

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

**HOLDING POWER TO ACCOUNT**

**STRATEGIC PLAN 2021 TO 2022**

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**Trinidad and Tobago Transparency Institute (TTTI)  
Strategic Plan 2021 – 2022**

We are pleased to release this two-year plan, which provides the framework for TTTI's future activities and outlines TTTI's vision, mission, strategy, and priorities from 2021 to 2022. 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.

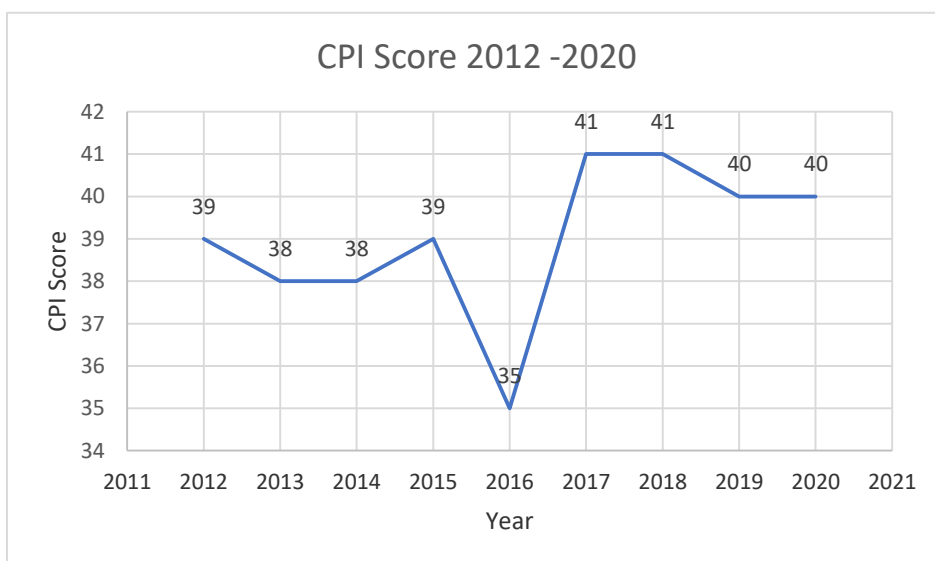
As a national chapter of TI, TTTI is anchored to TI's strategy for 2021 to 2030 - **"Holding Power to Account"**. Working along with TI's more than 90 other locally established national chapters and chapters-in-information and in close collaboration with TI's International Secretariat in Berlin, Germany, 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

Transparency International's 2020 Corruption Perceptions Index (CPI) was launched on 28 January 2021. The CPI ranks countries on the basis of perceived public corruption, from 100 to 0/ zero, with the highest score being the least corrupt. In 2020, Trinidad and Tobago received a score of 40 and ranked 86th.



The CPI sources look at mechanisms available to prevent corruption in a country such as its government's ability to enforce integrity mechanisms, effective laws on financial disclosure, conflict of interest prevention, access to information, the effective prosecution of corrupt officials and red tape and excessive bureaucracy.

Despite TTTI's advocacy efforts to date numerous anti-corruption matters are still outstanding. These include: Implementation of the Public Procurement and Disposal of Public Property Act; Whistle blower legislation and Campaign Finance Legislation. Trinidad and Tobago's compliance with the Open Government Partnership (OGP) regulations must also be resumed.



TTTI will continue to lobby policy makers and educate the public so as to ensure that Trinidad and Tobago develops a culture which rejects corruption and receives an improved CPI score.

### **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 2030 strategy: "***Holding Power to Account***".

The strategy of *Holding Power to Account* 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 organisations; actions 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 ***Holding Power to Account***. The three priority areas are:

- 1. Checks and Balances**
- 2. Enforcement**
- 3. Social Oversight**

To achieve this TI has adopted the achievement of three (3) long term goals in order to accomplish ***Holding Power to Account*** for the common good over a 10 year period. The three (3) long term goals are interrelated and form the context for the Movement up to 2030.

## **1.0 CHECKS AND BALANCES**

Advance institutional checks and balances against concentration of power

**CHECKS AND BALANCES** - As long as power has the potential to corrupt, and absolute power to corrupt absolutely, a first unifying goal remains the creation and defence of institutional systems of checks and balances against concentration of power – the purpose served by all the key freedoms and institutions. This goal is fundamental to preventing abuse of power and holding it to account.

Robust checks and balances require open and fair access to positions of power, a functioning rule of law, division of power between branches of government, and mechanisms to ensure powerholders respect their mandate. These mechanisms include better standards governing access to and exercise of power, as well as integrity and regulatory processes.

Together, these mechanisms must address the sources of corruption risks, providing for independent regulation and separation of roles to prevent, detect and curtail abuse of power. Checks and balances are central not simply for addressing actual occurrences of corruption but also for establishing systems in which corruption cannot occur. Achieving them often requires systemic change. They also demand safeguards for trust in decision-making, including automated decisions or those involving new technologies.

Checks and balances require transparency through access to reliable official information and independent journalism to ensure honesty, communication and participation in public life. They rely not simply on enforceable laws and institutions, but on values, awareness and acceptance of the principle that power itself is better divided, shared and distributed, if good governance is to follow.

**The Objectives under this Goal area are:**

- ✓ **Stop Flows of Dirty Money**
- ✓ **Secure Integrity in Politics**
- ✓ **Drive Integrity in Business**

### **Action 1: Achieve Campaign Finance Reform Legislation by 2022**

**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. Additionally, the Election and Boundaries Commission (EBC) in partnership with TTTI to host Public Education Campaign.

**Success Marker:** Campaign Finance Reform legislation enacted before next General Election in 2025.

### **Action 2: Strengthen Business Integrity through TTTI's Business Integrity Country Assessment (BICA) Project**

**Strategy:** Following the completion of the BICA report in 2018, TTTI will develop a baseline measure of anti-corruption policies and practices in private sector companies. The National Advisory Group (NAG) concluded that in order to execute the private sector recommendations and effect continuous improvement in private sector policies and practices, a baseline measure of all functional private sector companies on key areas of performance should be developed.

**Success Marker:** Baseline measure of anti-corruption policies and practices in private sector companies developed by March 2021.

### **Action 3: Open Government Partnership (OGP)**

**Strategy:** TTTI lobby the Government for Trinidad and Tobago to regain full participation status in Open Government Partnership. TTTI will publish its action plan developed in line with OGP Participation and Co-Creation Standards as well as re-engage civil society for producing the new action plan.

**Success Marker:** Trinidad and Tobago achieves status of OGP participating country December 2022.

**Action 4: Get the Whistle Blower Protection Bill to become 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 and become law by December 2022.

**Action 5: 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:** 5% reduction in complaints to ALAC of corruption in surveying, land development and building approval and construction by 2022.

**Action plan for Checks and Balances**

Action	Target Date	Comments/Status
1. Achieve Campaign Finance Reform Legislation by 2025	Dec 2022	To lobby for campaign finance reform before the next general election.
2. Strengthen Business Integrity	Mar 2021	Study on anti-corruption practices in the private sector completed.
3. Open Government Partnership	March 2022	TTTI lobby the Government for Trinidad and Tobago to regain full participation status in Open Government Partnership.
4. Get the Whistle Blower Protection Legislation Bill to become the Law	Dec 2022	Board members to lobby Members of Parliament and stakeholders. Public & media.
5. Address reports of Corruption in Surveying, Land Development and Building Approval and Construction to end it.	Dec 2022	The support of State agencies like the Integrity Commission and the Police is critical in this matter.

## **2.0 ENFORCEMENT**

Accelerate the enforcement of anti-corruption standards for accountability

**ENFORCEMENT** - Implementation and enforcement of agreed standards remains at the heart of delivering accountability. There must be effective mechanisms to follow on implementation of standards to make change in the everyday life of people for the common good.

Transnational mechanisms and networks remain key to the ability of corrupt actors to execute their crimes and to launder and spend ill-gotten gains. To implement agreed standards, stronger cross-border regulatory and enforcement institutions and processes are crucial to achieving change based on true accountability for officeholders, leaders and businesses that currently drive or facilitate corruption.

**Enforcement** is also central to prevention. National checks and balances rely on accountability through independent courts of law – driven especially by empowered, independent institutions, operating fairly and without fear or favour.

But just like checks and balances, the enforcement challenge is not met simply through mechanical application of laws. New, better standards for defining integrity and corruption breaches, as well as political commitment to enforcement, rely on stronger values and awareness, along with social commitment and capacity to help drive action. Advocacy and pressure from the people, especially through civil society organisations, are strongly needed.

**The Objectives under this Goal area are:**

- ✓ **Protect the Public Resources**
- ✓ **Secure Integrity in Politics**
- ✓ **Pursue Enforcement and Justice**

**Action 1: Attain full operationalization of Public Procurement and Disposal of Property Act and ensure there is a mechanism for on-going evaluation of processes and exemptions**

**Strategy:**

- a. Lobby Government Ministers and other Members of Parliament and help keep the discussion going in the media to ensure the public is fully apprised of the strategy and the rationale for same.
- b. Work with the Procurement Regulator to expedite the approval of the regulations.

**Success Markers:**

- a. Public notices issued on the strategy, rationale, implementation and outcomes.
- b. 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 June 2021.

**Action 2: Lead/Champion the formation of Anti-Corruption Investigations 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 Investigations Bureau established by 2022

**Action Plan for Enforcement:**

Action	Target	Date	Comments/Status
1.	Attain full operationalization of Public Procurement and Disposal of Property Act	Dec 2022	Regulations to be approved
2.	Lead/Champion formation of Anti-Corruption Investigation Bureau	Dec 2022	A new State Agency can be established relatively quickly, given the right political will. However, a sufficient timeframe should be provided for lobbying stakeholders.



### **3.0 SOCIAL OVERSIGHT**

Activate social oversight to protect the common good

The third key to ensuring power is held to account, for the common good, is the ability of civil society to drive accountability through political, legal and everyday social actions. Civil society includes community organisations, trade unions, academia, faith-based networks, professional associations, not-for-profits, and private citizens generally – “the people” themselves.

Entrusted power means accountability rarely functions without the community or affected stakeholders being willing and able to enforce that trust – whether by triggering enforcement action, pursuing redress for themselves or other victims, exposing wrongdoers or advocating for change.

Social action and oversight rely on direct, sustained participation of all stakeholders in the exercise of power, including business interests, investors and employees, along with mobilisation of people and non-government actors in support of accountability, equality and fairness. For this they must enjoy fundamental human freedoms to organise, associate, access information and speak up, as well as a free and independent media.

Empowering communities to participate and engage is key to ensuring corruption risks are addressed so corruption cannot occur. It is the power held by citizens, customers, investors, business actors and stakeholders that will ultimately deliver accountability.

**The Objectives under this Goal area are:**

- ✓ **Expand Civic Space for Accountability**
- ✓ **Build Community Leadership Against Corruption**

### **Action 1: Establish Annual Media Award for Investigative, Anti-Corruption Reporting**

**Strategy:** Collaborate with the Caribbean Investigative Network of Journalists (CIJN) and Media Association of Trinidad & Tobago (MATT) to help foster journalistic excellence in corruption reporting and distribute an award for the most effective media report which highlights 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:** A 10% increase in the number of stories in the press and social media reporting /highlighting corruption related issues.

### **Action 2: Host Annual Anti-Corruption Conferences (ACC).**

**Strategy:** Over the strategic plan period 2021 to 2022, each ACC will focus on a theme building awareness and acceptance of shared/distributed power and its impact on good governance.

**Success Marker:**

- 10% greater participation year on year for each conference.
- 80% participant satisfaction with the conference content.

### **Action 3: Commemorate UN Anti-Corruption Day**

**Strategy:** Sensitization of youth to anti-corruption and transparency issues will be pivotal to the “new” culture taking root and transforming the T&T landscape. The Youth Arm of TTTI will be responsible for the execution of activities for the UN Anti-Corruption Day for 2021 – 2022. The Youth Arm, with the assistance of TTTI Secretariat, will seek sponsors and arrange all activities, as required. There will be a high concentration on social media utilised by this age group as well as traditional media.

**Success Marker:**

- 10% increase in youth membership three months after each event.
- 5% of the youth attending the event get involved in other TTTI events and activities.
- The resultant increase in backing of the event from Government and the business sector.

**Action 4: Establish Stronger Board / Stronger Governance Systems**

**Strategy:** Governance training of the Board members

**Success Markers:** Board members to participate in good governance training at the beginning of their term as Director. TTTI's Board must be regarded as a model Board by other CSOs, donors and wider stakeholder groups.

**Action 5: Continue Integrity/Character Clubs in secondary schools throughout Trinidad & Tobago.**

**Strategy:** Seek sponsorship to continue IClubs in secondary school and begin pilot projects in other secondary schools.

**Success Marker:** Establish 3 more IClubs in Trinidad and 1 in Tobago.

**Action 6: Continued development of the Human Rights Network with other CSOs in T&T**

**Strategy:** Identify and liaise with Partner CSOs, including women's organisations to raise awareness for women's rights and gender related issues.

**Success Marker:** Speakers' Series on 'Human Rights and Corruption' with a minimum of 6 high-profile presenters organised over the period 2021-2022

**Action 7: 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. Sensitization of members and public via social media is necessary to increase participation.

**Success Marker:** A 15% increase in CPI attendance each year.

**Action 8: Host Town hall Style Meetings in collaboration with other CSOs**

**Strategy:** Organize meetings 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. Seek sponsors and engage speakers.

**Success Marker:** Four Town hall events held annually.

**Action 9: 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 2022. Increase in visibility of TTTI in the media. Increase in corruption reports to ALAC.

**Action 10: Strengthen TTTI's Organizational Structure/ Secretariat**

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

**Success Marker:** Staff and Board attend at least one (1) good governance and accountability training per year.

**Action Plan for Social Oversight:**

Action	Target Date	Comments/Status
1. Establish Annual Media Award for Investigative, Anti-Corruption Reporting	Dec 2022	Planning for event should begin by June 2021.
2. Host Anti-Corruption Conference	March. 2021-2022	Theme, speakers etc to be finalized. Board has final decision.
3. Commemorate UN Anti-Corruption Day	Dec 2021 - 2022	Team to begin planning by January 2021. Seek sponsors, performers, and venue.
4. Establish stronger Board/stronger governance systems	Dec 2022	Staff and Board to attend good governance and accountability training.
5. Continue Integrity/Character Clubs in primary and secondary schools throughout Trinidad & Tobago.	Dec .2022	Establish 3 more IClubs in Trinidad and 1 more in Tobago
6. Continue development of the Human Rights Network with other CSOs in T&T	2021- 2022	Meetings to continue with CSOs.
7. Host successful CPI Launch	2021-2022	Planning for the event should begin in January 2021
8. Organize Town Hall Meetings with CSOs	2021-2022	To be pursued pending the availability of funds

<p>9. Increase TTTI's membership and influence as the leading anti-corruption CSO.</p>	<p>Dec 2022</p>	<p>Begin with publication of articles in newspapers on the role of Transparency International and local chapters. This plan to synchronise with fundraising strategy.</p>
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