distort competition and encourage inefficient use of energy and materials, 7 = do not affect competition or efficiency)
Total energy production.	Total Energy Production refers to forms of primary energy – petroleum (crude oil, natural gas liquids, and oil from non conventional sources), natural gas, solid fuels (coal, lignite, and other derived fuels), and combustible renewable and waste – and primary electricity, all converted into oil equivalents.
Tourism	
# of cruise ship calls	Number of cruise ships that call on our ports per annum
# of rooms available	Number of rooms available for tourists within the country, measured per annum
% workforce employed by tourism.	The number of persons employed by the tourism sector directly or indirectly, expressed as a percentage of the national workforce
Average length of stay	Average number of days stayed in the country by tourists per annum
Average occupancy	The average number of rooms occupied by tourists per annum
International tourism receipts as % of exports	Income received by tourists as a percentage of our total exports value per annum (Currently not calculated)
Number of tourist arrivals.	How many tourists land in our country per annum, as an aggregate of the various classes of tourists

Agriculture	
Agriculture contribution to GDP (WDI).	Agriculture (corresponds to ISIC divisions 1-5 and includes forestry and fishing) as a % of the sum of gross value added by all resident producers in the economy plus any product taxes (less subsidies) not included in the valuation of output.
Agriculture value added per worker (WDI).	Refers to the ratio of agricultural value added, measured in constant 1995 U.S. dollars, to the number of workers in agriculture.
Financial Services	
Ease of access to loans	How easy is it to obtain a bank loan in the country with only a good business plan and no collateral?
Financial market sophistication	The level of sophistication of financial markets in the country is (1 = lower than international norms, 7 = higher than international norms)
Local equity market access	Raising money by issuing shares on the local stock market is (1 = nearly impossible, 7 = quite possible for a good company)
Organised efforts to improve competitiveness	Organised efforts to improve competitiveness in the country on the national, regional, or industry/cluster level are rated (1 = non-existent, 7 = widespread and well coordinated)
Regulation of securities exchanges	The regulation of securities exchanges in the country is (1 = non-transparent, ineffective, and subject to excessive industry and government influences, 7 = transparent, effective, and independent of industry and government influences)
Soundness of banks	Banks in the country range from (1 = insolvent and may require government bailout, 7 = generally healthy with sound balance sheets)
Venture capital availability	Entrepreneurs with innovative but risky projects can generally find venture capital in the country (1 = not true, 7 = true)

SOUND INFRASTRUCTURE AND ENVIRONMENT

Environment	
Compliance with international agreements (GCR).	Compliance with international agreements is a high priority in the country's government (1 = strongly disagree, 7 = strongly agree)
Cumulative greenhouse gas emissions (Gg) (UNCCC).	Total emissions of all greenhouse gases from all fuel combustion activities. CO2 emissions from combustion of biomass fuels are not included. This covers the major greenhouse gases: carbon dioxide (CO2) methane (CH4) nitrous oxide (N2O) perfluorocarbons (PFCs) hydrofluorocarbon (HFCs) Sulfur hexafluoride (SF6)
Deforestation and Biodiversity: % average annual deforestation (WDI).	Refers to the permanent conversion of natural forest area to other uses, including shifting cultivation, permanent agriculture, ranching, settlements and infrastructure development. Deforested areas do not include areas logged but intended for regeneration or areas degraded by fuelwood gathering, acid precipitation or forest fires. Negative numbers represent an increase on forest area.
Infrastructure	
*Overall infrastructure quality (GCR).	General infrastructure in the country is (1 = poorly developed and inefficient, 7 = among the best in the world)
Air transport infrastructure quality (GCR).	Air transport in the country is (1 = infrequent and inefficient, 7 = as extensive and efficient as the world's best)
Airport international category rating (FAA).	Category rating assigned to the country's airport by the Federal Aviation Authority, reviewed annually
Container cargo throughput (TEUs)*.	Number of containers that are handled by the various ports throughout the country per annum
Number of bridges constructed/upgraded.	Total number throughout the country, per annum
Number of new airline routes connecting through T&T.	Number of new routes that pass through the country per annum
Port infrastructure quality (GCR).	Port facilities in the country are (1 = underdeveloped, 7 = as developed as the world's best)
Road coverage.	Number of new roads that are developed per annum within the country

Public Utilities	
Household access to improved water source	Refers to the % of the population with reasonable access to an adequate amount of water from an improved source, such as household connection, public standpipe, borehole, protected well or spring, or rainwater collection.
Household access to sewerage connections (WDI) .	Refers to % of population with reasonable access to at least adequate excreta disposal facilities (private or shared but not public) that can effectively prevent human, animal and insect contact with excreta. Improved facilities range from simple but protected pit latrines to flush toilets with a sewerage connection. To be effective, facilities must be correctly constructed and properly maintained.
Percentage of population receiving 24hr water access.	Number of persons throughout the country that receive 24-hour supply of water, as a percentage of total population, calculated per annum
Postal efficiency (GCR) .	Do you trust the country's postal system sufficiently to have a friend mail a small package worth US \$100.00 to you? (1 = not at all, 7 = yes, trust the system entirely)
Quality of electricity supply (GCR) .	The quality of electricity supply in the country (in terms of lack of interruptions and lack of voltage fluctuations) is (1 = worse than in most other countries, 7 = equal to the highest in the world)
Telephone lines per 1000 inhabitants (GCR) .	Main telephone lines per 1000 inhabitants, 2002
Unaccounted for water.	Difference between water that leaves the pumping station and water that customers are billed for, measured annually

