

**TRINIDAD AND TOBAGO TRANSPARENCY INSTITUTE
(TTTI)**

MANDATE OF HOPE

STRATEGIC PLAN 2017 TO 2020

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**Trinidad and Tobago Transparency Institute (TTTI)
Strategic Plan 2017 – 2020**

We are pleased to release this three-year plan, which provides the framework for TTTI's future activities and outlines TTTI's vision, mission, strategy, and priorities from 2017 to 2020. We believe it is a substantial step forward in better positioning TTTI to prevent and mitigate the effects of corruption in Trinidad and Tobago.

Mission Statement

To stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of our society

Vision Statement

A world in which government, politics, business, civil society and the daily lives of people are free of corruption.

Values Statement

The following values are essential to TTTI in achieving and fulfilling its mission and vision-

Integrity, Moral Courage, Transparency, Accountability, Solidarity, Justice, Democracy.

Integrity – The foundation required for all TTTI's decision-making to ensure honesty, truthfulness, accuracy and fairness. We will ensure our behaviours are consistent and in accordance with our values. We will be respectful in our relationships with everyone and with each other.

Moral Courage – This refers to courage which enables TTTI to take principled positions against corruption and lack of accountability wherever instances are reliably identified.

Transparency – TTTI can be trusted because it is characterized by complete openness and accountability without hidden agendas.

Accountability – TTTI has a responsibility to all our Members and Stakeholders and will adopt policies and practices which ensure good governance. We will also seek to promote accountability amongst private organisations and public institutions.

Solidarity – TTTI will stand in unity with individuals and groups with a common interest, in so far as TTTI can establish the integrity and impartiality of such interests.

Justice – TTTI will seek to promote fair-mindedness, rightfulness, objectivity and impartiality in its decision-making and public interactions. It will advocate for the enforcement of justice and standards to ensure the end of impunity and partiality.

Democracy – TTTI will promote open and democratic systems of governance. Principles of inclusion and the public interest will underpin its codes and interactions. TTTI will seek to protect the constitution such that it continues to guarantee basic personal and political rights, fair and free elections, and independent courts of law.

WHO WE ARE

Trinidad and Tobago Transparency Institute (TTTI) is the local chapter of Transparency International (TI), a global Civil Society Organization leading the fight against corruption. TI was formed in 1993 and its headquarters is based in Berlin, Germany. TI's vision is of a world in which government, politics, business, civil society and the daily lives of people are free of corruption.

TTTI was launched in 1998 by a group of concerned and committed citizens who were deeply troubled by the level of corruption existing in Trinidad and Tobago. It was formed as and it remains an independent, non-political and non-profit civil society organization incorporated in 2001 and registered under the Companies Act 1995 and governed by a Board of Directors elected by our members, both individual and corporate.

TTTI was the first TI chapter in the Commonwealth Caribbean and has continued to encourage and lend assistance to other Caribbean countries to form national chapters of TI. TTTI works to reduce corruption and foster good governance by raising awareness, stimulating action and contributing to the reform of public and private sector systems.

As a national chapter of TI, TTTI is anchored to TI's strategy for 2020 - "Together Against Corruption". Working along with TI's more than 90 other locally established national chapters and chapters-in-information and in close collaboration with TI's International Secretariat in Berlin, Germany, we benefit from the considerable skills, tools, experience and expertise in fighting corruption acquired by TI and its national chapters and strive to make our own contributions to this storehouse of resources.

TTTI is dedicated to seeking ways to reduce if not completely eliminate corruption from Trinidad and Tobago, since this scourge has the effect of undermining the institutions of democracy, especially in a small island state. We continue our advocacy for stronger

anti-corruption legislation and for increased transparency in the work of Public Institutions. We keep partnering with other Civil Society Organizations to raise awareness of the damaging effects of corruption on the daily lives of citizens.

WHERE WE ARE

Sixty-nine per cent of the 176 countries/territories assessed in the 2016 Corruption Perceptions Index (CPI) scored below 50 out of 100, with a score of 100 perceived to be very clean and 0 perceived to be highly corrupt. Trinidad and Tobago scored 35; our previous scores were 39 in 2015, 38 in 2014, 38 in 2013 and 39 in 2012. Whatever the limitations of the CPI, our score indicate that all is not well and emphasizes that TTTI must continue to lobby policy makers and educate the public so as to ensure that Trinidad and Tobago develops a culture which rejects corruption and graft.

Anecdotal evidence suggests that incidents of petty and grand corruption are widespread and part of everyday life in Trinidad and Tobago. While some members of the public may exploit the opportunities provided or benefit from it (e.g. buy a driving license or a new property boundary) reports suggest that an increasing number are resentful, frustrated and even disgusted by it.

TTTI has embarked on several initiatives in response to this growing menace called corruption. As part of its advocacy, TTTI has successfully, along with other key actors in the Civil Society fraternity, lobbied for progressive, anti-corruption legislation for the procurement of goods and services resulting in the passage of the Public Procurement and Disposal of Property Act. TTTI continues to advocate Members of Parliament for Whistle Blower Protection legislation (there is a Bill before the House) and for the reform of political party funding and election campaign financing.

TTTI has also sought to instil better governance practices and values in the Public and Private Sectors by way of seminars and workshops. TTTI also seeks to bring about reform and promote anti-corruption at the grass root level by partnering with other Civil Society Organizations to host Town Hall type meetings which challenge corrupt practices and the indifferent delivery of services in the Public Sector.

WHERE DO WE WANT TO GO

TTTI Directors and Staff held some brainstorming sessions to help guide the Strategic Planning process. The organization's Strengths, Weaknesses, Opportunities and Threats were identified and consideration was given to their effect on the achievement of goals established. Coming out of these sessions was the need for TTTI to align its goals to TI's wider campaign to unmask the corrupt and to TI's 2020 strategy: "Together Against Corruption". The strategy of *Together Against Corruption* is premised on the belief that awareness of corruption has already been established so the phase now is to aggressively move towards active rejection and prevention of corruption. Some strategic directions were identified which included: Advocacy and Engagement of Other CSOs and grass roots; Strategies for Promoting Integrity/Anti-Corruption/Better Governance within the Public and Private Sectors; Organizational Development.

To achieve this TI has proposed the adoption of three strategic priorities on which to focus in order to successfully implement *Together Against Corruption*. The three priority areas are:

- 1. People and Partners**
- 2. Prevention, Enforcement and Justice**
- 3. Strong Movement**

These three priority areas will serve as the framework to guide TTTI's strategies and deliverables up to 2020.

1.0 PEOPLE AND PARTNERS

People and Partners as a priority area requires work with a wide range of people to act to confront corruption, demand accountability and contribute to anti-corruption approaches that are systemic and sustainable. The area People and Partners has three sub-structures:

- Take action to demand accountability
- Working with Partners and Leaders
- Protecting Activists.

The Goals under this Priority area are:

Goal 1: Develop a Human Rights Network with other CSOs in T&T

Strategy: Identify and liaise with Partner CSOs, setting up of meeting to discuss and determine structure, activities, and resources.

Success Marker: Speakers' Series on 'Human Rights and Corruption' with a minimum of 6 high-profile presenters organised in 2017

Goal 2: Deliver Annual Survey on 'Corruption in Trinidad and Tobago' (CTT)

Strategy: Determine methodology, resources, timeline, sample size, develop questionnaire, compile, distribute and publicise results (website, pdf, email)

Success Marker: CTT Survey 2017 published, press conference organised, discussion of survey findings on at least two TV programmes/morning shows

Goal 3: Establish program called "Mandate of Hope" to help increase the level of ethics and transparency in Government Ministries/Departments and thus reduce the risk of corruption.

Strategy: As part of the follow-up to the earlier workshop held with Permanent Secretaries/Heads of Departments under the IMPACT project and with assistance from the Parliament Committees, i.e. Public Accounts Committee (PAC), Public Accounts

Enterprises Committee (PAEC) and the Public Accounts & Administration Committee (PAAC), five Ministries/Departments will be selected to develop the “Mandate of Hope” program utilizing data from the Auditor General’s Report 2015 and feedback from Permanent Secretaries/Heads of Department.

Success Marker: Annual CTT Survey of the five Ministries/Departments must show an improvement in level of anti-corruption and transparency. Auditor General has fewer breaches to document in Annual Reports.

Goal 4: Develop Anti-Corruption Reporting Tool

Strategy: Promote alliances/liaisons with Disclosure Today and other like-minded stakeholders to support the establishment of anti-corruption reporting tool and diagnostics.

Success Marker: Citizens are able to easily identify contact persons in Government Ministries/Departments to whom corruption and related issues may be reported.

Goal 5: Establish Annual Media Award for Investigative, Anti-Corruption Reporting

Strategy: Collaborate with the Media Association of Trinidad & Tobago (MATT) to distribute an award for the most effective media report which highlighted corruption in Trinidad and Tobago. TTTI would source funding for training in investigative journalism. A condition of the training would be to dedicate some time to uncovering and reporting about a corruption issue.

Success Marker: The media places greater emphasis on reporting /highlighting corruption related issues.

Goal 6: Lead/Champion the formation of Anti-Corruption Bureau

Strategy: Lobby members of Parliament as well as critical stakeholders in public and private sectors and members of the public generally of need for an ACB to complement work being done by Integrity Commission.

Success Marker: Anti-Corruption Bureau established by 2020.

Action Plan:

Coming out of the Goals and Strategies for the People and Partners of TTTI is the following

Action	Target Date	Comments/Status
1. Develop a Human Rights Network with other CSOs in T&T	June 2017	Meetings to begin with CSOs in April 2017.
2. Deliver Annual Survey on 'Corruption in Trinidad and Tobago' (CTT)	Dec 2017	Team to begin planning survey by August 2017. Seek funding/sponsors. Source technical assistance from Central Statistical Office/ UWI.
3. Establish program called "Mandate of Hope" increase the level of ethics and transparency in Gov't Ministries/Departments	May 2017	This is the follow-up to January IMPACT workshop and subsequent meeting with Parliament Committees.
4. Develop Anti-Corruption Reporting Tool	Aug 2017	Meetings should be held with relevant stakeholders about implementation of tool in May 2017.
5. Establish Annual Media Award for Investigative, Anti-Corruption Reporting	Dec 2017	Planning for event should begin by June 2017.
6. Lead/Champion formation of Anti-Corruption Bureau	Dec 2019	A new State Agency can be established relatively quickly, given the right political will. However, a sufficient timeframe should be provided for lobbying stakeholders.

2.0 PREVENTION, ENFORCEMENT AND JUSTICE

Prevention, Enforcement and Justice: as a priority area requires the strengthening of anti-corruption by promoting and advocating for the best available anti-corruption laws, standards, policies, etc. and for public and private institutions to implement the highest transparency, accountability and integrity standards to promote good governance. As a priority area Prevention, Enforcement and Justice has two sub-structures:

- Promoting prevention and enforcing anti-corruption standards;
- Demanding justice to end impunity.

Goal 1: Attain full operationalization of Public Procurement and Disposal of Property Act

Strategy: Lobby Government Ministers and other Members of Parliament and help keep the discussion going in the media.

Success Marker: Establishment of Project Management Unit (with the necessary expertise to implement/assist in the necessary preliminary steps, especially preparation of Ministry/State Enterprise specific regulations/procedures) by 31 December 2017.

Goal 2: Get the Whistle Blower Protection Legislation Bill which is before a Joint Select Committee (JSC) of Parliament debated to become the Law

Strategy: Lobby the Attorney General, other Members of Parliament (particularly the Members of the JSC) and enlist support of other CSOs to advocate for the debate and passage of this crucial anti-corruption piece of legislation. Help keep the discussion going in the media.

Success Marker: Whistle Blower Protection Bill debated in Parliament by June 30, 2017; becomes law by 31 December 2017.

Goal 3: Achieve Campaign Finance Reform Legislation by 2020

Strategy: Mount an extensive public education campaign about the benefits of Campaign Finance Reform Legislation to both reduce corruption and polarization in politics in Trinidad & Tobago. Lobby all the Members of Parliament and enlist support of Council on Ethical Political Behaviour and other stakeholders in the education exercise. Enlist assistance of Professor Trevor Munroe and National Integrity Action, Jamaica as well as Media support.

Success Marker: Campaign Finance Reform legislation enacted before next General Election in 2020.

Goal 4: Address reports of Corruption in Surveying, Land Development and Building Approval and Construction to end it.

Strategy: Conduct witness interviews by way of TTTI's Advocacy and Legal Advice Centre (ALAC). ALAC provides a credible and viable mechanism for citizens to pursue their corruption-related complaints. Evidence gathered should be passed to the Integrity Commission which has the legal authority and the Investigators and is statutorily obligated to consider all allegations of corruption and to summon the Heads of Town & Country and Lands & Survey.

Success Marker: Measurable reduction in complaints to ALAC of corruption in surveying, land development and building approval and construction by 2020.

ACTION PLAN

Coming out of the Goals and Strategies for Prevention, Enforcement and Justice of TTTI is the following Action Plan:

Action	Target Date	Comments/Status
1. Attain full operationalization of Public Procurement and Disposal of Property Act	Dec 2017	Lobby all Members of Parliament as well as members of State Boards. Public & media.
2. Get the Whistle Blower Protection Legislation Bill to become the Law	Dec 2017	Board members to lobby Members of Parliament and stakeholders. Public & media.
3. Achieve Campaign Finance Reform Legislation by 2020	Dec 2020	The Board to begin strategizing by bringing speakers on the subject e.g. Prof. Trevor Munroe could be invited to speak at Anti-corruption conference in December 2017.
4. Address reports of Corruption in Surveying, Land Development and Building Approval and Construction to end it.	Dec 2020	The support of State agencies like the Integrity Commission and the Police is critical in this matter. Meetings should be scheduled with the IC and the CoP.

3.0 STRONG MOVEMENT

Strong Movement as a priority area reflects our commitment to build expertise and tenacity within the anti-corruption movement in the Region. The objectives of the Strong Movement priority area are:

- **Sharing Knowledge** – Share knowledge on what works to stop corruption and developing new approaches and mechanisms to confront corrupt practices;
- **Leading by Example** – Build a sustainable and resilient movement by investing in capacity building and enhancing impact
- **Enhancing Strategic Presence** – Ensure the relevance of the movement in strategic locations.

Under **Sharing Knowledge** TTTI will strengthen and build wider alliances with other CSOs, Private & Public Sector Institutions whose perspectives and missions are aligned with TTTI to Reduce Corruption. TTTI will also engage more extensively with wider public. In order to achieve the Sharing of Knowledge TTTI has set the following goals:

Goal 1: Host Annual Anti-Corruption Conference.

Strategy: TTTI Events Committee to begin planning conference. Get sponsors, speakers, theme, etc. Invite other CSOs and encourage them to participate by way of renting space in display booths to showcase their organizations, etc.

Success Marker: 10% greater participation than 2016 conference. Feedback from participants must indicate that they found the conference worthwhile (great speakers, food, and ambience). There must be subsequent follow-up reports of the event in the media.

Goal 2: Commemorate UN Anti-Corruption Day

Strategy: Enlist assistance of TTTI Office and Youth Arm to organize event. Seek sponsors, arrange for performers, venue. Mount PR showcasing positive outcome of event.

Success Marker: 10% increase in youth membership three months after the event. Majority of young people attending the event must express increased commitment to civic responsibility. The resultant increase in backing of the event from Government and the business sector.

Goal 3: Host Town hall Style Meetings in collaboration with other CSOs

Strategy: Organize meetings in major cities and towns to discuss and raise awareness of need for transparency, openness and integrity in the delivery of public services. Partner with CSOs, Public Service Commission, Mount anti-corruption discussion fora in communities, host Plenty Pepper town hall meetings. Seek sponsors, engage speakers, select venue.

Success Marker: Four Town hall events must be held annually. Heightened participation and awareness of the role of the Public Service and follow-up requests from members of the public for more town hall meetings.

Goal 4: Host successful Corruption Perceptions Index Launch

Strategy: Planning committee must organize format. Create a massive PR campaign before actual revelation of the CPI. Share information to the wider public and decision makers of the country who can introduce measures to improve the perceived corruption levels – mostly an awareness and bringing issues to the forefront initiative.

Success Marker: There must be a huge ‘buzz’ created in the country after the launch of the CPI among the various business and interest groups, as well as ordinary members of the public. Follow-up news articles, social media, tv, radio discussions etc.

Under **Leading By Example** TTTI will invest in capacity building so that best practice is achieved in both management and governance. In order to be “Leading By Example” TTTI has set the following goals:

Goal 5: Strengthen TTTI’s Organizational Structure/ Secretariat

Strategy: The Board to review TTTI organizational structure with the objective of strengthening the internal capacity and aligning staffing structure with the Board’s goals and priorities.

Success Marker: Improved staff & Board efficiency; improved governance and oversight of Board operations.

Goal 6: Establish Stronger Board / Stronger Governance Systems

Strategy: Governance training of the Board members

Success Markers: Composition of committees, Board practices, Board policies, etc. must translate into a favourable score on the Energy Chamber’s (ECTT) Corporate Governance tool - online score system. TTTI Board must be regarded as a model Board by other CSOs, donors and wider stakeholder groups. Board members certified in Corporate Governance.

Under **Enhancing Strategic Presence** TTTI will seek to ensure our presence is felt in strategic locations and institutions throughout Trinidad & Tobago. In order to reach more people, TTTI will carry its anti-corruption message to a wider public and establish more varied networks with groups such as Parent-Teacher Associations. In addition, we will seek to expand our membership and attract more young people. In order to Enhance Strategic Presence TTTI has set the following goals:

Goal 7: Increase TTTI's membership and influence as the leading anti-corruption CSO.

Strategy (i): Establish or deepen relationships with key stakeholders. Write articles about effects of corruption on T&T and similar small island states.

Strategy (ii): Mount anti-corruption campaign in schools/Promote "Culture of Integrity" in schools.

Strategy (iii): Make every event an opportunity for PR and media exposure.

Success Marker (i): Increase in membership of TTTI by 50% by 2020. Increase in visibility of TTTI in the media. Increase in corruption reports to ALAC.

Success Marker (ii): Formation of Integrity/Character Clubs in schools.

Goal 8: Establish Integrity/Character Clubs in primary and secondary schools throughout Trinidad & Tobago.

Strategy: Seek sponsorship for the venture. Enlist support from Ministry of Education and key stakeholders (Integrity Commission, National Parent Teacher Association, etc.) for creation of such clubs in our schools. Begin pilot projects in selected primary/secondary schools to determine how best to organize the clubs.

Success Marker: Members of the clubs must display integrity, honesty, caring, diligence, respect and responsibility. Schools must clamour for setting-up of Integrity/Character Clubs. Marked reduction in school violence.

Goal 9: Host Annual Fund-Raising Dinner.

Strategy: Establish planning committee who can bring fresh ideas to the planning of the event. Combine the dinner and journalism award to get maximum PR. The proceeds of the dinner must go towards some particular purpose (e.g. Establishment of Integrity/Character clubs in schools.)

Success Marker: There is at least 95% sale of all seats in the event. Revenue must cover costs and a surplus must be realised.

Action Plan:

Coming out of the Goals and Strategies for the **Strong Movement** of TTTI is the following:

Action	Target Date	Comments/Status
1. Host Anti-Corruption Conference	Sep. 28th 2017	Meetings have been held. Date selected. Venue to be finalized. Theme and speakers also to be finalized. Board has final decision.
2. Commemorate UN Anti-Corruption Day	Dec 2017	Team to begin planning by August 2017. Seek sponsors, performers, and venue.
3. Organize Town Hall Meetings with CSOs	Apr & Oct 2017	Two successful town hall meetings were held in Port of Spain and San Fernando. Next meeting is scheduled for Tobago in April 2017. A "Plenty Pepper" meeting is to be organized in October 2017.
4. Host successful CPI Launch	Dec. 2017	Planning for the event should begin in September 2017
5. Restructure TTTI	June 2017	Restructuring process has begun with the departure of Mrs Eileen Benjamin-Ryan.
6. Establish stronger Board/stronger governance systems	June 2017	External certification & in-house training of Board Members to be undertaken.
7. Increase TTTI's membership and influence as the leading anti-corruption CSO.	June 2017	Begin with publication of articles in newspapers on the role of Transparency International and local chapters.



8. Establish Integrity/Character Clubs in primary and secondary schools throughout Trinidad & Tobago.	Sep.2017	Planning for event should commence April 2017. Liaise with Min of Ed. to begin planning of Pilot immediately to capitalize on schools' opening in September 2017.
9. Host Annual Fund-Raising Dinner.	Dec. 2017	Planning for the event should begin in April 2017.