Government of the Republic of Trinidad and Tobago

Ministry of Community Development,
Culture and the Arts

NPS

National Policy on Sustainable
Community Development
Trinidad and Tobago **2019-2024**

Foreword

The National Policy on Sustainable Community Development (NPSCD) is an instrument designed to reform the practice of Community Development in Trinidad and Tobago. It represents a significant building block in the architecture of community development, being the first comprehensive strategic framework for the development of communities in the post-independence era.

In Trinidad and Tobago the adage that 'It takes a village to raise a child' is enough to provide powerful motivation for building sustainable communities. It identifies the invaluable role the community environment and conditions play in influencing the life outcomes of its current residents and future generations. These outcomes in turn aggregate to the national scenario, be they positive or negative. I am pleased as Minister with responsibility for community development to be associated with this National Policy on Sustainable Community Development (NPSCD) which will lend support to Vision 2030 from the ground up, as it pursues sustainable communities. To this end it will professionalise the practice of community development, adopt state of the art mechanisms, and focus on enabling, surrounding and supporting the community sector as the leaders on the ground in this effort.

This policy is a definitive indication of Government's commitment and intention to move community development practices and interventions to being strongly guided by evidence, systematic analysis and the sustainable resolution of community issues. It does so by advocating an approach that will:

- Focus attention on the four pillars of sustainability namely: Human and Social, Cultural, Economic and Environmental development

- Engage multiple stakeholders (Government Ministries, the corporate sector, civil society organisations, academia, international development agencies and the community sector) to ensure that appropriate attention is given to community concerns

- Facilitate meaningful transformation of communities through processes that are driven by the science of community needs assessment, asset based development and strategic community planning, and

- Create systems that will ensure local leadership is a central pillar of this approach.

As the Government remains steadfast in achieving the deliverables espoused in Vision 2030, the Ministry of Community Development, Culture and the Arts (MCDCA) remains committed to playing its role by ensuring that through astute policy measures, communities and the nation at large are firmly planted on the pathway towards sustainable development.

Dr. Nyan Gadsby- Dolly
Ministry of Community Development, Culture and the Arts

Acknowledgments

The development of this policy is as a result of the commitment, collaboration and dedication of several stakeholders. The Ministry of Community Development, Culture and Arts (MCDCA) wishes to express its deepest gratitude to the National Policy on Sustainable Community Development (NPSCD) Committee, the Community Development Division and the staff of other Divisions/Units of the Ministry for their technical support towards finalising the National Policy on Sustainable Community Development (NPSCD).

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Deepest gratitude also to the representatives of the United Nations Development Programme, the academic institutions, non-Government and community based organisations and other experts, for the invaluable contributions during the special meetings, focus group sessions, consultations and online comments.

Lastly, special thanks to the Ministry's Policy Unit for their continuous and devoted hard work in compiling and finalising the NPSCD.

The policy represents the collection of voices heard, noted and documented. Together we aspired, together we will achieve!

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List of Abbreviations

ABCD	Asset Based Community Development
BNI	Basic Needs Index
BOM	Board of Management
CARE	Community Action for Revival and Empowerment
CBA	Community Based Assessment
CB&IS	Capacity Building and Institutional Strengthening
CBO	Community Based Organisation
CCAF	Culture and Creative Arts Fund
CCPC	Community Crime Prevention Council
CDC	Community Development Committee
CDD	Community Development Division
CDO	Community Development Officer
CDP	Community Development Practitioner
CDPF	Community Development Partnership Forum
CED	Community Economic Development
CEP	Community Education Programme
CGS	Central Grants Secretariat
CLASS	Community Learning and Skills Service rogramme
CMSD	Community Mediation Services Division
CNCD	Chronic Non Communicable Disease
CPO	Chief Personnel Officer
CS	Community Stakeholders
CSF	Community Sustainability Framework
CSR	Corporate Social Responsibility
DCDEDL	Division of Community Development, Enterprise Development and Labour
DFID	Department for International Development
DPA	Director Personnel Administration
EMA	Environmental Management Authority
FBO	Faith Based Organisation
GoRTT	Government of the Republic of Trinidad and Tobago
ICT	Information and Communication Technology
ISC	Inter-Sectoral Committee
LGR	Local Government Reform
M&E	Monitoring and Evaluation
MALF	Ministry of Agriculture Land and Fisheries
MCDCA	Ministry of Community Development, Culture and the Arts
MCSCD	Municipal Committee for Sustainable Community Development
MHUD	Ministry of Housing and Urban Development
MNS	Ministry of National Security
MOA	Memorandum of Agreement

MOE	Ministry of Education
MOF	Ministry of Finance
MOH	Ministry of Health
MOLSED	Ministry of Labour and Small Enterprise Development
MOT	Ministry of Tourism
MOWT	Ministry of Works and Transport
MPD	Ministry of Planning and Development
MPU	Ministry of Public Utilities
MRDLG	Ministry of Rural Development and Local Government
MSDFS	Ministry of Social Development and Family Services
MSYA	Ministry of Sport and Youth Affairs
NACC	National AIDS Coordinating Committee
NCPP	National Crime Prevention Programme
NCSCD	National Committee for Sustainable Community Development
NDFF	National Days and Festivals Fund
NDS	National Development Strategy
NGOs	Non-Governmental Organisations
NPMS	National Performance Monitoring System
NPO	National Philharmonic Orchestra
NPCA	National Policy on Culture and the Arts
NPSCD	National Policy on Sustainable Community Development
NSSO	National Steel Symphony Orchestra
NTAC	National Theatre Arts Company
OPM	Office of the Prime Minister
PMBVTC	Prime Minister's Best Village Trophy Competition
PTA	Parent Teacher Associations
PWDs	Persons Living with Disabilities
RC	Regional Complexes
SCD	Sustainable Community Development
SCMP	Social Cohesion and Mobilisation Programme
SDG	Sustainable Development Goals
SIDs	Small Island Developing States
SLA	Sustainable Livelihoods Approach
SMP	Social Mitigation Plan
SWOT	Strengths Weakness Opportunities and Threats
T&T	Trinidad and Tobago
THA	Tobago House of Assembly
TOR	Terms of Reference
TTAVACC	Trinidad and Tobago Association of Village and Community Councils
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VABs	Values, Attitudes and Behaviours
VCM	Village Council Movement
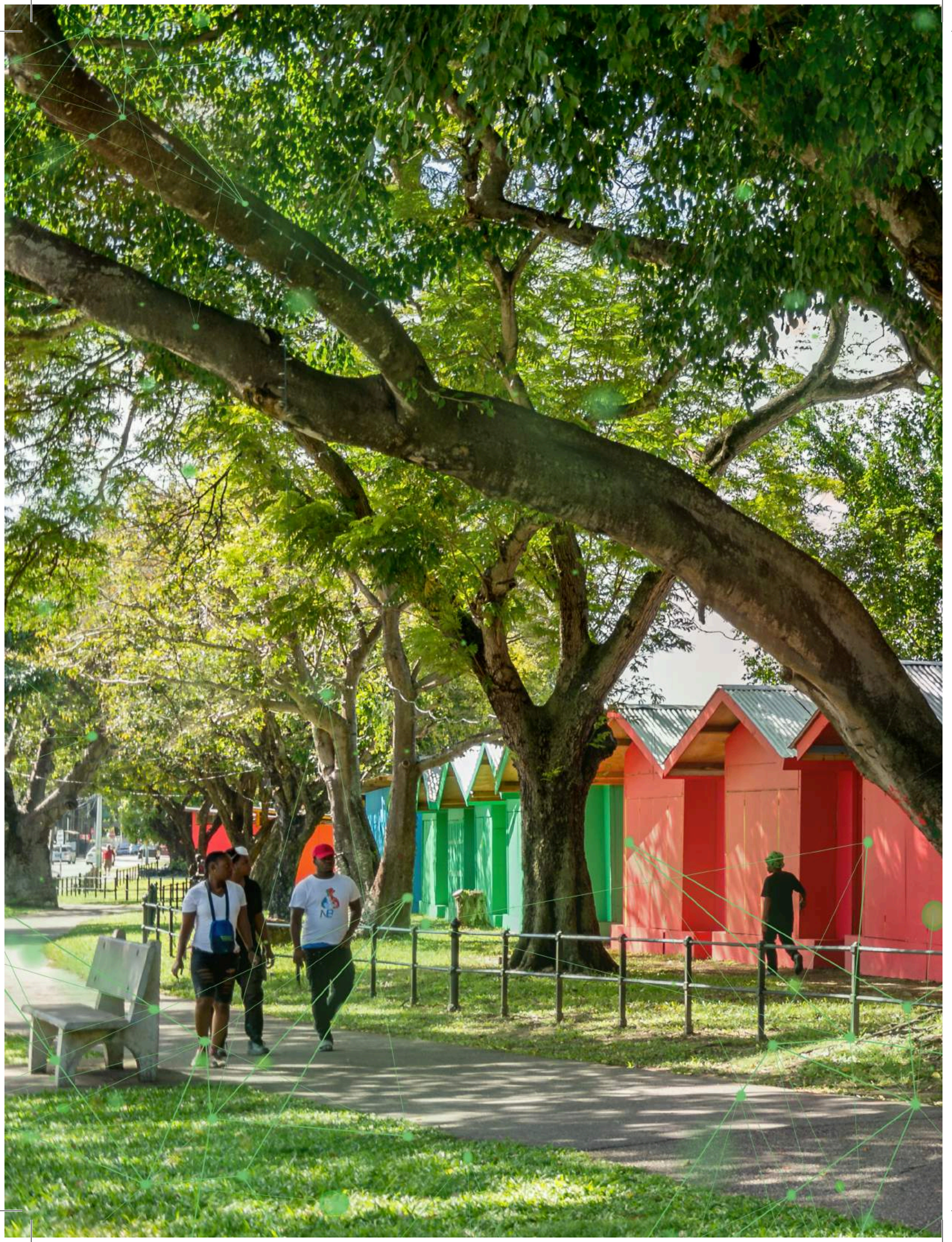
Executive Summary

I. Introduction

The National Policy on Sustainable Community Development (NPSCD) is the result of historical efforts involving initiatives directed towards social change locally, and current thinking in the field of community development globally.

The NPSCD is set in the context of the National Development Strategy (NDS) 2016-2030, which outlines the pathway for the development of Trinidad and Tobago to the year 2030.

The NDS is also aligned with the United Nations, Sustainable Development Goals (SDGs)[1] which are aimed at reducing inequalities and achieving widespread progress for all of the world's citizens including those within Trinidad and Tobago. The NPSCD contributes to all of the seventeen (17) SDGs given its concern with inequalities that limit social, economic, cultural and environmental development at the community level for greater national impact.

The NPSCD has been developed to set out a framework for achieving sustainably developed communities in Trinidad and Tobago, and as such advocates for strategies, processes and institutional arrangements that will empower communities toward holistic development.

The NPSCD responds to the fact that notwithstanding consistent public and private sector investments in communities over several decades, communities continue to be challenged by a number of socio-cultural issues. Some of these include; the intractable crime problem, school violence and delinquency, inter-generational poverty and vulnerability, and persistent attitudes of dependency. Moreover, recent research[2] has revealed that the absence of a clear strategic development framework for community development has led to numerous inefficiencies including: (i) an uncoordinated approach to community interventions; (ii) little or no collaboration across government agencies; (iii) underutilisation of community development infrastructure; and (iv) a lack of scientific information on the impact of programmes and services.

The concerns of the sector have prompted the adoption of the sustainable community development approach. This approach involves designing and managing the community development process in a manner that takes into consideration the multiple facets of community life and how needs must be addressed holistically in ways that meet the communities' current demands, without jeopardising their ability to meet future needs.

The NPSCD is therefore designed to ensure that community development takes a four-pronged approach addressing the following four (4) areas or pillars of sustainable development:
- Human and Social
- Economic
- Cultural, and
- Environmental

The sustainable development approach is supported by an Asset Based Community Development (ABCD) strategy.
ABCD is an empowering bottom-up strategy which focuses on helping communities to recognise their strengths, talents and resources and to mobilise and build on these for development. ABCD is therefore associated with greater community involvement and lasting outcomes[3].

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[1] United Nations. Sustainable Development Goals. 17 Goals To Transform Our World. (2015)
[https://www.un.org/sustainabledevelopment/sustainable-development-goals/]
[2] National Community Development Policy, Working Group. "Strengths, Weakness, Opportunities and Threats (SWOT)." 2016.
[3] Green, Mike, Henry Moore and John O'Brien. "When People Care Enough To Act: Asset Based Community Development."
Toronto, Canada: Inclusion Press. (2006)

II. Policy Framework

Vision

The vision of the NPSCD is, 'sustainable communities'.

Core Values

Both the sustainable development and ABCD approaches are underpinned by key values associated with the field of community development. These are incorporated as core values of the NPSCD as follows:

- Sustainability

- Social Justice

- Asset Based Community Development

- Local Leadership and Participation

- Data Driven Development

- Evidence Based Development and Performance Measurement

- Collaboration and Community Cohesion

- Respect for the Environment

- Equality and Social Inclusion

- Transparency and Accountability

- Social Change, and

- Appreciation and celebration of successes.

III. Recommendations

The NPSCD makes seven (7) critical recommendations to reform and strengthen the approach to community development. These are summarised as follows:

1 **Multi-sectoral development:** To establish clear institutional arrangements for collaboration among public sector agencies, the private sector, academia, NGOs and development organisations, local government bodies and communities in the oversight, planning and implementation of community interventions.

2 **Participatory Framework for Community Development:** To adopt a clear bottom-up approach for development, strengthening community leadership and ensuring the full and democratic participation of the community in the development process.

3 **Professional Development of Community Development Practice:** To set, maintain and ensure standards and a code of ethics that govern and guide community development practice, by establishing a professional body to oversee these practices. The body will be responsible for regulating the practice, ensuring that standards are maintained and opportunities are created to facilitate data sharing among community development practitioners and academia at the local, national, regional and international levels.

4 **Data, Innovation and ICT:** To ensure the availability and use of current and reliable data to inform community-based decision making and practice to ensure greater social impact of community development interventions. To encourage innovativeness in the development and execution of community development strategies so as to add value and enhance the community development process. In addition, to utilise ICT as a means of innovation, enhancing data management and dissemination strategies that would ease the way of doing business and provide greater effect to community development interventions.

5 **Conflict Management in Community Development:** To ensure effective conflict management mechanisms to build and maintain peace between and among various stakeholders, recognising that conflict is an inevitable yet potentially destructive part of the community development process.

6 **Responsibility and Volunteerism as Critical Values of Sustainable Community Development:** To promote volunteerism as an effective means to cultivate the attitudes, values, behaviours and mechanisms that yield a sense of collective responsibility for community and national development and provide additional resources to the community development process.

7 **Development Issues in Sustainable Community Development:** To establish as a high priority among community and public sector workers, the focus of special attention to development issues relative to the human and social, economic, cultural and environmental aspects of development.

IV. Implementation Plan

The NPSCD also adopts a deeply collaborative, multi-sectoral, partnership approach towards policy implementation. This approach involves the establishment of a three (3) tiered institutional arrangement at the national, municipal and community levels, designed to ensure that the necessary collaboration and commitment are maintained at each level. The three (3) tiered system includes:

- **The National Committee for Sustainable Community Development (NCSCD)**: The NCSCD will function at the national level, bringing together senior officials of social sector Ministries and other stakeholders who will be responsible for oversight and coordination of the inter-ministerial and inter-agency approach to developing communities.

- **The Municipal Committee for Sustainable Community Development (MCSCD):** The MCSCD will operate on the municipal level, bringing together officials who function at operational and municipal levels and who could ensure that ministerial and other resources are available for community development.

- **The Community Development Committee (CDC):** The CDC will be a body comprising representatives of organisations and interests groups functioning at the community level, who will take responsibility for ensuring an informed, coordinated and participatory process of community development.

V. Conclusion

It is anticipated that with the implementation of the NPSCD, with its clear operating philosophy, development framework, monitoring and evaluation plan and institutional arrangements, the community sector will be on a well-defined path to sustainable development.

1
Introduction

1.0 Introduction

The National Policy on Sustainable Community Development (NPSCD) 2019-2024, represents a comprehensive and integrated pathway for community development, which is the first of its kind in the history of independent Trinidad and Tobago. It rests on the understanding **that community development is a central ingredient in national development** and requires concentrated action for its fullest contribution to the National Development Strategy 2016-2030 (Vision 2030). For this reason, the Ministry with responsibility for community development in Trinidad, has joined with the Tobago House of Assembly (THA) in respect of Tobago, to produce a truly national movement for community transformation.

Community development is a bottom up place-based approach to development that is by the people, for the people. This occurs through a process of facilitating the empowerment of individuals, local organisations and institutions, so as to strengthen their role as holders of the primary responsibility for the spaces in which they live, work and play, by their own collective and deliberate actions[4]. In this vein, the United Nations (UN) defines community development as: "an approach which relies upon local communities as a unit of action and which combines external assistance with local development resources and stimulates local initiatives and leadership[5]. This alignment between government and community resources has been the history of community development in Trinidad and Tobago.

The NPSCD will build on this historical alignment, recognising the community as the first and central pillar in the development process. It will go further to promote a sustainable development approach to community development, that is, the design and management of the community development process to support multi-dimensional human development[6]. **Sustainable development therefore addresses persons' needs for overall well-being through opportunities for personal growth and development, recreation and social exchange, earning capacity, creative and cultural pursuits, access to quality goods and services, and safety. It requires that these needs are pursued in ways which meet the demands of the present without jeopardising the ability to fulfil those needs in the future.**

The NPSCD recognises that multi-dimensional human development at the community level, requires action by multiple entities including those with responsibility for health, housing, local government, employment, education, transportation, welfare and the like. It also requires partnerships with academia, the corporate sector and development NGOs for research, expertise and resource linkages. As such, while the community leadership, goals and aspirations are solidly at the centre of the SCD approach, the government adopts the role of enabler and facilitator of the kind of partnerships and synergies required for evidence-based transformational development to take place.

The subsequent sections of the NPSCD therefore set out the road map to a very comprehensive set of strategies for multi-dimensional human development at the community level. The remainder of this section provides a summary account of community development in Trinidad and in Tobago. This is followed by the national and international policy context; the situational analysis of the community development sector including the rationale for the approach adopted and then the critical underpinnings of the NPSCD. The policy is framed in Sections two (2) and three (3) with the former addressing inter alia, the vision, values, objectives, outcomes and indicators; while the latter addresses the whole of government approach adopted and the partners in the NPSCD.

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[4] Nestor Davidson. Reconciling People and Place in Housing and Community Development Policy. Georgetown Journal on Law and Policy, Volume XVI, No. 1. Winter (2009).
[5] United Nations Development Programme. "The Power of Local Action: Lessons from 10 Years of the Equator Prize." New York, NY: UNDP. (2012).
[6] Ministry of Community Development, Culture and the Arts, Policy Unit. "Definition of Sustainable Community Development." (2017).

Sections four (4) to six (6) address the 'how' of the policy. In Section four (4) the policy recommendations aligned to the objectives of the policy are laid out. This is followed by the implementation arrangements in Section 5 and in Section 6 the monitoring and evaluation arrangements which are critical in an evidence-based environment. A detailed scan of the community development sector then and now, a five (5) year implementation plan, the monitoring and evaluation framework and a synopsis of the nexus of the NPSCD with other government Ministry portfolios are provided at **Appendices III to V**. The policy formulation process of the NPSCD is articulated at **Appendix II**.

1.1 The Main State-Based Apparatus for Community Development

Trinidad and Tobago has had a long history of state sponsored action in the community sector, dating back to the late 1940s. What is known as community development in Trinidad and Tobago today was shaped by those early actions in response to the dire socio-economic conditions of the British colonies, as well as the efforts of successive post-independence administrations to make specific investments in the community sector in pursuit of social, economic and political gains. While recognising the contribution of a range of other ministerial and non-ministerial actors to the community sector, the National Policy on Sustainable Community Development will draw upon the rich history and solid platform of community interventions and activism upon which the Community Development Division evolved. It will combine the lessons of these efforts with the current vision for national development and global advancements in the field of community development. See **Appendix I** for a fuller treatment of the history and range of services provided under the ambit of the Ministry and Division responsible for community development in Trinidad and in Tobago respectively.

The State, from the early efforts to address needs of citizens in their communities dating back to the 1940s, took on the role of facilitator of community development, through investing in the capacity of local people and organisations to lead the processes of growth and improvement in their own spaces. The establishment of the Community Development Division in 1958 with field staff located across the eight counties in Trinidad and with Tobago as the ninth county, was early testament of the State's commitment to empowerment at the grass roots level. The 1967 approval of the constitution of the Trinidad and Tobago Association of Village and Community Councils

was also in this vein. In this, Government demonstrated its support to a structured community based response and to channelling resources for community upliftment, through grass roots community leadership.

State services to the community sector from the earliest incarnations up to today have been focused on community empowerment. These services are elaborated on at **Appendix I,** and include:

i.   A national administrative structure with field officers assigned to every community across Trinidad and Tobago in the Community Development Division. The Tobago House of Assembly took on this responsibility for community development in Tobago after the revision of the THA Act in 1996

ii.   The Prime Minister's Best Village Trophy Competition which continues to preserve the culture and traditions of the nation and give opportunity for expression, growth and development of the artistic talent in the communities

iii. The recognition of and partnership with the Trinidad and Tobago Association of Village and Community Councils

iv.   The construction and management of community facilities resulting in the country having in excess of **300** such facilities across Trinidad and Tobago

v.   Capacity building and institutional strengthening for community based organisation

vi.   The registration of community based organisations aimed at maintaining an up-to-date listing of bona fide organisations including faith-based, women's, children and youth, cultural, community, NGOs, environment among others

vii.   The Community Education Programme, which is a highly subscribed annual skills training programme providing residents with skills to enable them to reduce household expenditure or to generate income

viii. The provision of funding to support the involvement of community based organisations in local programmes, projects and activities through the Community Action for Revival and Empowerment grant

ix.   The commemoration of Community Development Day (July 5th) and the hosting of Community Festivals, and

x.   The biennial hosting of the Community Development Partnership Forum as an opportunity for building the capacity of the community sector locally through creating an avenue for shared learning among local, regional and international community sector practitioners.

In Tobago, the service to the community sector would have taken on a similar character based on the oversight by Trinidad until 1996. However, the unique cultural nuances of Tobago were evident. As an example, the Administration in Tobago has further sought to emphasise the role of **economic development at the community level by the nexus of the Enterprise Development Department to community development. This allows a strong focus on developing new entrepreneurs at the community level, providing financial assistance to those exposed to vocational training and growing community economies focused on agriculture, eco-tourism, textiles and entrepreneurship. The Division is also working towards the management of Youth Friendly Spaces or YZones which would give the youth of Tobago a greater say in the operations, programming and management of community facilities.**

This foundation of programming in Trinidad and Tobago and built human resource capacity in the area of community development provides a rich backdrop to the NPSCD. The NPSCD will build on this foundation, provide support to the monitoring and evaluation of the existing range of initiatives to support their strengthening in line with the strategic visions of communities for their own development and the development of the wider community sector. The NPSCD also recognises the critical role of other entities in a comprehensive approach to community development as outlined at Section 3.0 below.

1.2 National and International Policy Context

The NPSCD takes cognisance of, is guided by and supports national, regional and international policies and conventions as set out below:

Table 1: National Development Strategy (NDS)

The NPSCD is informed by the NDS (Vision 2030), and is connected to the five (5) themes of the NDS outlined below:	
• Theme I: Putting People First: Nurturing Our Greatest Asset; • Theme II: Delivering Good Governance and Service Excellence; • Theme III: Improving Productivity Through Quality Infrastructure and Transportation;	• Theme IV: Building Globally Competitive Businesses and • Theme V: Placing the Environment at the Centre of Social and Economic Development

Table 2: Social Sector Policies, Trinidad and Tobago

The NPSCD lends support to the following policies:	
• The National Social Mitigation Plan 2017 -2020 • The National Parenting Policy 2017 • The National Tourism Policy of Trinidad and Tobago 2010 • Draft Community-Based Tourism Policy 2018 • National Poverty Reduction Strategy (NPRS) 2016 • National Policy on Persons with Disabilities 2018	• Policy for the Education Sector 2017-2022 • Draft National Child Policy 2018-2028 • National Policy on Gender and Development 2018 • Draft National Policy on Co-operatives 2017 • Trinidad and Tobago National Sport Policy (NSP) 2017-2027 • Draft National Youth Policy 2012-2017 • Draft Ecotourism Policy 2018 • Draft Sport Tourism Policy 2018

Table 3: Legislation, Trinidad and Tobago

- Municipal Corporations Act 2013
- Land Acquisition Act 2015
- Freedom of Information Act 2009
- Environmental Management Act 2000
- Equal Opportunity Act Chapter 22:03 Updated 2015

- The Mediation Act No. 8 2004
- Community Service Orders Act 2011
- Farmers Advances Act Chapter 63:51 Amended by 46 of 1979 *24 of 1981

Table 4: International Agreements and Conventions

- The Sustainable Development Goals (SDGs) 2015 -2030
- The UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions 2005
- The International Covenant on Economic, Social and Cultural Rights 1976
- The Employment Policy Convention 1964
- The General Agreement on Tariffs and Trade 1948
- The Agreement on establishing the International Fund for Agricultural Development 1976
- The UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage 1972
- The Convention for the Safeguarding of the Intangible Cultural Heritage 2006

- The UNESCO Convention on the Protection of the Underwater Cultural Heritage 2009
- The United Nations Framework Convention on Climate Change 1994
- The Universal Copyright Convention 1952
- The Declaration on the Right to Development 1986
- The Universal Declaration of Human Rights 2015
- The United Nations Declaration on the Rights of Indigenous Peoples 2006
- The Convention on the Rights of Persons with Disabilities, New York 2006
- The Lisbon Declaration on Youth Policies and Programmes 1998
- The General Agreement on Trade and Services (GATS) 1995

1.3 Situational Analysis and Rationale

Community development in Trinidad and Tobago has been a dynamic, state-driven and collaborative process, involving multiple stakeholders from the public, private and civil society sectors. Understanding the important connection between community and national development, the Government and the Tobago House of Assembly have invested immensely in terms of financial, human and technical resources in the process of community development over the past six decades.

Community-based organisations, including the Village Council Movement, have played critical roles as partners with Government at the local level, in terms of infrastructural development, programmes for children, youth and families, skills training, and a range of cohesion building efforts.

However, notwithstanding the collective efforts over the past years, to improve the social, economic, and cultural conditions of communities, many communities continue to be challenged by a number of socio-cultural issues. These issues, all highly associated with vulnerable communities are manifested in:

i. A breakdown in moral, spiritual, family and community values
ii. The alarming rate of homicides and gang activity
iii. Persistent issues of the school dropout rate, school violence and delinquency, teenage pregnancy, and attitudes of dependency and entitlement
iv. Community conflict, the lack of cohesion and collaboration among community organisations, and
v. the absence of a clear vision for the development of individual communities.

Qualitative research and consultative activities conducted over the period October 2016 to September 2017, to inform the NPSCD[7] revealed that community interventions in the absence of any clear strategic development framework has contributed to:

• Uncoordinated and in some cases inappropriate approaches to community interventions by various sectors
• One size fit all approach to community programming
• Little or no collaboration across the government agencies
• Gaps and overlaps in the delivery of community development services
• Role ambiguity among Ministries in respect of the responsibility for the delivery of community services
• The perception of a top down approach to community development
• The moving away from/dissatisfaction with the Village Council Movement and the related view of the Village Council as just another community group
• The perception of inequity in the distribution of resources across communities
• Overdependence on Government for funding to pursue community interventions
• Underutilisation of the full range of community resources especially community facilities, and
• The absence of a Monitoring and Evaluation System to measure the effectiveness of community development work.

These factors have all contributed to the wastage of resources and have had in some cases minimal and unknown impact of community development interventions, scarce resources, severe social conditions in some communities and advancements in knowledge in the social development arena demand a more

informed and studied approach to community development.

The Central Statistical Office has identified 605 communities in Trinidad (538) and Tobago (67)[8] These communities can be ranked between 1 and 5 representing communities at the high, upper middle, lower middle, low and poor levels respectively using the Basic Needs Index (BNI).

The BNI is considered an improvement on the poverty line measures of living standards. Rather than income, it assesses the degree to which a household satisfies its basic needs using indicators such as housing quality[9], household assets[10], source of lighting, education level of household head, occupancy[11], type of toilet, and employment. Using the BNI to rank communities, the data showed that of the 605 communities, 60% or 363 communities fell into the lower middle (124), low (118) and poor (121) categories.

In the context of the much studied debate[12] on the association between neighbourhood effects on individual life chances and outcomes, 60% or even 40% representing low and poor BNI communities provides a worrisome scenario. Central Statistical Office (CSO) data from the 2011 Census can be used to highlight other kinds of socio-economic indicators, communities with lower BNIs generate, compared with those with higher BNI. Consistent with the proposed phased implementation of the NPSCD, data on the highest education qualification pertaining to communities within the municipalities of Diego Martin, Chaguanas and Siparia Trinidad and in Tobago have been used to provide an example of the socio-economic issues that face communities and which are concerns of the NPSCD. See Table 5 on page 8.

[8] For the purpose of the NPSCD the CSO definition of community will be augmented by the residents' practical definition of community, as in some cases the CSO definition may include several smaller communities.
[9] Housing quality is measured by the type of materials used in the construction of the walls of the house
[10] Household assets is measured by some nineteen (19) items including possession of water heater, TV, Cable, refrigerator, freezer, microwave, landline phone, cellular phone, air conditioning, water tank, dishwasher etc..
[11] Occupancy is measured by number persons residing per bedroom.
[12] Sampson RJ. Moving To Inequality: Neighborhood Effects And Experiments Meet Structure. AJS, 114(11):189-231. (2008).

Table 5: Data on Highest Education Qualification of Communities Ranked on the Basic Needs Index[13]

Basic Needs Index (BNI)	COMMUNITIES by Municipality	None %	Secondary %	Tertiary %
Quintile 5	Diego Martin Industrial Estate (DM)	61	24	2
	La Brea (Sip)	48	43	2
	Bethlehem (Tob)	66	20	2
Quintile 4	Paramin (DM)	56	37	2
	Quarry Village (Sip)	40	32	4
	Moriah (Tob)	57	33	3
Quintile 3	Rich Plain (DM)	61	30	2
	Cedros (Sip)	52	33	3
	Belle Gardens (Tob)	56	30	9
	Enterprise (Chag)	53	32	4
Quintile 2	Saut Deau (DM)	51	32	3
	Tulsa Village (Sip)	57	29	3
	Black Rock (Tob)	50	37	8
	St. Thomas Village (Chag)	18	21	10
Quintile 1	Victoria Gardens (DM)	24	36	20
	Danny Village (Sip)	39	36	8
	Bacolet (Tob)	23	43	24
	Homeland Gardens (Chag)	22	46	25

Key:

Quintiles 1 to 5 refer respectively to High, Upper middle, Lower middle, Low and Poor on the Basic Needs Index.

Municipalities are defined by: Chaguanas (Chag), Diego Martin (DM), Point Fortin (PF), and Tobago (Tob).

Note that there were no communities in the municipality of Chaguanas identified for quintiles 4 and 5.

Source: Ministry of Planning and Development-The Central Statistical Office (CSO)

[13] Data obtained from the Ministry of Planning and Development-The Central Statistical Office (CSO)

Communities that scored lower on the BNI (poor, low, lower middle) tended to have larger populations of upwards of 50% and 60% over 18 years of age with no qualifications; very small percentages (4% and under) possessing tertiary education and just around one third having primary/secondary or post-secondary education.

This was particularly true of communities in the municipalities of Diego Martin, and Tobago. La Brea stood out among the communities with low BNI as having a higher percentage of persons with secondary education qualifications, almost double that of other similarly ranked communities.

Also noticeable was the greater consistency of relatively higher percentages (8% in Black Rock, to 25% in Homeland Gardens) of persons with tertiary level education in the highest BNI communities compared to the communities ranked lower on the BNI. While a variety of structural factors could have influenced these circumstances and additionally, there may be socio-cultural factors on the ground in communities to buffer potential adverse effects of low educational attainment, on the surface the results do suggest some concerns. For example, there is the likelihood of limited circulation of money in the low BNI communities and an income burden on those who are gainfully employed.

Moreover, the lack or lower levels of income typically associated with low educational attainment can in the face of a lack or perceived lack of local opportunities, create conditions for:
i.   Engagement in multiple jobs to make ends meet, potentially resulting in unsupervised children and youth
ii.   Engagement in unlawful activities, with all the entrapments to youth and unsupervised children, and
iii. Poor nutrition and low engagement in healthy lifestyles.

Advancements in international research that have examined the association between well-regulated communities (collective efficacy) and crime and violence, youth delinquency, healthy lifestyles and other factors, provide evidenced-based guidance for valuing a community centered approach to development. Such international best practices in development alongside our own current experience of economic stringency demand a more coordinated and impactful strategy for community growth and development.

Community development is key to addressing the social scourges that continue to plague many areas. Further, it is key to producing and nurturing innovative and productive citizens who contribute to the achievement of the country's national development goals.

The NPSCD is also considered urgent in the face of a number of global impacts on this nation's local context including:
(a) the global economic climate fuelled by drastically depressed oil and gas prices, the potential impacts of increased protectionism by first world nations and the pace of local economic diversification;
(b) other challenges associated with our status as a Small Island Developing State (SIDS) including the effects of climate change such as the rising sea levels and temperatures and their impacts on low-lying communities, food production and coastal erosion; and (c) the more recent development challenges, such as, the rapid pace of Information Communication Technology (ICT) coupled with limited access by some community members. The presence of modern technologies, although teeming with opportunities for sustainable community development also poses a threat to the cultural sovereignty of some communities.

These and other circumstances globally, coupled with Trinidad and Tobago's history of infrastructural, institutional and programmatic investment in the community sector, combine to generate numerous opportunities to be capitalised on, that can bring benefits to communities. Some of these opportunities include:

- Access to international best practices, concepts and frameworks to guide community development planning in T&T
- Excellent skills, local talent and social infrastructure in communities
- Resources, knowledge, heritage assets to enable community economic development, innovation and sustainable livelihoods including through community tourism, agriculture and small business development
- The promotion of national pride, inclusion, appreciation of culture and heritage and social responsibility among residents
- The use of community development as a conduit for the resolution of community conflicts and peace building

through effective initiatives of the Community Mediation Services Division (CMSD)

- Strengthening community based social crime prevention strategies through partnerships with relevant agencies
- The use of social media in community development strategies
- Facilitating a more streamlined approach to community development including greater coordination and coherence in community development interventions, and

- Standardising the practice of community development and building the capacity of all community development workers in the public, private and community sectors.

These are the circumstances and opportunities that drive the MCDCA's commitment and sense of urgency to deliver this product (the NPSCD) in the national interest. The NPSCD will benefit all citizens, particularly those who reside in vulnerable communities and those who work in the community sector.

1.4 Critical Underpinnings of the NPSCD

1.4.1 Sustainable Development

The 1987 report of the World Commission on Environment and Development[14], which became known as the Brundtland Report[15] after its Chair Gro Harlem Brundtland, sought to link economic development with environmental sustainability. This was in recognition of the need to promote an approach to development that harmonised the goals of economic development with environmental protection.

The Brundtland Report provided the definition of sustainable development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It called for addressing the basic needs of all, while extending to all the opportunity to fulfil their aspirations for a better life[16]. At the same time the report called upon the more affluent nations to adopt life-styles within the planet's ecological means, with the use of energy as an example[17].

The concept of sustainable development is viewed as an essential organising tool for this Policy given its holistic approach to development. **Sustainable community development (SCD) refers to the design and management**

of the community development process to support all of the multiple aspects of human development, addressing in a coordinated manner the goals of; human and social, economic, cultural and environmental aspects of development. This type of integrated approach is considered invaluable towards the goal of lasting growth and progress, even the transformation of the adverse conditions faced by some communities.

Accordingly, state-based community development practitioners as facilitators and enablers in the SCD process should embrace and convey this holistic approach in interacting with community based practitioners, so that what emerges from the ground will consistently be more comprehensive. As such, for example, community organisations involved in sport among marginalised youth, should also be actively involved or can facilitate interventions to address issues of literacy, life-skills, family life and income generation that would support the future development aspirations of their charges. Or, that organisations focused on a healthy community should be concerned about access to quality health facilities, clean and/

[14] The World Commission on Environment and Development was commissioned by the United Nations General Assembly in (1983)
[15] Bruntland Commission Report Our Common Future. World Commission on Environment and Development (WCED). (1987)
[16] Bruntland Commission Report Our Common Future. World Commission on Environment and Development (WCED). (1987)
[17] Ibid., 1987.

or green spaces for recreation and physical activity, should also be concerned about spaces for cultural performances, and maximising the natural resources and heritage assets, which can lead to sustainable livelihoods for residents, impacting better health outcomes. Further, the economic well-being of the community can be improved by providing social services, for example child care services so parents could gain employment. The development of local talent and cultural centres create opportunities for cohesion, solidarity and generating incomes for individuals. The NPSCD therefore calls for concerted action on the multiple facets of community development that would lead to resilience and sustainability.

The NPSCD proposes a root cause approach to looking at community issues and empowering communities to do the same. This will require community stakeholders to approach the task of community development with a particular mind-set towards or understanding of (i) their role as the leading voice in the process of community development, (ii) their responsibility to engage with fellow residents and external agencies towards the goal of sustained growth and development for their communities and (iii) their right to an equitable share of quality goods and services delivered by the state.

1.4.2 Core International Cultural Factors of Development

The NDS 2016-2030 recognises that there are core international cultural factors which can facilitate or impede development, notwithstanding the most favourable policies, plans and investments. It notes that for example countries that have become high income advanced economies have common cultural factors which have contributed to their successes[18]. Further, it laments that Trinidad and Tobago was not assessed to have a 'strong alignment to any' of those progressive cultural factors; a situation associated with a number of the socio-economic challenges faced by this country notably:

• The need for reform of our government institutions

• The quality of public sector services, and

• The challenge of diversification[19].

As examples, some of the common contributing and non-contributing factors are presented at Table 6 on page 12.

[18] Government of the Republic of Trinidad and Tobago. "Vision 2030. Many Hearts, Many Voices, One Vision." (2017)
[19] Ibid., (2017)

Table 6: Subset of Core International Cultural Factors of Development

Progressive Cultural Factors Associated with High Income Advanced Economies	Non-Progressive Cultural Factors Inimical to Development in Trinidad and Tobago
Hard work; achievement leads to wealth	Poor work ethos in the form of low productivity
Non-excessive individualism; a balance with community/ family values	Declining family, community and civic values; rising individualism and disregard for the environment
Ability to effectively impart knowledge and know-how; knowledge based on facts	Evidenced-based decision-making is not observed and know-how not imparted
Investment in education; which promotes creativity and autonomy (self-sufficiency)	Approach to education that promotes a culture of dependency as opposed to creativity and innovation for self-reliance
Observing the Rule of Law	Disregard for rule of law: low prosecution of corruption

Adjustment in the values, attitudes and behaviours that are associated with poor national outcomes will also be critical to sustainable community development and therefore an important platform for the National Policy on Sustainable Community Development (NPSCD).

1.4.3 Mainstreaming the Practice of Community Development

It is the view of the NPSCD that greater attention needs to be paid to the practice of community development in Trinidad and Tobago. The nexus between community and national development; the potential for both individual and community growth and development; the potential for addressing social challenges[20] and dismantling the adverse place-based effects on individuals and families all require the most enlightened approach to the practice of community development. Here reference is not made to the work of the Ministry with responsibility for Community Development but the maintenance of standards of community development practice across all public, private and civil society sector operatives involved in place based interventions and approaches to development.

The transformative national potential inherent in effective community development and its recognised potential contribution to issues such as sustainable livelihoods, community tourism, crime prevention, school behaviour and performance, family-life management, the protection and development of the nation's children and youth and the like, suggests the need for greater investment. Investment for example in training and education, inter-sectoral coordination and collaboration, research and development, data gathering and management, monitoring and evaluation. These are fundamental underpinnings of an effective national strategy for sustainable community development.

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[20] Harry Jones. Equity in development: Why is it important and how to achieve it. (2009)

2
Policy
Framework

2.0 Policy Framework

2.1 Policy Scope

Extraordinary challenges demand equally compelling responses. This position, expressed in the National Development Strategy of Trinidad and Tobago 2016-2030, is the impetus for the comprehensive rather than piece meal approach taken in the NPSCD in pursuit of deep and lasting community development.

The NPSCD articulates a role for the state as a facilitator, creating the environment and framework for ground up community development strategies to succeed. That framework is a 'whole of government[21], "whole of society[22] model that brings together the relevant resources of the state, corporate and other civil society entities to work in harmony with community assets and aspirations.

The NPSCD also places the community as central, and pursues in a coordinated manner, the building of the capacity of communities to identify and solve their priority development challenges, while utilising the guiding conceptual framework of sustainable development. Accordingly, the NPSCD proposes support to communities in the adoption of processes that are participatory, asset focused and evidence based.

It intends that from these processes, communities would realise collaborative strategic developmental plans that would guide the transformation of their communities, with careful attention to the social and human, the economic, the cultural and the environmental aspects of development. Further, it seeks to create the platform for such community plans, as appropriate, to both inform and be informed by the municipal and national development strategies and be the catalyst for community interventions of varied local, corporate, government action.

This model of community development requires considerable process reform, consistency of approach among practitioners, strengthened inter-Ministerial and inter-sectoral relationships, and innovative interventions. It will also involve institutional strengthening of community stakeholders, social re-engineering of our youngest citizens and the mainstreaming of community development practice. The NPSCD provides a framework that can be adopted or adapted by all communities, but is focused on the more vulnerable communities of Trinidad and Tobago.

"Extraordinary challenges demand equally compelling responses."

[21] Government of the Republic of Trinidad and Tobago. "Vision 2030. Many Hearts, Many Voices, One Vision." (2017).
[22] Government of the Republic of Trinidad and Tobago, Ministry of National Security. "National Crime Prevention Programme." (2017)

2.2 Vision

The vision of the NPSCD is "Sustainable Communities."

This vision is located in the context of safe and sustainable communities, which is one of the medium terms goals of the National Development Strategy 2016-2030 under the theme Putting People First: Nurturing Our Greatest Asset. The NPSCD vision is also consistent with the vision of the MCDCA which is to build "Resilient, culturally rich communities". In so doing, the NPSCD mirrors the strategic objectives of the Ministry for the community sector in particular. In terms of the nexus between resilience and sustainability, **resilience refers to "the sustained ability of a community to utilise available resources to respond to, withstand, and recover from adverse situations.[23] Resilience is therefore an essential ingredient of sustainable communities.**

The NPSCD vision is reflected in the model of sustainable communities, which is focused on the four (4) development components, namely: (i) human and social (ii) economic (ii) cultural and (iv) environmental. **See Figure 1 on page 16.**

The **Human and Social** component involves a vision of communities that are well served by appropriate programmes and services for residents (children, youth, families, the unemployed etc.); and where residents are resilient
– empowered to take responsibility for addressing local issues; and where communities are well-connected, well-governed and safe.

The **Economic** component envisions communities which have thriving and diverse economies, and where residents can create income generating opportunities. The **Cultural** component has a vision of communities as dynamic, vibrant cultural hubs with residents well served by/engaged in a menu of cultural activities.

The **Environmental** component adopts a vision of well-designed communities, well-built surroundings, clean, well-landscaped and having residents who are environmentally sensitive and conform to the relevant land and building codes.

[23] RAND (Research and Development) Corporation.
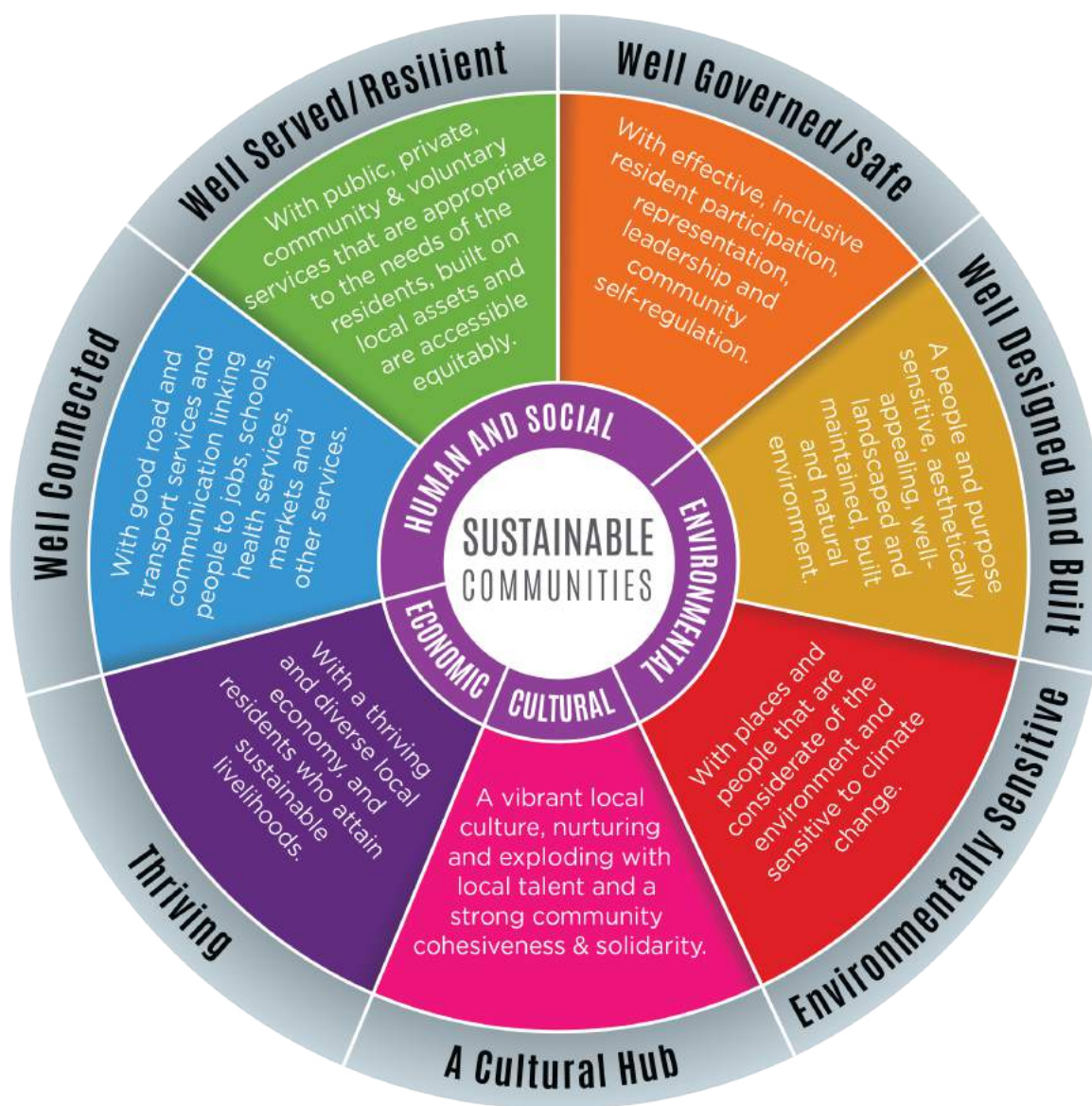
Figure 1: Vision for Sustainable Communities

Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2018 adapted from the **Egan Wheel of Sustainable Communities (Egan Review, 2004).**

2.3 Goal

The goal of the NPSCD is **to achieve sustainable communities**. In this goal, the NPSCD is aligned with the MCDCA's strategic goals for the Community Development thematic area[24], namely to:

i.   encourage strong community bonds

ii. Inculcate a sense of community pride

iii. Create opportunities for communities to work together to accomplish common goals

iv. Support and guide community-based entrepreneurial projects, and

v.   Provide support for the strengthening and development of Community Based Organisations (CBOs) and individuals.

2.4 Objectives

i.   To establish and implement a national sustainable framework for strengthened, whole of government and multi-sectoral collaboration, integration and networking in the practice of community development.

ii. To provide a clear framework for community mobilisation, leadership and participation in development.

iii. To facilitate the establishment and maintenance of standards and professionalism in community development practice.

iv. To implement data-driven, evidence-based and innovative programming for delivery of well-targeted, effective community development programmes.

v.   To utilise the Community Mediation Programme as well as facilitate the establishment of other structures and mechanisms for conflict resolution and management in community development.

vi. To promote values, attitudes and behaviours that empower communities and engender a spirit of responsibility and volunteerism in community development.

vii. To integrate a sustainable development approach in the practice of community development to ensure the holistic treatment of development issues.

2.5 Core Values

The NPSCD is informed and guided by a number of core values that are consistent with the global community development environment. These are illustrated in Figure 2 and outlined on page 33.

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[24] These goals are outlined in the MCDCA's Strategic Plan 2017-2019.

Figure 2: Core Values of the NPSCD

Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2017.

2.5.1 Sustainability

Sustainable community development refers to a philosophy of managing the community development process that:

i. Deals with the human and social , economic, cultural and environmental concerns in concert.

ii. Addresses persons' needs for overall well-being through opportunities for:

- personal growth and development
- recreation and social interactions
- earning capacity
- creative and cultural pursuits
- access to quality goods and services, and
- safety

iii. Pursues these needs in ways which meet the demands of the present without jeopardising the ability to fulfil those needs in the future.

2.5.2 Social Justice

Policies, plans and programmes that place marginalised groups on an equal footing by protecting their human rights, enabling them to meet their needs and participate in economic activity and decision-making.

2.5.3 Asset Based Community Development

Asset Based Community Development (ABCD) is an approach to development that recognises the strengths, gifts, talents and resources that are present in individuals and communities, and helps communities to mobilise and build on these assets for sustainable development.

2.5.4 Local Leadership and Participation

The community is empowered where necessary, to lead its development alongside government workers and other external partners, and to pursue the fullest involvement of its members in shaping the development agenda.

2.5.5 Data Driven, Evidence Based Development and Performance Measurement

Community Development Officers and practitioners are equipped with knowledge, data, training and tools to facilitate flexible and targeted approaches to the development needs of communities. In addition, they will have the capacity to use qualitative/quantitative measures to assess the performance, progress, and impact of projects or programmes.

2.5.6 Collaboration and Community Cohesion

The community recognises that through collaboration and cohesion, its strengths and resources can be harnessed to improve planning and decision-making, leading to well-defined actions and sustainable outcomes.

2.5.7 Respect for the Environment

Pro-environmental values are promoted in all communities such that residents and organisations demonstrate respect for land and building codes as well as respect for the environment through environmentally sensitive practices for water and waste management, garbage disposal and agricultural practices, natural resources and energy usage, recycling, conservation and preservation that safeguards our future resources.

2.5.8 Equality and Social Inclusion

All community members, regardless of gender, age, ability, religion, race, ethnicity, culture, language, or social and economic status have an equal opportunity to become engaged in the community development process and are able to access its social and economic benefits.

2.5.9 Transparency and Accountability

Community residents and organisations hold each other to high standards of transparency and accountability and require the same high standards from external entities including government, private sector, NGOs and any other partners.

2.5.10 Social Change

The process of development is in deliberate pursuit of positive change as defined by the community itself[25].

2.5.11 Appreciation and Celebration of Successes

The appreciation and celebration of successes stimulates innovation, validates the sustainable development process and strengthens the confidence of residents and organisations in their own capacities and inspires further action.

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[25] Paul McCold. Restorative Justice: The Role of the Community. (1995)

2.6 Outcomes

The following are the major outcomes and key performance indicators anticipated with the implementation of the NPSCD. Further details will be presented at the Monitoring and Evaluation section at 6.0 and at **Appendix IV.**

i. Improved inter-sectoral collaboration in Sustainable Community Development planning

ii. Increased collaboration within and between communities and other partners for SCD

iii. Improved coordination and representation of CBOs in community development

iv. Increased stability of local organisations and residents involvement in community planning

v. Improved standards and practices in Community Development

vi. Improved knowledge and sharing of best practices and networking among CDPs

vii. Improved access to data on communities to inform decisions and community actions

viii. Improved use of data for community interventions across agencies

ix. Reduction in the level of conflicts across CBOs, between residents and regarding access to community facilities

x. Reduction in the level of conflict situations within communities

xi. Increased community volunteerism

xii. Improved programming to address social issues at the community level, and

xiii. Improved delivery of services in the community through the intervention of partner agencies.

2.7 Key Performance Indicators

The Key Performance Indicators listed below at Figure 3 will be realised with the implementation of the NPSCD.

Key Peformance Indicators

01 % of innovative programmes implemented

02 % of schools and communities engaged in peace building initiatives

03 % of aligned job processes with the best practices

04 % of CBOs involved in CDCs

05 % increase in collaboration among the NCSCD and MCSCD

06 % of projects and activities conducted by partners are aligned to identified community needs

07 % of youths involved in crime and violence activities

08 % of activities geared towards culture and arts and civic mindedness in the community

Figure 3: Key Performance Indicators associated with effective NPSCD implementation
Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2017.

2.8 Policy duration and review

| Policy Duration and Review				
Title of Policy: National Policy on Sustainable Community Development				
Duration: 2019 – 2024				
Documents attached: Final Collated Comments on the Draft National Policy on Sustainable Community Development (Green Paper)				
Review schedule: Review processes in 2022, 2024				
Responsible Office/Unit/Division	**Tasks completed**	**Date**	**Designation**	**Comments**
The Policy Unit, Ministry of Community Development, Culture and the Arts (MCDCA) The Community Development Unit of the Division of Community Development, Enterprise Development and Labour of the Tobago House of Assembly (THA)	Cabinet approved draft as Green Paper was laid in Parliament and made available for public comment	October 2018	Permanent Secretary	Policy laid in Parliament on November 9, 2018
	Green Paper made available for public comment online and in hard copy	Nov 2018 – Feb 2019	Permanent Secretary	Comments received and Policy revised
	Revised draft submitted to Cabinet	May 2019	Permanent Secretary	
	Cabinet Approved the NPSCD as a White Paper (Official Government Policy)	September 2019	Permanent Secretary	Policy laid in Parliament as White Paper on November 8th 2019

3

Policy Context

3.0 Policy Context

A "Whole of Government", "Whole of Society" Approach
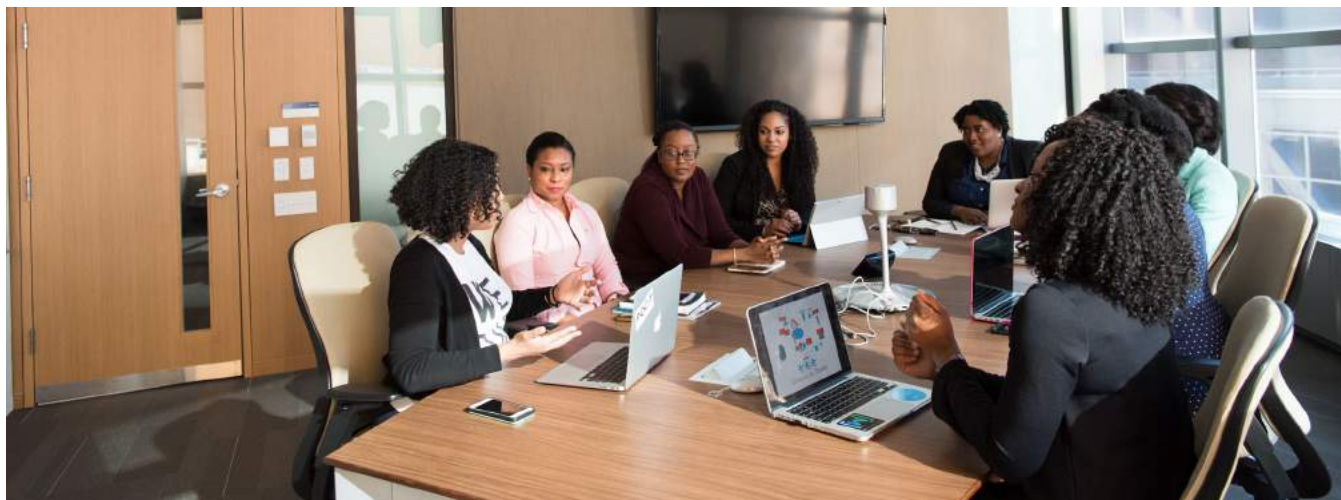
The Government's National Development Strategy (NDS) 2016-2030 calls for Ministries to adopt a whole of government approach to service delivery, recognising that development objectives cut across the mandates of Ministries, and the various Divisions of the Tobago House of Assembly. The NDS proposes the adoption of this "whole of government approach" as a means to dismantling silos and achieving greater efficiency and impact. Planning in silos is particularly counter to community development which requires addressing multiple issues, many of which fall under the purview of partner government agencies.

Development is however, not only a public sector prerogative, since all sectors are impacted by and have a stake in sustainable community development. A "whole of society" approach therefore, seeks to ensure that all civil society stakeholders have a coordinated framework within which to contribute towards sustainable community development. Moreover, in the context of community development, the community is the focal point and community organisations are the key stakeholders. CBOs provide/coordinate a rich pool of assets including community knowledge and 'know-how', relationships, talents, leadership, achievements, projects and interventions and self-regulation which have buttressed communities over the years. A whole

of society, whole of government approach in this context, positions the community and its organisations as central, with the rest of civil society and government agencies accordingly, playing roles as overseers, enablers, facilitators, partners and support.

Due to its mandate, the MCDCA is in a strategic position to support and improve the level of coordination of efforts of Ministries and civil society entities as they relate to the development of communities. The same is true of the Division of Community Development, Enterprise Development and Labour (DCDEDL) in respect of Tobago. Accordingly, the MCDCA and the DCDEDL respectively, must be seen as conduits, facilitators and leaders in matters pertaining to sustainable community development. In the performance of this role, the MCDCA and the DCDEDL will support and empower strong community structures on the ground in communities, provide state of the art facilities for development; provide guidance in terms of participatory strategies; provide access to community-based data and engage in the monitoring and evaluation of development strategies. Moreover, by facilitating engagement in community-based planning, MCDCA and the DCDEDL will respectively ensure that Ministerial, Divisional and other partners are fully aware of the development

aspirations of communities, so that these aspirations could be at the forefront in the setting of Ministerial/Divisional/partner agendas.

With the community as central, government could be described as the second pillar of the NPSCD. Its role in this regard will be coordinated by the MCDCA. The MCDCA in turn recognises all of the following Ministries as its key ministerial partners in the delivery of programmes and services that contribute to sustainable community development, with the appropriate parallel Divisions applying in the Tobago context. The Ministry of Rural Development and Local Government (MRDLG) is particularly close to the MCDCA in its direct impact on community life and in the context of Local Government Reform. The MRDLG's mandate informs the municipal level strategy adopted in the NPSCD discussed at Section 5. On the whole however, the NPSCD advocates greater synergies with Ministerial partners based on their respective mandates and initiatives, some of which are outlined at **Appendix V**. It is noted that some Ministries have mandates which intertwine the classifications used below.

- **Human and Social Development**
  - Ministry of National Security
  - Ministry of Social Development and Family Services
  - Ministry of Education
  - Office of the Prime Minister (Gender and Child Affairs)
  - Ministry of Health
  - Ministry of Sport and Youth Affairs
  - Ministry of Housing and Urban Development, and
  - Ministry of Planning and Development.

- **Economic Development**
  - Ministry of Finance
  - Ministry of Labour and Small Enterprise Development
  - Ministry of Agriculture, Land and Fisheries, and
  - Ministry of Tourism.

- **Infrastructure Development**
  - Ministry of Works and Transport
  - Ministry of Rural Development and Local Government, and
  - Ministry of Public Utilities.

Civil society is the third pillar of the NPSCD. According to the Organisation for Economic Co-operation and Development[26], "civil society is the multitude of associations around which society voluntarily organises itself and which represent a wide range of interests and ties". Civil Society stakeholders therefore, would include organisations such as non-governmental organisations, professional associations, academia, trade unions, business associations, coalitions and advocacy groups, etc. Community Based Organisations and the range of other groups operating in communities, including sporting, women's, faith-based, youth, self-help and other interest groups are a part civil society but are treated as the first pillar of the NPSCD – the community.

The larger NGO community as part of civil society will be pivotal in providing professional support to the local efforts. The corporate sector will bring unique interventions and resources through its corporate social responsibility investments. Academia will be critical for standards, professional development, training, research and evidenced based technical support. The MCDCA in the formulation of the NPSCD has, and will in its implementation, continue to engage with international development organisations such as the United Nations Development Programme, the International Development Bank et al. capitalising on the access to global development perspectives, expertise and resources.

The figure below provides a snapshot of the relevant services offered and delivered to the public/communities by the fifteen (15) social sector partner Ministries, as well as other key civil society partners, with the community at the centre.

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[26] Organisation for Economic Co-operation and Development. "Partnering with Civil Society; 12 Lessons from DAC Peer Reviews". Civil society the multitude of associations around which society voluntarily organises itself. (2012), [www. oecd.org/publishing/corrigenda]

Figure 4: Model of Whole of Government – Multi-sectoral approach to Community Development

Source: Policy Unit, Ministry of Community Development, Culture and the Arts. 2017.

4
Policy
Recommendations

4.0 Policy Recommendations

The decades of investment in community development, the potential impact of community development on the nation, the Situational Analysis and Rationale outlined at Section 1.3 and vision outlined at Section 2.2 together paint a picture of urgency. There is a compelling need for a community development strategy that is guided by a clear conceptual approach, standardised, consistent, evidenced based, multi-sectoral, holistic and supported by a comprehensive monitoring and evaluation framework. The NPSCD sits on the foundation of tremendous community development historical legacy, and provides a pathway to sustainable community development steeped in the types of strategies this historical moment demands. It proffers with great expectations, the seven key recommendations outlined below, to be supported by essential institutional arrangements presented at Section 5.0.

4.1 Key Recommendations of the National Policy on Sustainable Community Development

4.1.1 Multi-Sectoral Approach to Development

The NPSCD adopts a multi-sectoral approach to development which recognises that individuals, families, communities and even countries are multi-dimensional and have many different parts and needs as outlined at Section 3.0 above. Accordingly, understanding, coordination, resources and interventions from various entities including the public and private sector, academia, NGOs, development organisations, local government bodies, and communities, are required. A fundamental platform of the NPSCD is deep and institutionalised collaboration within and across these entities.

Government agencies as the entities with the national mandate for development must lead the way in forging the culture and practice of collaboration, creating platforms for the engagement of other agencies. As an example, the Corporate Sector in Trinidad and Tobago has been a strong contributor to social development and environmental preservation[27]. Coordination of efforts towards sustainable community development between the government and the community provides the private sector with the welcomed structure for focusing its Corporate Social Responsibility (CSR) around clear and measurable development objectives at the community level.

Recommendations

i.   Implement institutional arrangements for multi-sectoral action at the national, municipal and community levels to oversee, coordinate, develop, allocate resources and monitor community development interventions

ii. Integrate the NPSCD with key policies, programmes and strategies of partner Ministries and agencies

iii. Forge greater ties with the corporate sector for collaboration on sustainable community development, e.g. public/private/community partnerships, and

iv. Facilitate linkages among communities and other development partners as part of the process of empowerment, growth and self-sufficiency

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[27] United Nations Development Programme. "The view from the boardroom. CEO study on corporate social responsibility in Trinidad and Tobago". (2012) [http://www.tt.undp.org/content/dam/trinidad_tobago/docs/testdocfolder/UNDP%20Report%20on%20Boardroom%20View%20of%20Corporate%20Social%20Responsibility.pdf]

4.1.2 Participatory Framework for Community Development

The social-planning approach to development which has been a historic feature of community development in Trinidad and Tobago, tends at times to overlook the deliberate leadership, felt needs and plans of the community. The NPSCD proposes to infuse a bottom-up approach to development, ensuring the leadership and full engagement of the community in the process of development at the community level. This type of local leadership and collaboration are not without its challenges, but are also associated with strengthened community solidarity, a unified vision for the community and allows for the sharing of community assets for optimum productivity.

Community leadership must be guided by an appropriate framework for participatory development. A variety of approaches have been developed over time by various development agencies[28] to promote the effective involvement of residents in the identification, design and implementation of community development strategies. The NPSCD adopts two (2) models of participatory community development for the unique areas of focus they bring to sustainable community development. These are the Asset-Based Community Development (ABCD) and the Sustainable Livelihoods Approach (SLA).

Asset Based Community Development (ABCD) approaches community development from the stand point of community possibilities and strengths, not deficits or weaknesses. It begins with the identification of human, physical and natural assets, including the enthusiasm, skills and resources of local residents for community development. In addition to its central focus on community strengths, several other values are common to the ABCD approach, which are consistent with the core values of the NPSCD discussed at Section 2.6.

The Sustainable Livelihoods Approach (SLA) takes a holistic approach focused on helping residents and communities to develop and capitalise on the human, natural, financial, social and physical resources within and outside of their communities in an effort to promote livelihoods. It adopts an understanding of livelihoods as comprising the capabilities, material, social assets and activities required to give a person a means of living[29]. The emphasis on these two (2) approaches is to give voice to communities while focusing on the possibilities and sustainable livelihoods.

Community leadership must also be more inclusive, where full participation of organisations and interests are encouraged and institutionalised. The framing of such community structures must also be community directed.

Recommendations

i.   Promote representative community leadership[30] and democratic principles[31] in the process of sustainable community development

ii.   Promote and facilitate the application of a participatory approach to community development with an emphasis on assets and promoting livelihoods

iii. Build the capacity of local organisations and residents to engage in and lead development planning

iv.   Facilitate the institutionalisation of a strategic planning approach to community development that would encourage cohesion and collaboration in development, and

v.   Maintain an up-to-date registration and accreditation system for community based organisations.

[28] World Bank, Coady International Institute, UK Department for International Development (DFID) are among the key such institutions named in Fugere, Robert. Future Directions for Development. Coady International Institute. (2001)

[29] Department for International Development. "DFID's Sustainable Livelihoods Approach and its Framework." (1990)

[30] Community Leadership- leaders chosen by the residents to act as the voice and lead the community and others in developing a vision and the steps to achieve this. Local Government Association. Community Leadership Councillor Workbook (2012)

[31] Democratic Principles here refers to each individual having an equal voice in the process of development.
Bahmueller, Charles. "Elements of Democracy: The Fundamental Principles, Concepts, Social Foundations, and Processes of Democracy." (2007)

4.1.3 Professional Development of Community Development Practice

The Government gave approval for the biennial hosting of the Community Development Partnership Forum (CDPF) as an opportunity to bring local, regional and international Community Development Practitioners (CDPs) together to exchange ideas, skills, best practices and concerns. It was intended that practitioners coming together would result in the establishment of a professional body of CDPs. Such a body is yet to be formulated. There is still a need to set, maintain and ensure standards and a code of ethics to govern and guide the practice and professionalism in community development practice. The field of community development like other professional fields will therefore have a professional body to regulate its practice, ensure standards and voice concerns over local, national, regional and global issues.

The NPSCD recognises the need for and will seek to pursue the opportunity for greater collaboration between academia and practitioners for greater impact on development. Government as an enabler, shall encourage the professional development of the practice of community development in Trinidad and Tobago and work closely with academia and other relevant stakeholders to this end.

Recommendations

i. Support relevant stakeholders in the development of a legislative framework for the establishment of a professional body for community development practitioners (CDPs)

ii. Establish ongoing linkages with academia for:
   a. theoretical and evidentiary guidance to the process of sustainable community development
   b. research activities which provide evidence on critical community developmental issues
   c. the provision of professional development training and a range of courses (certificate, bachelors, masters) in sustainable community development
   d. the placement of students on practicum and other arrangements for mutual benefit to student learning objectives and the advancement of the work of Ministries and the THA

iii. Request a re-assessment of the job functions and requirements of the Community Development Division to ensure that they are in keeping with best practice and the needs of the local environment

iv. Continue to host the CDPF biennially, as a platform for the professional development of local community development practitioners with Trinidad and Tobago leading the Caribbean as the centre for professional development in the field of community development, and

v. Facilitate the ongoing professional development of community development practitioners through regional or international training and exposure in the field of sustainable community development.

4.1.4 Data, Innovation and ICT

Relevant, reliable and up-to-date information and research on community profiles, issues and opportunities provide the basis for effective decision making in respect of community development interventions and their social impact. Data driven development is still to become a normative aspect of community development and the linkage among academia (a source of research), community practitioners and the public sector needs considerable strengthening.

Innovations in community development are necessary for communities to respond to or subvert new and emerging challenges. Innovativeness introduces new or improves existing strategies, adding value or enhancing effectiveness. The use of ICT is in itself an opportunity for innovation, data management and dissemination. The adoption of ICT in community development (e.g. neighbourhood watch groups and development chat groups) can ease the way of doing business, reduce costs, save time and enhance communication. For innovativeness and ICT adoption to be optimised, the right incentives, infrastructure and training will be necessary, especially for rural areas.

Recommendations

The government shall promote and facilitate research, innovation and use of ICT in community development as follows:

i. Forge linkages with relevant Ministries and academia, establish networks among researchers and practitioners for the exchange of data, skills and knowledge, ideas and best practices relevant to community development

ii. Develop a database accessible to all community development practitioners, which contains community profiles and community development information, research, evidence-based strategies, and Monitoring and Evaluation (M&E) reports

iii. Incentivise innovative programming for sustainable community development

iv. Encourage and support greater access to ICT by communities and development practitioners, and

v. Work with the National Transformation Unit (NTU) to develop a monitoring and evaluation (M&E) framework and to integrate community development indicators into the National Performance Monitoring System (NPMS).

4.1.5 Conflict Management in Community Development

Conflict is not an uncommon feature of community development processes. Residents and local organisations experience historic or current disagreements over values, motivations, perceptions, ideas, or desires. Conflicts can slow or stall the community development process and contribute to wastage of time, financial resources, injuries, death and disunity among community members or even cause the total collapse of the process. Conflict management is therefore a necessary component of the development process required for resolving issues of contention. Effective management of conflicts however, could lead to strengthened bonds between the parties involved and enhanced implementation. Therefore, there is need for a peace building mechanism as a built-in feature of the development process. The Community Mediation Services Division (CMSD) is poised to support communities in the formulation of such mechanisms, and in the necessary promotion and sensitisation in terms of building a culture of peace.

Recommendation

i.   Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process, and

ii. Promote a culture of peace in communities among children, youth, families and organisation.

4.1.6 Responsibility and Volunteerism as Critical Values of SCD

Volunteering, offering of time, skill or resources freely for the benefit of others or a cause, is a fundamental part of building stronger, healthier and resilient communities[32]. Volunteerism is an enduring element of national development which has been the foundation of traditional grassroots organisations such as the Panchayat, Gayap and later the Village Council, service organisations such as the Lions, Kiwanis and Rotary Clubs and the private sector as part of corporate social responsibility. Academic institutions also support a level of volunteerism either with or independent of student practicum initiatives. Volunteerism continues to be a necessary facet of community development practice. It is consistent with a whole of society approach that calls for the discharge of collective responsibility for all facets of development, for example, from being our neighbour's keeper, to violence prevention, social welfare, environmental protection and management. In the context of the global trend of growing individualism, aided by technology, it will be important to cultivate the attitudes, values, behaviours and mechanisms that yield a sense of collective responsibility for community and national development.

Recommendations

i.   Inculcate productive values, attitudes and behaviours and a sense of responsibility for surroundings, the environment, neighbours and communities through programmes beginning at the early childhood level

ii. Develop structures and mechanisms for organised volunteerism, and

iii. Develop mechanisms to incentivise volunteerism in community development.

4.1.7 Development Issues in Sustainable Community Development

Sustainable community development calls for the deliberate attention and equal focus to four areas of development. It will be the responsibility of every community development practitioner to ensure that communities are advised, encouraged and empowered to pay appropriate attention to each of these four (4) areas. The four (4) areas, their focal points and key recommendations are provided below.

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[32] Ministry of Community Development, Culture and the Arts, Policy Unit. Definition of Volunteering. (2018)

Human and Social Development

The NPSCD recognises that community development cannot be pursued apart from the human and social development of residents. In fact, community organisations have historically sought such benefits for residents, though not necessarily in a holistic manner. The NPSCD will therefore prioritise empowering communities to direct careful attention to the promotion of strong family and community values as well as the social factors which contribute to general well-being and quality life within communities. These factors include: (a) family management and community relationships, (b) education and personal growth and development, (c) safety and security, (d) health and wellness. The National Policy on Sustainable Community Development (NPSCD) will also ensure that communities are cognisant of the peculiar needs and challenges of key vulnerable populations within their communities. These have been identified within the National Social Mitigation Plan 2017-2022 of the Ministry of Social Development and Family Services (MSDFS) as: the elderly, single parent households, persons with disabilities, women and children and unemployed workers[33]. Communities will also have to pay attention to youth and returning offenders. The NPSCD will seek to ensure holistic support and partnership with community efforts through multiple external public, private and civil society stakeholders towards these ends.

Recommendations

i.   Facilitate community awareness and interest in pursuing human and social development in a holistic manner through undertaking measures to:
   a.   Protect vulnerable groups and target social ills plaguing the community
   b.   Create an environment for the growth and development of individual residents' through literacy training, homework centres, workshops, skills development, career fairs etc.
   c.   Promote the adoption of healthy lifestyles among community members
   d.   Promote access to quality educational and developmental opportunities for members of the community
   e.   Strengthen and maintain healthy family values and relationships, and
   f.   Foster strong community relationships, good citizenship, interconnectedness and resilience.

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[33] Ministry of Social Development and Family Services. "National Social Mitigation Plan 2017-2022." (2017), [http://www.social.gov.tt/wp-content/uploads/2017/08/NATIONAL-SOCIAL-MITIGATION-PLAN-JULY-2017.pdf]

Economic Development

Community Economic Development (CED), a critical component which has been underdeveloped, is characterised by local action to create economic opportunities that create sustainable livelihoods, particularly for those who are most disadvantaged. The National Policy on Sustainable Community Development understands that communities face challenges in seizing economic opportunities at the community level due to issues such as, but not limited to; inadequate experiential knowledge and opportunities for making investments, limited access to market information, inability to access affordable capital and increased competition for the labour market. Yet opportunities exist to create partnerships and synergies that could result in improved entrepreneurship, social entrepreneurship[34], employment generation, community-based tourism, agricultural pursuits and community cooperatives.

Recommendations

i. Facilitate, support and encourage community engagement in initiatives that contribute to economic development within communities by actively pursuing[35]:

    a. Entrepreneurship development and organisation and management of business ventures

    b. Employment generating activities including micro and small-sized businesses, skills training, improved local infrastructure, improved agricultural conditions and techniques and expanded focus on natural resource conservation

    c. Community-based Tourism - local residents can get involved in community-based tourism either independently, as entrepreneurs through the provision of accommodation to tourists; as tour guides; through creating local craft items as souvenirs; or through projects under the local authorities such as the development and maintenance of local sites and attractions

    d. Agriculture - access to land within communities e.g. abandoned estates or other unutilised state or donated land for agriculture and downstream activities as well as the use of appropriate methods for the cultivation of crops/rearing of animals for domestic use or sale. For example local residents engaged in community based tourism can purchase meat and produce for tourist consumption, and

    e. Co-operatives - the engagement in member-owned and operated enterprises for the production and distribution of goods and services.

[34] Social Entrepreneurship- the use of business techniques to pursue innovative solutions to social and environmental challenges. Policy Unit. Draft Discussion Document-National Policy on Sustainable Community Development. (2017)
[35] Ibid., (2017)

Cultural Development

The NPSCD considers cultural development as critical to the process of sustainable community development. It will contribute to the recommendations for cultural transformation in the NDS 2016-2030 and in the National Policy on Culture and the Arts. Notably it will utilise our diverse cultural heritage towards building social capital within communities and continue to support engagement in our ethnic and religious practices towards promoting social cohesion, moral and ethical values and a sense of individual and collective responsibility for the needs of the vulnerable among us. Further, it will support efforts to produce culturally confident citizens; community based opportunities for the visual and performing artists; and the preservation and productive exploitation of heritage assets at the community level while safeguarding local memories and legacies. Additionally it will promote opportunities for the growth and development of cultural entrepreneurs and cultural industries associated with the National Policy on Culture and the Arts (NPCA). Most notably it will contribute to making communities cultural hubs, recognising the contribution of cultural development to personal growth, maturity and development; protection of children and youth and the ageing citizens via productive engagement; sustainable livelihoods for artists; building community cohesion, and wholesome community activities which contribute to a sense of safety.

Recommendations

i. Support, facilitate and promote the development of culture, the arts and civic-mindedness by:
    a. Inculcating respect for the work of creative people within communities
    b. Facilitating avenues that enhance, display and sell cultural products
    c. Establishing mechanisms to protect, preserve and safeguard the tangible and intangible cultural heritage within communities
    d. Supporting the growth and development of nascent talent in communities, and
    e. Promoting positive values, attitudes and behaviours as intrinsic features of the Trinbagonian persona and as key cultural tools for self, family, community and national development.

Environmental Development

Environment refers to the ecosystem around a living being[36]. In the context of the NPSCD, it also embraces the built environment of the community, that is, all its physical surroundings. Their upkeep translates to a better quality of life, reduced incidence of crime and violence and contribute to overall community sustainability.

Recognising that the appropriate patterns of thought, values and attitudes guide those positive behaviours which maintain a safe, clean, and healthy natural ecosystem, the National Policy on Sustainable Community Development sees cultural change as correlated with environmental management and protection and a key indicator of sustainable development. The NPSCD also recognises the roles of and the need for partnerships with critical agencies such as the Environmental Management Authority (EMA) and the Institute of Marine Affairs (IMA). In particular, the former entity has committed in its National Environmental Policy of 2018, to working with community based organisations in conservation efforts. These and other synergies with the EMA and IMA will contribute to supporting pro-environment knowledge building, attitudes and action.

Recommendations

i. Adopt sustainable community development as the official community development philosophy for Trinidad and Tobago
ii. Build capacity on climate change, its vulnerabilities and solutions
iii. Support, facilitate and promote sustainable environments through community-led actions that:
    a. Nurture, encourage and reinforce values, attitudes and behaviours which are friendly to the environment
    b. Preserve, protect and maintain the physical environment
    c. Conserve natural resources and biological diversity within communities
    d. Control and reduce environmental pollution

e. Treat promptly with social issues that impact development and environment
f. Develop non-polluting renewable energy
g. Promote waste management
h. Ensure a clean, green, safe and serene environment within communities
i. Promote recycling
j. Prevent and reduce coastal erosion
k. Promote environmental beautification
l. Promote a clean, safe and healthy housing conditions

[36] Ministry of Community Development, Culture and the Arts, Policy Unit. Definition of Environment. (2017)

5

Implementation Framework and Key Stakeholder Responsibilities

5.0 Implementation Framework and Key Stakeholder Responsibilities

The NPSCD implementation will adopt an unprecedented, deeply collaborative, multi-sectoral, partnership approach. It will utilise institutional arrangements at three (3) levels: the national, municipal and community levels. These arrangements will cut across ministerial jurisdictions, while fully respecting and engaging with the agendas and mandates of the partner Ministries and agencies as they relate to the community sector. The tiered institutional arrangement is designed to ensure that the necessary collaboration and commitment is maintained and requisite support from partners is available and sustained.

5.1 Role and Responsibility of Key Stakeholders

5.1.1 The Ministry of Community Development, Culture and the Arts

i. Formulate policies and provide overall direction for the development of the community sector in Trinidad and collaborate with the Tobago House of Assembly (THA) as it relates to Tobago

ii. Encourage the mutual sharing of information and lessons learnt between the MCDCA and the Tobago House of Assembly (THA) in respect of community development on both islands

iii. Manage and provide technical and secretarial support to the relevant institutional arrangements and lead in the implementation of the NPSCD

iv. Facilitate the involvement of other Ministries and civil society partners including the corporate sector, international organisations, academia and developmental NGOs

v. Determine the regions/communities for phased implementation of the NPSCD

vi. Work with the corporate sector to establish an effective partnership for sustainable community development (See Section 5.3)

vii. Ensure that the requisite human resource capacity is available in the Ministry to carry out the demands of the NPSCD in the short, medium and long terms, including the review of the job requirements, staffing and accommodation at the District level

viii. Facilitate the development of standards for community development practice in Trinidad and Tobago and encourage the establishment of a professional body

ix. Ensure that effective communication and feedback mechanisms are developed between and among all stakeholders

x. Provide or facilitate technical support for communities in specific community building mechanisms including: the conduct of Community Based Assessments (CBAs), the establishment and sustainability of the Community Development Committees (CDCs) (See Section 5.2.4) and the development of the Community Sustainability Frameworks (CSFs) (See Section 5.4) by the Community Development Committee (CDC)

xi. Develop the capacity to host and utilise data relevant to community development and maintain a repository of such data for community and other stakeholders involved in community development

xii. Undertake the appropriate change and process management to facilitate the NPSCD, and

xiii. Develop the appropriate monitoring and evaluation (M&E) mechanisms associated with the various elements of the NPSCD implementation and the outcomes and impacts of the NPSCD.

The Division of Community Development, Enterprise Development and Labour (DCDEDL) will play a similar role in respect of Tobago, including coordinate the role of partner Divisions and agencies as outlined at sections 5.1.2. – 5.1.7 below.

5.1.2 Partner Ministries

i. Participate on the national and municipal institutional arrangements for the NPSCD

ii. Determine specific aspects of its mandate and the needs, resources and potential strategies that are relevant for collaboration with the MCDCA in community building

iii. Ensure that determined SCD initiatives are included in the budgetary processes as necessary

iv. Participate in the CBA and CSF activities of communities to understand their needs and aspirations, and

v. Encourage and support staff engagement in training in Sustainable Community Development.

5.1.3 The Corporate Sector

Engage in the full range of responsibilities and actions related to partnership with the MCDCA in sustainable community development through corporate social responsibility (See Section 5.3).

5.1.4 Academia

i. Provide advice for effective approaches, policies and interventions in SCD

ii. Develop academic programmes in SCD to ensure an ongoing cadre of professionals to contribute to the development of the community sector

iii. Create professional development initiatives to benefit staff on the job

iv. Undertake research exercises that would inform and provide evidence for effective SCD interventions, and

v. Encourage staff/students to support the work of MCDCA and partner Ministries and agencies working in SCD.

5.1.5 The NGO Community

i. Embrace the concept of SCD

ii. To support the body of CBOs in providing training and technical expertise in other areas, and

iii. Take advantage of the training opportunities in SCD.

5.1.6 International Development Organisations

i. Share knowledge and experience along with technical and financial support where necessary.

5.1.7 The CBO Community

i.   Embrace the concept, principles and practices associated with SCD as part of their approach to community development

ii. Access the relevant training provided as part of the NPSCD

iii. Embrace its role as lead in the SCD process at the community level

iv. Facilitate inclusiveness, democratic principles and widespread participation of residents at the community level

v.   Participate in the CDC

vi. Engage in the CBA

vii. Engage in the development and implementation of the CSF, and

viii. Provide assessments, feedback and critiques of and reports on the NPSCD process.

5.2 Multi-sectoral Approach

5.2.1 At the MCDCA

The MCDCA will establish an internal Task Force to oversee and take action on all aspects of the NPSCD implementation. This Task Force will comprise of the Heads of the three (3) core Units/Divisions of the Ministry, and four (4) support entities of the Ministry including the Policy Unit, Planning and Implementation, Legal Services, Human Resource Services and the Corporate Communications Unit.

It will fulfil its mandate through:

i.   Maintaining integrity to the NPSCD implementation process
ii. Ensuring deadlines are kept relative to implementation schedules, and
iii. Developing an effective communications strategy for the NPSCD.

5.2.2 At the National Level
(National Committee for Sustainable Community Development [NCSCD])

The National Committee for Sustainable Community Development (NCSCD) will comprise decision makers from all partner entities including:

i.   the MCDCA as Chair, the fifteen (15) Government Ministries and the THA (See Section 3.0)
ii. the corporate sector
iii. Non-Government Organisations (NGOs)
iv. Academia, and
v.   International Development Organisations
     (e.g.UNDP, IDB)

Its role will be to:

i.   provide strategic oversight and direction to the NPSCD
ii. ensure that all partners are fully apprised of their role and function
iii. harmonise efforts of all partner agencies around the NPSCD
iv. take all necessary actions to direct their human, financial and infrastructural resources to the NPSCD process in accordance with their mandates, and
v.   make strategic decisions based on performance assessments.

Benefits of the Multi-Sectoral Approach

• Allows for a more efficient, value for money and transformational approach to community development
• Brings all the resources and expertise for better coordinated impact
• Moves stakeholders from competition to cooperation
• Allows for better targeting of the root causes and inter-related challenges that affect individuals, families and communities, and
• Allows for the dismantling of systemic hindrances to development and therefore considerably increases the potential for lasting change.

5.2.3 At the Municipal Level
(Municipal Committee for Sustainable Community Development [MCSCD])

Coordination at the municipal level is required to deepen the collaboration at a more operational level. Accordingly, a Municipal Committee for Sustainable Community Development (MCSCD) will be established in each of the fourteen (14) Municipal areas and one (1) in Tobago. The MCSCD will bring together senior officers who execute the mandate of their various Ministries and agencies at the municipal[37]and community levels. The MCSCDs will also work closely with the Municipal Bodies, which have Municipal and in some cases Economic Development Plans (EDP) for the municipalities that would be foundational to community development efforts. Moreover, as far as practicable, efforts will be made to capitalise on possible synergies with the existing bodies and committees of the Municipal Corporations to avoid duplication and the stretching of resources of partner Ministries.

The MCSCD will:
i. Coordinate actions for SCD at the municipal level, focused on the four (4) pillars: human and social development, economic development, culture and environmental development[38]
ii. Develop clear priorities for collaboration across Ministries and agencies for each pillar, to ensure that interventions are integrated and coordinated for greatest impact
iii. Seek approval from the relevant line Ministries and NCSCD for priority areas of collaboration
iv. Participate in the design and coordination of specific interventions, programmes and services in support of the SCD effort
v. Facilitate the involvement of community based or other civil society entities as partners in the development process
vi. Identify and make recommendations to address challenges and issues limiting effective collaboration and implementation, and
vii. Report on a quarterly basis regarding the needs identified, solutions posed and civil society entities partnering to address developing issues in communities.

5.2.4 At the Community Level (Community Development Committee)

The focal point for the NPSCD at the community level will be Community Development Committee (CDC). The CDC will be a body representative of community organisations, interests and structure. The Community Development Division (CDD) will facilitate the establishment of, and provide ongoing support to the CDC. Through the CDC the community will:

i. Be encouraged to embrace the concept of sustainable community development; ensure holistic and transformational approaches to development of their own spaces; and focus attention on social, economic, cultural and environmental issues in their planning for community development

ii. Pursue an in-depth understanding of community assets (residents, skills, facilities, natural resources), and the root causes of issues and hindrances to community growth and development through the conduct of a Community Based Assessment

iii. Pursue access to information on strategies that are relevant to their community's circumstances and have a proven track record of success

iv. Pursue a strategy of collaboration with other local organisations as far as practicable, to develop a shared understanding and vision for the development of their common space

v. Adopt a strategic planning approach to community development which allows the community to have a unified vision and clear objectives and strategies over a five year period around which to forge community solidarity. This will be accomplished through the development of a Community Sustainability Framework (CSF) which is a five (5) year plan that identifies strategies for human and social, economic, cultural and environmental development

vi. Oversee the implementation of the CSF through local and external organisations/agencies, and

vii. Monitor and evaluate progress and provide reports and feedback to the Community Development Division.

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[37] The MCDCA is aware that agencies operate with different administrative boundaries and that this can pose a challenge to collaboration. While it is hoped that Local Government Reform will begin to address this anomaly, public officers will be expected to make appropriate adjustments to work through this limitation.

[38] These planning exercises must take cognizance of Ministerial policies and priorities, Municipal Development Plans and the Community Sustainability Frameworks developed by communities.

Diagram Illustrating Relationships Within the Institutional Framework of the National Policy on Sustainable Community Development
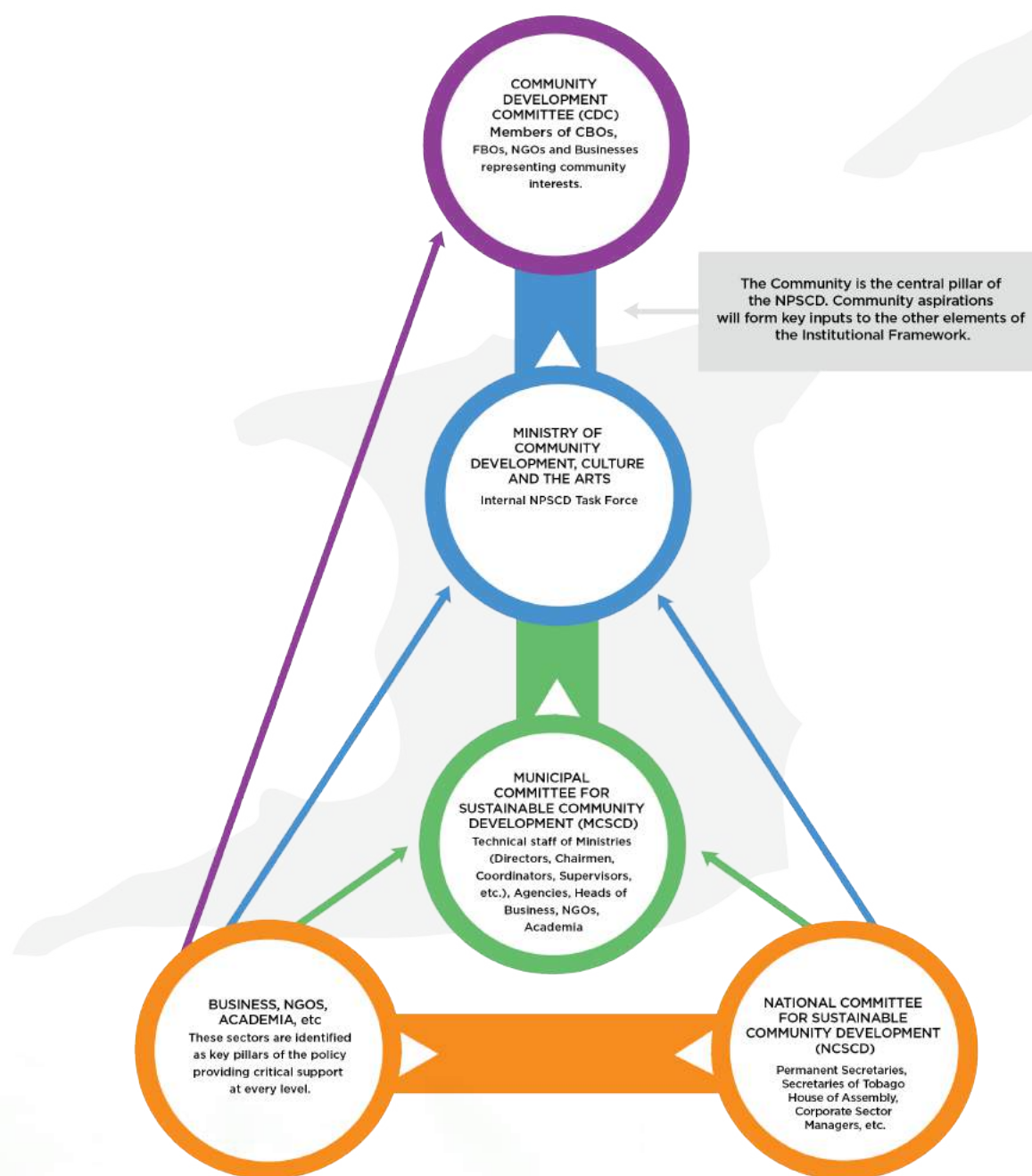
COMMUNITY DEVELOPMENT COMMITTEE (CDC) Members of CBOs, FBOs, NGOs and Businesses representing community interests.

The Community is the central pillar of the NPSCD. Community aspirations will form key inputs to the other elements of the Institutional Framework.

MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS
Internal NPSCD Task Force

MUNICIPAL COMMITTEE FOR SUSTAINABLE COMMUNITY DEVELOPMENT (MCSCD)
Technical staff of Ministries (Directors, Chairmen, Coordinators, Supervisors, etc.), Agencies, Heads of Business, NGOs, Academia

BUSINESS, NGOS, ACADEMIA, etc
These sectors are identified as key pillars of the policy providing critical support at every level.

NATIONAL COMMITTEE FOR SUSTAINABLE COMMUNITY DEVELOPMENT (NCSCD)
Permanent Secretaries, Secretaries of Tobago House of Assembly, Corporate Sector Managers, etc.

Figure 5: Relationships within the Institutional Framework for the National Policy on Sustainable Community Development

Source: Policy Unit, Ministry of Community Development, Culture and the Arts, 2019.

Figure 5 is a depiction of the relationships among the key pillars of the NPSCD – the community, the government and civil society; as well as the associated institutional legs upon which the NPSCD stands – the CDC, the MCSCD and the NCSCD throughout which civil society is consistently infused. It also highlights the role of the MCDCA as the connector, facilitator and provider of technical support to each of the institutional arms.

5.3 Partnership with the Corporate Sector

The partnership arrangement between the public sector and private sector is for the purpose of more effectively targeting resources to the goal of strong, sustainable communities. This partnership brings with it clear benefits for the society as a whole as it would combine the reach and resources of government with the flexibility, innovativeness, capacity and resources of the private sector towards the goal of SCD. The approach is informed, inter alia, by community stakeholders who bring to the table community assets and aspirations as well as their understanding of and intimacy with local issues. In this arrangement, the private sector is not seen merely as a source of financing, but as a true partner in addressing specific development challenges and a source of valuable expertise, innovativeness and capacity to help find unique solutions[39].

5.3.1 Benefits of this Partnership Arrangement

Other specific benefits of the partnership with the corporate sector include:

- Additional and coordinated resources to address developmental goals
- The potential for transfer of skills, knowledge and new technologies across the partners
- Possible contribution to new market developments for the private sector resulting in economic development for communities

- improved quality and impact of developmental strategies
- improved monitoring and evaluation of joint efforts, and
- improved visibility and branding for corporate partners.

5.4 The Community Sustainability Framework (CSF)

The Community Sustainability Framework (CSF) is a critical development tool of the NPSCD. It will be the framework for community development in all communities, implemented overtime on a phased basis. The CSF will be the community's blueprint for development aimed at building sustainable communities. It will be formulated collectively by the residents and resident organisations, with the support of Ministry staff and other partners. It is the vision and strategy document for the community which looks at its assets and addresses specific developmental goals of the community related to human and social, economic, cultural and environmental development of communities. It will therefore be based on a comprehensive community Strengths Weaknesses Opportunities Threats (SWOT) analysis and resource assessment, which will inform the development of immediate, short, medium and long term strategies towards community transformation over a 5-year period, alongside a clear monitoring and evaluation plan. The plan will be in constant review, with the comprehensive review effort commencing in year four (4).

i.   Who is involved in developing the CSF?

All community organisational stakeholders and interested residents will be engaged to formulate the CSF. The exercise will be facilitated by the MCDCA on behalf of communities, who are encouraged to take the initiative to develop their CSFs using the format[40] provided by the Ministry.

ii.   What is the value and purpose of the CSF?

The CSF is expected to:
- Forge a shared understanding of community goals and strategies from which to plan interventions with community stakeholders

- Be the guiding framework that allows community organisations to either collaboratively or independently act on interventions, assured that they are contributing to a single vision for the development of their space
- Contribute to building social capital in terms of collaboration, relationships, associations and networks
- Contribute to determining community skills training and capacity building needs in the context of specific community goals,
- Assist community stakeholders to identify and efficiently utilise their community assets
- Contribute to coordinated local development strategies for external stakeholders (Ministries, corporate partners, NGOs etc.)

iii. Where does the CSF fit with the Community Development Division's agenda?
- Each Community Development District Office will be required to work with local communities, to facilitate their preparation of Community Sustainability Frameworks (CSFs) which would guide community development processes and intervention strategies for each community.
- The CSF would not only inform community action, but also initiatives of the CDD, such as the selection of CEP courses, the choice of institutional strengthening initiatives, the performance monitoring of CDD Officers.

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[39] Petkoski, G., M. Jarvis, and G. De la Garza. "The private sector as a true partner in development." The World Bank Institute. (2006)
[40] The Ministry of Community Development, Culture and the Arts, will develop a template for the CSF which could be used independently by interested communities.

5.5 Change Management Priorities for the NPSCD

Effective change management is critical to the faithful and effective implementation of the NPSCD. The MCDCA and the THA will take responsibility respectively, for managing the process of change relevant to the NPSCD in Trinidad and in Tobago. Successful change management has been linked to timely evaluations, programme integrity, stakeholder commitment and effort[41]. The change management strategy will therefore involve the following:

i. identification of a representative group of stakeholders and priority strategies

ii. Development by the MCDCA of a communication strategy to the various stakeholders at the MCDCA, Ministerial, national, municipal and community levels

iii. Hosting of ongoing fora for feedback from and sensitisation of stakeholders

iv. Ensuring that milestones are established for each implementation strategy for timely monitoring and evaluation and feedback to stakeholders

v. Strategic selection of implementation teams and providing teams with clear roles, commitments and accountability structures

vi. Strategic engagement with senior management at each level in terms of their role as leaders and influencers of project success, and

vii. Engagement with implementers in terms of work process reviews to ensure that the NPSCD activities can be effectively accommodated and integrated into the workloads of Officers.

6
Monitoring & Evaluation

6.0 Monitoring and Evaluation

This NPSCD is a comprehensive undertaking which will be broken out into segments for monitoring and evaluation. At the commencement of policy implementation baseline data will be captured and used to inform further evaluations. Ongoing monitoring and evaluation (M&E) mechanisms will also be put in place and aggregated annually. However, the first detailed evaluation will be conducted after year three (3) of implementation and a final comprehensive evaluation at year five (5). See **Appendix III**. **Each programme, activity and project pursued under the NPSCD will have a built-in monitoring and evaluation component designed to capture data to inform the key performance indicators, and directly linked to the objectives of the NPSCD.**

The policy monitoring will take place through a series of monitoring exercises geared towards collecting information. This information would be used to measure the extent to which the objectives of the policy are being met through the programmes, initiatives and projects implemented. The process used for delivering these programmes will also be monitored for efficiency and effectiveness on an ongoing basis.

The monitoring exercises will be conducted through the use of internal documents in the form of feedback report and through questionnaires, key informant interviews and focus groups as the need arises and the resources permit.

The data collected from the monitoring exercises will be analysed and evaluated for effectiveness, long term impact and the sustainability of the objectives and goals of the NPSCD. The evaluation data will be presented through the means of evaluation reports and presentations to the communities. Findings from these reports will aid in the policy review process and indicate whether the policy and/or its implementation process need to be retained in its current form, revised or discontinued.

The Ministry with the responsibility for community development will be responsible for coordination of the M&E for the NPSCD. Through periodic reporting, the Ministry will be further supported by the NCSCD, MCSCD and the CDC.

The NPSCD will be monitored and evaluated on the key performance indicators[42] listed hereunder:

Objective 1
To establish and implement a national sustainable framework for strengthened, "whole of government" and multi-sectoral collaboration, integration and networking in the practice of community development.

Outcomes:	Key Performance Indicators:
• Improved inter-sectoral collaboration in Sustainable Community Development planning • Improved access to community level data by all partners • Increased collaboration between communities and other partners for SCD	• % increase in collaboration among the NCSCD and MCSCD • % of projects and activities conducted by partners which are aligned to identified community needs • % of projects which involve communities working with other partners.

[42] Baseline data is not available

Objective 2

To provide a clear framework for community mobilisation, leadership and participation in development.

Outcomes:
- Improved collaboration within the community on SCD
- Increased use of grants for sustainable community development projects
- Increased stability of local organisations
- Increased implementation of community projects in line with community priorities
- Increased resident involvement in community planning
- Increased in the number of bona fide groups operating in communities

Key Performance Indicators:
- % of CBOs involved in CDCs
- % of grants accessed for sustainable development projects
- % of active local organisations
- % increase of projects across CBOs aligned with community priorities
- % of residents engaged in community development activities
- % of bona fide groups registered with MCDCA.

Objective 3

To facilitate the establishment and maintenance of standards and professionalism in community development practice

Outcomes:
- Improved standards and practices of community development
- An available pool of educated and experienced community development practitioners
- Improved Implementation of projects
- Improved alignment of community development with best practices
- Improved knowledge and sharing of best practices and networking among CDPs
- Increased capacity building and knowledge among community practitioners

Key Performance Indicators:
- % of practitioners buy-in to and utilising standards
- % of community development practitioners who have received formal training in SCD
- % of job processes aligned with the best practices
- % of satisfaction among participants
- % of participants report exposure to new knowledge and strategies

Objective 4

To implement data driven, evidence based and innovative programming for delivery of well targeted, effective community development programmes.

Outcomes:	Key Performance Indicators:
• Improved use of data for community interventions across agencies • Improved access to data on communities to inform decisions and community actions • Increased community interest and participation in innovative programming • Improved access to ICT in communities	• % increase in the use of data for community interventions across agencies • % of requests for data to inform decisions and community actions • % of innovative programmes implemented • % of community facilities equipped with internet access.

Objective 5

To utilise the Community Mediation Programme as well as facilitate the establishment of other structures and mechanisms for conflict resolution and management in community development.

Outcomes:	Key Performance Indicators:
• Reduction in the level of conflicts across CBOs, between residents and regarding access to community facilities • Reduction in the level of family conflicts in communities • Reduction in the level of conflict situations within communities	• % of conflicts between and among CBOs and with management of community facilities • % of reported family conflicts in communities • % of schools and communities engaged in peace building initiatives.

Objective 6

To promote values, attitudes and behaviours that empower communities and engender a spirit of responsibility and volunteerism in community development.

Outcomes:
- Increase in display of core cultural values of development at the community level
- Increased participation in volunteer activities at the community level

Key Performance Indicators:
- % experienced change in attitudes and behaviours that reflect core cultural values of development at the community level
- % of volunteers participating in community development

Objective 7

To integrate a sustainable development approach in the practice of community development to ensure the holistic treatment of development issues.
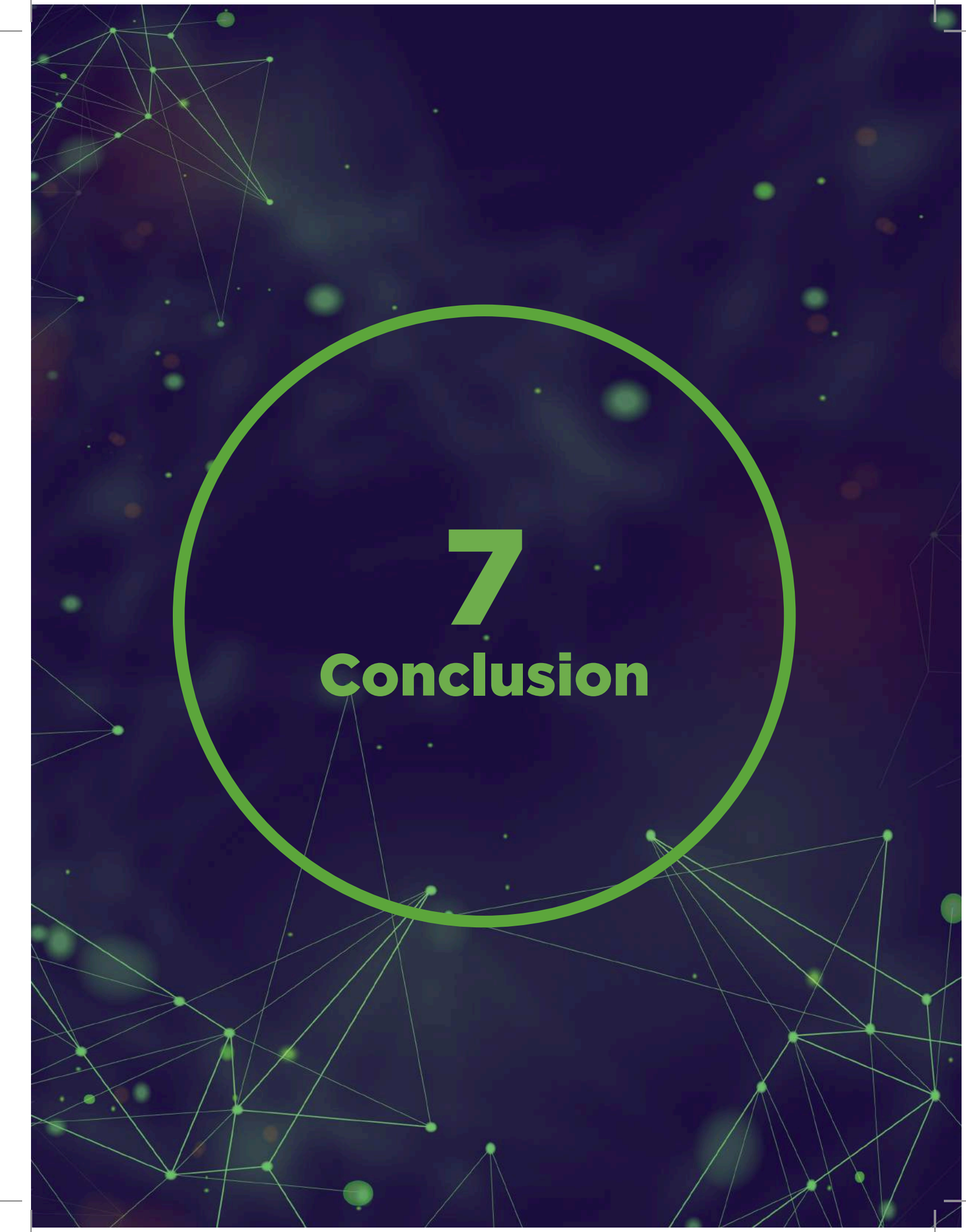
Outcomes:
- Improved programming to address social issues at the community level
- Improved delivery of services in the community through the intervention of residents and partner agencies
- Reduced youth involvement in crime and violence activities
- Improved knowledge of community economic potential
- Improved avenues for income generating projects
- Increase avenues for cultural expression
- Increased local opportunities for nurturing talent
- Improved demonstration of environmental sensitivity within communities.

Key Performance Indicators:
- % of CDPs trained in Sustainable Community Development
- % of services delivered by partner agencies at the community level
- % of youths involved in crime and violence activities
- % of community businesses developed and/or increased
- % of thriving sustainable projects pursued
- % of performance spaces and community facilities accessed by practitioners for rehearsals and performances
- % of activities geared towards culture and arts and civic mindedness increased in the community
- % of partnerships established and actions undertaken towards nurturing environmentally sensitive communities.

Further details on the M&E plan are provided at Appendix IV

7
Conclusion

7.0 Conclusion

The NPSCD represents a ground breaking step on the landscape of community development in Trinidad and Tobago. The policy was developed after careful review of the national environment and with deep consideration of the challenges plaguing the community development sector. **As the first community development policy of its kind, the NPSCD provides a framework to guide community development interventions along a sustainable path.** It represents a myriad of strategic measures and actions geared towards bringing about meaningful transformation within communities.

This policy also commits to looking at communities holistically and recommends an evidenced-based, collaborative and coordinated approach in the planning and implementation of community interventions. This approach would be realised through the implementation of an integrated, multi-sectoral strategy involving key stakeholders including the public, private, civil society sectors and academia.

The successful implementation of the NPSCD would be reflected in a more targeted and long term approach to community development interventions; greater participation of community representatives in the community planning and implementation process; greater collaboration and coordination among key actors in the community development sector; greater cohesion and togetherness among community members; increased access to goods and services by community members; and general improvements in the quality of life of community members.

The success of this policy will also reverberate nationally through broad-based changes to the status quo and the ways in which national development is pursued across different sectors. More importantly, the success of the NPSCD requires patience, a positive outlook of the future, fidelity to the process of sustainable community development and deep commitment from all actors in the community development sector to achieve the developmental aspirations of all communities.

Appendix

1

Appendix I

Community Development in Trinidad and Tobago, Then and Now

Trinidad and Tobago has had a long history of state sponsored action in the community sector, dating back to the late 1940s. What is known as community development in Trinidad and Tobago today was shaped by those early actions in response to the dire socio-economic conditions of the British colonies, as well as the efforts of successive post-independence administrations to make specific investments in the community sector in pursuit of social, economic and political gains. While recognising the contribution of a range of other ministerial and non-ministerial actors to the community sector, the National Policy on Sustainable Community Development will draw upon the rich history and solid platform of community interventions and activism upon which the Community Development Division evolved. It will combine the lessons of these efforts with the current vision for national development and global advancements in the field of community development. What follows combines the rich evolution of community development in Trinidad and Tobago and the current range of initiatives focussed on the community in both islands.

1.1 The Community Development Division

The Community Development Division was established in 1958 as a Division under the Ministry of Health and Social Services. It's coming into being was consistent with an international groundswell of interest in Community Development in the post-Second World War period as a strategy to ameliorate conditions in rural areas and in particular colonial territories[43] Samuel (2013)[44] in his Short History of the Ministry of Community Development, identified the establishment of the Community Development Division as evolving through three historic periods, 1936-1945, 1946-1956 and 1957 and beyond. During these periods, the elements that would become the core business of the Community Development Division became crystalised.

Accordingly, activities through movements under the ambit of the Social Welfare Division of the 1930s and the Ministry of Education in the 1950s, came to rest in the Community Development Division of 1958. There was a strong focus on education and skills training and the formation of and support to Community Councils and other groups. These programmes included, Handicraft Development, Adult Education later called the Community Education Programme, a Mobile Unit, the formation and servicing of Village Councils and other groups, the construction of community centres and an Arts Festival which later became the Prime Minister's Best Village Trophy Competition in 1963.

The current configuration of the Division involves an executive structure and central administrative staff at the Head Office, and field officers reaching every community through nine (9) Community Development District Offices[45] in Trinidad. Tobago was at the time managed as a District Office under the oversight of the Community Development Division executive in Trinidad, until the revision of the Tobago House of Assembly Act in 1996.

[43] Mayo, Marjorie. "Community participation, community development and non-formal education." The informal education archives. (1994) [http://infed.org/mobi/community-participation-community-development-and-non-formal-education/]
[44] Samuel, Omari. "Ministry of Community Development: A Short History." Omari Samuel is a Supervisor in the Community Development Division. (2013).
[45] The District Offices reflect the former County Divisions of Trinidad as follows; St. George West, St. George East, Caroni, St. Andrew/St. David, Victoria East, Victoria West, St. Patrick East, St. Patrick West and Rio Claro/Mayaro.

1.2 Prime Minister's Best Village Trophy Competition (PMBVTC)

The Prime Minister's Best Village Trophy Competition (PMBVTC) was designed in 1962 as a developmental strategy with the following three objectives: (i) to unearth and preserve all of the cultural and folk traditions of the nation; (ii) to actively engage the local people and expose them beyond the boundaries of their villages; and (iii) to provide avenues for self-development and income generation[46]. The programme, at its peak, involved nine areas including eight areas of competition. The nine areas included; Traditions of Carnival, Village Olympics, Clean and Green (Environment and Sanitation), National Handicraft, Food and Folk Fair, La Reine Rivé, Folk Theatre/ Folk Presentation, Village Chat/ Short Stories and Junior Best Village. Over the years, the Programme ebbed and flowed, even as it faced challenges of an administrative, financial, and political nature. This notwithstanding the PMBVTC has been credited for its contribution inter alia, to: (i) growing appreciation and respect for the cultural traditions of the various ethnic groups; (ii) providing a platform for cultural expression; (iii) reviving local art forms; (iv) keeping alive various folk traditions and (v) exposing and nurturing the professional careers of over two hundred (200) of the nation's outstanding artistic groups and citizens.

Though, located within different Ministries over its history, the Best Village Programme/Unit has been mostly aligned with the Community Development Division. In 2017, the Programme was re-focused in an effort to improve its overall effectiveness, in an era of reduced state resources. This led to a more streamlined programme that cost $5.5m compared with an average of $9.2m from 2013-2016. The re-focused programme honed its vision on; Folk Music, Folk Dance, La Reine Rivé, and Folk Theatre. Improvements in the adjudication, training, administration and monitoring and evaluation aspects were also incorporated. The programme is also now climaxed with a Folk Theatre Festival, showcasing the winners of Best Village, giving additional exposure to groups and generating additional interest.

The PMBVTC continues to be viewed as a critical investment in community and national development. Accordingly, the NPSCD views this programme as a tool for nurturing artistic talent, building citizenship and sustainable livelihoods, and for transforming community life and community economies in the context of the NPSCD.

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[46] Wong Sang, Joyce. "In Evaluation of the Prime Minister's Best Village Trophy Competition Final Report: Unearth You, Showcase You and You Take Off." Assisted Technology and Research Services for the then Ministry of Community Development. 2011.

1.3 Village Council Movement (VCM)

The Village Council Movement in Trinidad and Tobago is an indigenous grassroots movement with very close historical ties to the state. The first Welfare or Community Councils[47] were initiated by British Welfare Officers in response to needed welfare reforms of the 1940s. The ease of initiation and the rapid growth of these citizen groups in the early years, resulted from the great needs which existed and the consistency between this philosophy of development and the Creole and East Indian customs of Gayap[48] and Panchayat[49] respectively. By the late 1950s the Trinidad and Tobago Association of Village and Community Councils (TTAVCC) was formed as the parent body of the Village and Community Councils (VC), with a well-defined structure including the village level, county and national executives. The Cabinet in 1967, assented to the constitution of the Association (TTAVCC), giving the Village Councils the mandate to manage Community Centres on behalf of the communities and recognising them as the conduit for state resources to develop clearly defined geographical areas.

The VC was critical to the infrastructure and socio-economic development of many communities from the Better Village Programme to the early Government housing schemes of the 1970s and 1980s . It was and remains today in many instances, the focal point of state sponsored programmes including Best Village, Self Help, Community Education Programme, Handicraft and others. Given its structure, and political affiliations[50], it was an ideal mechanism for the government to work through. As an example, this collaboration between the state and the community to date, has contributed to Trinidad and Tobago being the only island in the English Speaking Caribbean with over 300 community centres or an average of one community centre for every 5000 citizens.

Notwithstanding its positive contribution historically, and the excellent community and community centre leadership provided by some Village Councils, the movement has been in decline. In 1967 there were a recorded 500 VCs, the number having grown exponentially from 171 in 1955[51]. In 2017, 511 VCs were recorded, showing a growth of 2% in fifty years and with almost half of the VCs (236) dormant or inactive[52]. In Trinidad there are 275 active VCs compared with 787 other community-based groups which are active.

The movement itself, and many active Village Councils are confronted with a number of challenges which negatively impact the community development process. Some of these challenges and impacts include:

- Limited capacity to manage effectively and serve the community needs
- Inactivity or absence in some communities
- Unwillingness to attract/conflict with youths, which undermines the VC's sustainability
- Lack of representativeness in many communities
- Perception of political bias
- Ineffectiveness in optimally and equitably managing Community Centres resulting in many instances of conflict, underutilisation, and physical deterioration
- Mis-alignment between community programming and critical community needs, due to an over emphasis on transactional or operational issues/ programming rather than transformational ones, and
- Issues of transparency and accountability.

In the context of these challenges, the movement has not asserted itself as a reliable and representative[53] developmental organisation, while other local organisations have arisen to fill the void left. Accordingly, there is the need for the community sector to determine the type, shape and fashion of participatory representation the sector would desire. The Ministry of Community Development, Culture and the Arts commits to the widest participatory engagement with the community sector and recognises bona fide organisations and interests at the community level as having the right to: (i) associate with organisations of its choosing, and (ii) come to the table and take a leadership role in shaping the transformation of its community space. The government will however determine as a matter of policy, the guiding parameters for its relationship with any and all local entities.

1.4 Community Facility Construction and Management

One of the positive traditions adopted from the United Kingdom in the 1940s was the voluntary construction of Village Halls by Community Councils, as part of an 'each one teach one' approach to welfare assistance in Trinidad and Tobago. Successive pre- and post-colonial governments have supported these efforts, first by the dollar-for-dollar construction initiative and by 1967, structuring the size and costs of community centres into three types of facilities based on the size of the area to be served. At that time, Government's contribution to the construction of community centres ranged from $10,000 for type A centres to $5,500 for the type C or the smallest of centres.

As the population grew in size and demands and social issues remained critical, larger facilities were desired both to service wider catchment areas and also to allow these facilities to be centres of development, catering for meetings, training classes, other development activities, community events, recreation and culture and the arts. These objectives saw the construction of three (3) Civic Centres in the late 1960s and 1970s, seventeen (17) Regional Complexes in the 1980s and 1990s and the commencement of the community centre modernisation programme targeting one hundred (100) centres in 2004. Accordingly, community centres are currently constructed at an approximate cost of $9.5m each in Trinidad and $9m each in Tobago, with standardised facilities depending on the space availability. For the most part the centres must be shelter ready, with an external tank farm and must have:

- Larger auditoriums with audio-visual rooms
- High-tech lighting systems
- Kitchens for training in the culinary arts
- Computer rooms with internet access
- Gymnasiums
- Classrooms, and
- A greater number of rest rooms and bathroom facilities with accessibility for persons with disabilities.

Additionally, in the last decade or so, and in response to a number of issues including political expediency and community and inter-community dynamics, a number of other facilities of various sizes referred to as home-work centres or activity centres were constructed. As such, the Ministry with responsibility for community development is now responsible for the oversight, management and upkeep of some three hundred (300) community facilities in Trinidad alone.

It must be noted that just as there was variety in the type of facilities constructed, so too was there variety in the management arrangements. The Village Council management of community centres, notwithstanding excellent and heroic efforts, was generally assessed to be inefficient, ineffective in terms of the use of the facilities and a source of community conflict, from as early as the 1970[54]. The Civic Centres (CC) were generally better managed. These used a Board of Management (BOM) and were staffed with public officers. The Regional Complexes which followed in the 1990s also utilised a BOM, but with contracted staff and firms for the provision of custodial services. This latter arrangement was fraught with issues regarding the powers given to the BOM without the necessary authority. The administration of the RCs has also been criticised for mis-management of funds, poor facility conditions, the underutilisation of many facilities and trade disputes.

The Ministry is committed to excellence in management and the optimum use of all community facilities and over time will complete its ongoing exercise of rationalising the management of all community facilities. In 2017, it restructured the BOM and staffing arrangements for Regional Complexes and in 2018 commenced the phased implementation of new management arrangements for community centres. The restructuring will ensure appropriately delimited functions for the BOM and will place the responsibility for all staff and procurement of services in the hands of the Ministry.

Community Centres are essential infrastructural spaces that along with other key elements, contribute to promoting community growth, development and transformation. For this reason the State has continued to support their development and upgrade in the midst of a challenged economic situation. Accordingly, from 2016 to the 2018, a total of $46,466,875 was spent on the construction and or upgrade of community facilities, while revised/streamlined managerial arrangements are being

implemented. The vision for community facilities is that they are fully utilised, vibrant centres for innovative community activities and development programming, consistent with the peculiar needs of the community they serve. To this end, government takes seriously its responsibility for investing in appropriate spaces and for ensuring the maximum return on investment of scare resources in human capacity development.

1.5 Community Capacity Building and Institutional Strengthening

Capacity Building and Institutional Strengthening (CB&IS) were two (2) critical community building strategies employed by Welfare/Community Development Officers over the history of community development in Trinidad and Tobago. District Welfare Officers who started the Welfare and Community Councils in the 1940s were also the first to implement this type of support to the local groups. CB&IS then became a staple of the Community Development Division, focused on building the capacity of the Community Development Officers (CDOs), as well as ensuring that VCs and other community based organisations were appropriately structured and empowered to lead the development processes peculiar to their spaces. Accordingly, some of the CB&IS initiatives included good governance and leadership, organisational planning and management, impact monitoring, reporting and programme evaluation, grant application requirements, financial management and event management.

Another key institutional strengthening (IS) strategy of the CDD is that of group servicing. There are approximately 275 VCs and 787 other groups in operation throughout the nine (9) Community Development Districts of Trinidad. The Community Development Officers interact with or service these groups on a daily basis, responding to queries or concerns, assisting with issues relevant to the group registration process, ensuring that the groups are well structured, operating efficiently, addressing issues of conflict, change management, providing guidance as to empowerment strategies and social interventions for children, youth and families, and otherwise mainstreaming community development practice.

The National Policy on Sustainable Community Development will strengthen the framework for Capacity Building and Institutional Strengthening of both the CDOs and CBOs, to ensure that the goals of community transformation are effectively pursued through empowered Officers and Organisations.

[47] Plowden, Stanley Kenneth "A social psychological study of leadership in community-based voluntary Organisations:" An evaluation of the community development process in Trinidad and Tobago. 1989.

[48] Gayap- derived from the indigenous Karinya (Carib) word 'kayapa' that describes the tradition of people getting together to complete a huge task, like clearing land, building a structure, or planting and reaping. In return, the family would provide food and drink, and there would be some kind of music, usually drumming. Caribbean Beat Magazine, 2013, p. 80 quoted in Ferdinand, Jules. The Gayap Concept. (2013),

[49] Panchayat- a village council in India or southern Pakistan. Zamora, Mario. A Historical Summary of Indian Village Autonomy. (1963)

[50] Craig, Susan. The People's National Movement employed a deliberate strategy of involvement in the VCs both as part of a strategy of political education in a nationalist era but also so that resources could be channeled to communities. (1989)[51] The District Offices reflect the former County Divisions of Trinidad as follows; St. George West, St. George East, Caroni, St. Andrew/St. David, Victoria East, Victoria West, St. Patrick East, St. Patrick West and Rio Claro/Mayaro.

[51] Plowden, Stanley Kenneth. As early as 1972, a Commission of Enquiry appointed by the then Governor General, Sir Solomon Hochoy, found the Village Councils' membership to be "small and unrepresentative". (1989)

[52] Community Development Division. Data provided from its registry of community based organisations. (2018)

[53] Plowden, Stanley Kenneth. As early as 1972, a Commission of Enquiry appointed by the then Governor General, Sir Solomon Hochoy, found the Village Councils' membership to be "small and unrepresentative". (1989).

[54] Craig, Susan. The People's National Movement employed a deliberate strategy of involvement in the VCs both as part of a strategy of political education in a nationalist era but also so that resources could be channeled to communities. (1974).

1.6 Community Based Organisation (CBO) Registration

The process of registering Community Based Organisations (CBOs) began with a Cabinet policy decision in 1967, requiring the Community Development Division to maintain a register of Village and Community Councils. In addition to Village Councils the community sector is impacted by other local organisations including women's, children and youth, sport, faith based, cultural, environmental, agricultural, non-governmental and service organisations among others. The CDD works with this wide range of organisations as the latter pursues various aspects of development at the community level.

Group registration is a necessary and peculiar aspect of group servicing. The MCDCA maintains the largest register of CBOs in the public sector with over 2500 registered and approximately 1000 known to be active. Group registration is that important mechanism by which the Ministry ensures the bona fide status of partner organisations. This is paramount as, inter alia, millions of dollars are disbursed to these organisations on an annual basis in the form of grants through several of its funding windows, including Community Action for Revival and Empowerment (CARE), Culture and Creative Arts Grants (CCAG), and National Days and Festivals Grants (NDFG). Moreover, in keeping with the Financial Action Task Force (FATF), the Ministry is also concerned to ensure that these partner organisations are not subject to criminal capture by terrorist organisations and used as funnels for financing with terrorist intent.

In light of the above, and considering the key role of CBOs and NGOs in community development, strengthening the CBO registration process, including removing defunct organisations, establishing clear accreditation mechanisms, and improving the data capture on organisations will help ensure that at all times bona fide organisations are engaged in assisting communities to achieve their development aspirations.

1.7 Community Education Programme (CEP)

The Community Education Programme (CEP) is one of the flagship and anecdotally, most impactful initiatives of the Community Development Division. The CEP is also very reminiscent of the early community based initiatives of the 1940s when skills training was a key component of the each one teach one approach by the Welfare/Community Councils. Skills training was also a feature of the Better Village Programme of the 1960s. The current programme comprises four (4) components namely, the: Domestic Support/Skills Training Projects, Entrepreneurial Development Projects, Leadership Development Projects, and Community Awareness and Sensitisation Projects. The CEP provides education and skills training to assist people in various communities to attain sustainable employment opportunities to alleviate poverty and, promote equity and harmony in society. The training is provided free of charge and is accessible to all regardless of age, gender, race, educational attainment, and social and economic status, religious or political persuasion. The programme targets the unskilled, unemployed and/or the underemployed and provides critical domestic support for low income householders by equipping them with the skills to:

- Enable them to engage in home-based production of goods and services
- Reduce household expenditure
- Allow for more effective use of scarce financial resources
- Improve their standard of living, and
- Create some measure of sustainable employment.

Funding for the programmes is provided by the Government of the Republic of Trinidad and Tobago (GORTT). This includes monthly stipends to tutors for the 5/6 months ($180.00 per session) and the provision of some equipment and materials for demonstration purposes at a cost that ranges from $1,000 - $5,000 for higher priced materials per relevant course.

To date, the CEP remains a highly attractive and heavily subscribed programme among the citizens. Over the years 2013-2017 some 29,986 persons participated in the CEP

programme, with some graduates going on to become entrepreneurs. Recognising the vital role CEP plays in skills development, the government is committed to continue using the CEP as a tool to pursue economic development within communities. The emphasis of monitoring and evaluation as part of the NPSCD will ensure that the full impact of this initiative is understood.

1.8 Community Development Day/Festival

The Government in 2013, established July 5th as Community Development Day. The aim of this commemoration is to showcase the various community intervention strategies of the Ministry and its key stakeholders with a view to highlighting the value and potential of community based development. The celebration was therefore conceptualised as a day when residents could be sensitised about the importance of community involvement, community decision-making and community development. In commemoration of Community Development Day, a series of activities are prepared each year to: (i) educate persons about getting more involved in the community's development and volunteering in their area; (ii) register new and existing groups; and (iii) facilitate greater awareness of the community sector development programmes offered by the MCDCA.

Key strategies have included: (i) the hosting of community festivals in selected communities showcasing the talent and unique cultural practices; (ii) the sampling of various heritage sites; and (iii) the sale of locally produced handicraft and other products of residents thereby providing an opportunity for income generation.

The NPSCD recognises Community Development Day and the related Community Festivals as mechanisms with great potential to highlight development efforts in the communities, stimulate wider community participation in development and contribute to the livelihoods of local artisans/entrepreneurs.

1.9 Community Development Partnership Forum

The Community Development Partnership Forum (CDPF) is a biennial forum initiated by government in 2013, aimed at contributing to the growth and development of the community development practice in Trinidad and Tobago and by extension, the wider Caribbean region. The CDPF is an excellent opportunity for professional development. It is a home grown platform for community development practitioners, locally, regionally and internationally to share experiences, lessons learned, strategies and knowledge, thereby providing exposure to and for local practitioners across the community development spectrum, regarding the state of the art in the practice.

Four (4) fora have been held since the inception in 2013 as follows:

- CDPF I considered the social, economic and institutional elements of community development
- CDPF II focused on Community-based Entrepreneurship and Innovation: A strategy for Small Island Developing States (SIDS), and
- CDPF III was a culmination of the first two fora which underscored the need for a comprehensive policy framework to guide the practice of

community development in Trinidad and Tobago.
- CDPF III was part of the consultative process towards the development of the current National Policy on Sustainable Community Development.

The implementation of the NPSCD as the first of its kind in Trinidad and Tobago and the English Speaking Caribbean, will

require careful change management, and ongoing capacity building to both strengthen and elevate the practice of community development as a recognised key driver of national development. The Community Development Partnership Forum will play an invaluable role in this process of change and development and will identify this country as a leader in sustainable community development practice.

1.10 The Central Grants Unit (CGU)

The Central Grants Unit was established in 2016 as the grant funding arm of the Ministry mandated to provide this service to Community-based, Faith-based, Cultural and other Non-Governmental Organisations and individuals. The grants support projects that contribute to building the community, cultural, religious and creative sectors of Trinidad and Tobago under the following four (4) funding windows:
- Community Action for Revival and Empowerment (CARE)
- Grants disbursed under the vote Non-Profit Institutions (62/04/005/15 NPI Culture Division[55] (considered two windows respectively for individuals and organisation), and
- Grants disbursed under the vote Non-Profit Institutions (62/04/009/06) for National Days and Festivals[56].

For the most part these are long standing windows of support reflecting stability in government policy. Cabinet in 1984 set aside funds managed by the Culture Division, to promote, develop and ensure the continuity of our cultural art forms and expressions through the vehicle of the creative, performing, literary and visual arts, and the preservation of our tangible

and intangible cultural heritage. In the case of CARE, this was originally established in 1992 to support projects designed to build resilient communities, address community problems and challenges, and build community cohesion. In 2013, there was the rationalisation of funding specifically targeted for projects and events that will facilitate commemorations and celebrations at a national level and in communities, so as to preserve and promote the cultural traditions and values associated with our national days and festivals. Cabinet therefore approved the specific line item for funds allocated to National Days and Festivals. Since 2016, interim policy guidelines for the administration of these grants have been piloted, including the establishment of the Central Grants Secretariat (CGS), and clear application and assessment procedures.

A total of $39.6m and $20.4m were expended on these grants in 2016 and 2017 respectively in support of the active and innovative involvement of civil society in pursuit of national development goals. These grants will continue to be a major resource for partner organisations in the implementation of the NPSCD, as it promotes development under the four (4) development pillars of; human and social, economic, cultural and environmental development.

[55] Grants under this vote are unofficially referred to as the Culture and Creative Arts Fund [(i) CCAF for Individuals) and (ii) CCAF for Organisations]
[56] Grants under this vote are unofficially referred to as the National Days and Festivals Fund (NDFF).

1.11 Community Mediation Services Division (CMSD)

Community Mediation was introduced to Trinidad and Tobago in October 2000 as an alternative to the litigation process. It would provide mediation services to first-time offenders charged with certain criminal offences as well as persons involved in disputes in a limited number of civil and family matters as identified in the Community Mediation Act, No. 13 of 1998 as amended by Act No. 45 of 2000. The Community Mediation Division was established in 2006, to provide on an ongoing basis, human, physical and technical resources to facilitate the peaceful management of conflict among individuals, in families and communities. To this end, the division implements a number of initiatives which aim to encourage the adoption of behaviours which represent the philosophy of mediation, restoration and peace building.

These initiatives include peer mediation, conflict management training, leadership skills development, anger management, communication and interpersonal skills, among other programmes specially designed according to the needs of the particular organisation or community. The initiatives are supported by the practices of mediation, social work and other therapeutic interventions as well as the facilitation of difficult conversations in communities and special interest groups.

During the period of 2006-2017 the Community Mediation Services Division served 57,181 clients in 12,365 mediated cases. Currently operating from eight (8) offices and centres throughout Trinidad and Tobago, cases are brought to the attention of the CMSD through the referral or direct intakes. Referrals were either from the Court (55%) or self-referrals (45%). Direct intakes were either family intakes (67%) or civil intakes (33%).

The NPSCD recognises that conflict is an inevitable part of individual and community interactions and sees the services offered by the CMSD as vital in the mitigation and resolution of community conflict. Mediation services will therefore be essential to addressing the issues associated with human and social development within communities across Trinidad and Tobago.

1.12 Culture Division

The Culture Division of the MCDCA focuses on the development of Trinidad and Tobago's many artistic forms. The Division partners with and gives support to the work of cultural Organisations, community groups, arts based NGOs and artists and cultural workers. It also takes the lead on policy development and implementation for the culture sector. The Culture Division's main strategic objectives are as follows:

- Development of competencies in the Literary, Visual and Performing Arts through programmes including, Music Schools in the Community, Cultural Camps and National Arts Management Intensive Training Programme
- Contribution to the development of Cultural Industries, with initiatives such as the National Registry of Artists and Cultural Workers and Mentoring by the Masters
- Festival development, for example the 3 Band Gallery Hop

- Heritage preservation through for example the National Days and Festivals Exhibition Series, and
- Professional Arts Companies [Managing the National Performing Arts Companies inclusive of the National Steel Symphony Orchestra (NSSO), National Philharmonic Orchestra (NPO) and the National Theatre Arts Company (NTAC)].

The work of the Division empowers communities by ensuring effective access to and participation in cultural activities for all as an essential dimension of promoting an inclusive society. Moreover, cultural development is a pillar of sustainable community development.

1.13 The Tobago Experience

1.13.1 Division of Community Development Enterprise Development and Labour

The Tobago House of Assembly (THA) in its current configuration was created by Act 3 of 1980 and designed to make better provision for the administration of the island of Tobago[57]. Later, under the Fifth Schedule of Act 40 of 1996, thirty-three (33) areas of responsibility were assigned to the THA - community development being one of them[58]. Up to that time, the management of community development in Tobago fell under the purview of the Ministry with responsibility for Community Development and would therefore have been subject to the same evolutionary process. The THA continued the pattern of community development established under leadership from Trinidad, with peculiarities consistent with the unique culture and needs of Tobago.

The THA established the Division of Community Development, Youth Affairs and Sport, with the Department of Community Development as the agency with direct responsibility for community development. That Department would have been re-assigned to the Division of Community Development and Culture up to January 2017 and today it falls within the Division of Community Development, Enterprise Development and Labour (DCDEDL). The configuration of this Division is progressive and contributes obvious benefits to the community development process given the nexus between community and enterprise development, community and environmental protection, health and safety.

The Department bares a similar structure to its Trinidad counterpart with field officers responsible for specific communities in the East, West, North and South of the island. They are responsible for social programmes and community initiatives are outlined at Figure 1 on page 67 .

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[57] Ministry of Attorney General. "Towards Internal Self-Government for Tobago: A green paper." (2012)
[58] Laws of Trinidad and Tobago. Tobago House of Assembly Act Chapter 25:03. Act 40 of 1996
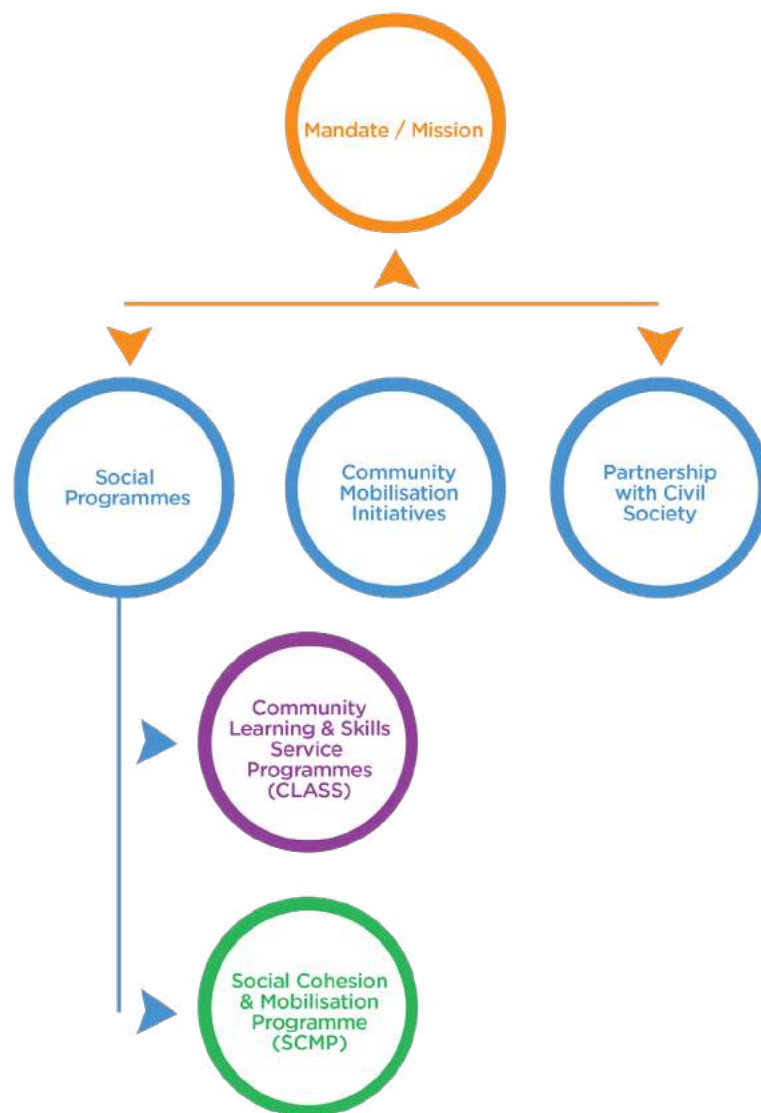
Figure 6: Main Programme Responsibilities of the Department of Community Development, DCDEDL, THA.

Source: Tobago House of Assembly (2017)

1.13.2 Early Developments

Partnering with Civil Society Organisations was the foundation of operations for the Department of Community Development in Tobago. Then, community development was otherwise known as the "People Development" and volunteerism served as the basis for programmes. Programmes and projects were heavily focused on supporting Non-Governmental Organisations, Faith Based Organisations and Community Based Organisations namely: Village Councils and Women's Group.

Village Councils had a lot of power and responsibility within communities in the early days. It was customary, for example, for persons seeking employment to obtain a letter of recommendation from their respective Village Council. They also identified issues within their communities and came up with ideas, programmes, projects and made recommendations to the Department to have them addressed.

As in Trinidad, the construction Community Centres by the THA and residents was a significant feature of community development, with the Village Council managing the facilities. The Adult Education Programme and Handicraft Development were also features of the Tobago experience, aimed at improving the quality of life and providing continuing education and skills training for the people of Tobago. The Handicraft Development Programme resulted in the formation of unique entities in the Batik Unit in 2001 and Screw Pine Processing Unit in 2009.

1.13.3 Social Programmes

The Community Development Department is responsible for the development of sustainable communities and pursues this objective through various Social Programmes and Community Mobilisation Initiatives as per Figure 1.

Initiatives under the Community Learning and Skills Service Programme (CLASS) are the Department's umbrella interventions for skills development, training and empowerment of individuals and communities. Programmes include the Adult Education Programme which was rebranded the Vocational Skills Training Programme in 2012; the Capacity Building workshops which provide training to Civil Society Organisations; and the Artisan Tutor Unit for Handicraft Training.

The Social Cohesion and Mobilisation Programme (SCMP) is the Department's primary programme for all community activities or initiatives focused on addressing social issues such as health, wellbeing, crime, deviance and poverty. Initiatives in this vein include: the Cool Kids Camp; the Centenarian Appreciation Programme; the I am WOMAN (Wise Outstanding Motivated Adventurous Noble); the MACHO (Multifaceted Assertive Caring Healthy Outstanding); Asset Based Community Development (ABCD) Programme; Pride of Tobago Project and Night Markets.

1.13.4 Community Mobilisation Initiative

In May 2017, the Division of Community Development, Enterprise Development and Labour (DCDEDL) in its efforts to greater serve communities in Tobago, launched the decentralisation of Government Services at thirteen community facilities within the twelve electoral districts. Services offered at these facilities included that of the various departments within the DCDEDL, such as registration of Civil Society Organisations, Community Skills Bank and Business Register, information on programmes and labour related matters, business development loans and grants, and the submission of applications for Senior Citizens yard clean-up, bulk waste removal programme, among others. The DCDEDL also partnered with the Social Services Department (SSD) of the Division of Health, Wellness and Family Development to make available access to the range of welfare grants offered by the SSD.

1.13.5 Partnerships with Civil Society

Partnerships with Civil Society refer to our continued engagement with Community/ Village Councils and other Civil Society Organisations through meetings, engagement and support. Though Tobago is considered small, every community has its own unique characteristics and challenges, yet they share common concerns including environmental protection, political bias and a lack of volunteerism. The role of the Community Development Department is to provide these organisations with professional technical support to ensure excellence, transparency and accountability in all matters.

Support to the key community sector stakeholders and residents is enhanced by the configuration of the DCDEDL, which has facilitated integration and mutually beneficial partnership among the Departments responsible for Community Development, Enterprise Development, Labour, CEPEP and OSH. All Departments/Units play an integral role in the development of sustainable communities throughout Tobago. The Enterprise Development Department is committed to developing new entrepreneurs, and as such can provide grant funding and financial assistance to individuals trained under the Vocational Skills Training Programme. The Business Development Unit also provides the expertise and financial support needed to take participants to the next level of successfully owning and operating their own businesses. Partnership with CEPEP can be explored to enhance the Social Cohesion and Mobilisation Programmes such as: Pride of Tobago whose objective is to promote a clean green serene Tobago, and markets for and partnerships with Civil Society. Moreover, through integration with the Labour and OSH Departments, it is envisioned that the entire Division and stakeholders will benefit from best practices in labour relations and Occupational Safety and Health.

1.13.6 YZone

The Department of Community Development is also working towards approvals for the Management of Community Facilities and YZones (Youth Friendly Spaces) Policies respectively. The Policy for Management of Community Facilities gives consideration to: equity in the use of the facilities by all groups in the community; the appropriate activities to keep the Community Facilities open throughout the day; and accountability for funds received for rental of the facilities. In the case of the Management of a YZones Policy, a YZones Constitution is to be established, with the involvement of Tobago youth who will have joint responsibility for oversight and management of the YZones. A YZones Operations Assistant will handle the day-to-day operations of each facility.

Community Facilities which include YZones are viewed as tools of development, spaces and places where Tobagonians can be exposed to requisite skills and training opportunities that would facilitate valid contributions to the overall development of the island. However, Community Facilities (Centres), in most instances were poorly managed and operated. The institution charged with the responsibility for general programming and maintenance, i.e. the Village Councils, are currently in a state of decline. The DCDEDL and the Tobago House of Assembly in general is similarly faced with a challenge to ensure that there is meaningful return on investment and to re-examine the existing approach to facilities management.

In addition to its current arsenal of initiatives, the DCDEDL is committed to other strategic measures for the sector, as part of a coordinated and national approach to building sustainable communities. These include:

- Monitoring and evaluating of programmes and services to ensure value for money and proper performance measurement
- Growth of community economies by focusing on four (4) core areas: Agriculture, Eco-Tourism, Textiles, and Entrepreneurship
- Revamping the partnership with Organisations in Tobago to promote Community Based Projects and Programmes to demonstrate corporate and social responsibility
- Actively engaging the Association of Village and Community Councils to facilitate the revival of Village/ Community Councils, and
- Institutionalising decentralised key Government Services and Programmes.

Appendix

2

POLICY FORMULATION PROCESS
NATIONAL POLICY ON SUSTAINABLE COMMUNITY DEVELOPMENT (NPSCD)

Strategy	Objective	
NPSCD Committee	To guide and provide technical input to shape the NPSCD	St... of Ho
Current State Analysis	To understand the issues, challenges, opportunities and threats to community development in Trinidad and Tobago	Ke
Meeting with representatives of public sector social sector Ministries	To obtain feedback on an inter-Ministerial approach to sustainable community development	Se
Meetings with the corporate sector	To determine interest in and approaches to collaboration with the corporate sector towards sustainable community development (SCD)	Re co
Discussion Document on the NPSCD	To obtain comments from various stakeholders on the issues and possible shape of the NPSCD	Pu
Community Development Partnership Forum III – Focused on the NPSCD	To obtain comments from CBO representatives and other community stakeholders in Trinidad, on the issues and possible shape of the NPSCD	Co
Meeting with Academic institutions and developmental NGOs	To obtain comments on the Discussion Document as well as to discuss their possible roles in the roll out of the NPSCD	Re
Meeting with the Ministry of Rural Development and Local Government	To obtain comments on the Discussion Document as well as to discuss their possible role in the roll out of the NPSCD especially at the level of the Regional Corporations	Se
Meeting with the Tobago House of Assembly	To obtain comments from THA representatives on the issues and possible shape of the NPSCD and the incorporation of issues pertaining to Tobago in the NPSCD[60]	St
Presentation to and meetings with the Ministry of National Security	To obtain comments on the Discussion Document as well as to discuss the synergies with the National Crime Prevention Programme (NCPP)[61]	Se Co
Policy development	To develop/write various sections and obtain feedback from the NPSCD Committee and the staff of the Division of Community Development, Enterprise Development & Labour	NF
Policy approval	To obtain Cabinet's approval for the first fully complete draft to be laid in Parliament as a Green Paper	Ca
Public comment	To obtain the public's comment on the Green Paper	Ci de
Policy revision	To revise the policy consistent with the recommendations provided by stakeholders	NF
Final approval	To obtain Cabinet's approval for the final draft to be laid in Parliament as a White Paper	Ca

	Target	Time Frame / Date
	Staff of six (6) Divisions/Units of the MCDCA and from November 2017, representatives of the Division of Community Development, Enterprise Development and Labour, Tobago House of Assembly[59]	September 2016 to the present
nity	Key stakeholders in the public, NGO, and CBO sectors	October 2016 - February 2017
nity	Senior representatives of twelve social sector Ministries	April 2017
te	Representatives of corporate sector entities with a solid track record in corporate social responsibility	June and December 2017
	Public, private and community sector stakeholders and the Cabinet	April – July 2017
	Community sector stakeholders across Trinidad	July – August 2017
ir	Representatives of academic institutions and developmental NGOs	September 2017
e	Senior representatives of the Ministry of Rural Development and Local Government	October 2017
in	Staff of the Division of (DCDEDL)	November 2017
	Senior representations of the Ministry of National Security and the Inter-Ministerial Committee on the NCPP	November 2017 – February 2018
	NPSCD Committee members and staff of the Community Development Division	January – July 2018
	Cabinet, the Parliament and the citizens of Trinidad and Tobago	October 2018 – November 2018
	Citizens of Trinidad and Tobago, especially stakeholders in the community development sector	November 2018 - February 2019
	NPSCD Committee members and staff of the Policy Unit and wider MCDCA	February 2019 - May 2019
a	Cabinet, the Parliament and the citizens of Trinidad and Tobago	September 2019 - November 2019

Appendix III

ACTION PLAN FOR THE NATIONAL POLICY ON SUSTAINABLE COMMUNITY DEVELOPMENT 2019-2024

Activities	Time Frames	Responsibilty	
PHASE 1: 2019-2022			
1. Launch the NPSCD in Trinidad, and in Tobago	Jun-19	CDD, PU, Corp Comms.	
2. Establish the National and Regional frameworks for the NPSCD	Jul-19	CDD, PU, Corp Comms.	
3. Establish the Community Based Framework for the NPSCD in four regions: D/Martin, Chaguanas, Siparia, Tobago	Aug-19	CDD, PU	
4. Commission the conduct of Community Based Assessments in four regions: Diego Martin, Chaguanas, Siparia and Tobago	Sept-19	CDD, PU, PIU	
5. Provide sensitisation training for CDCs in risk and protective factors for community growth and development	Oct-19	CDD, CMSD, PU	
6. Work with relevant agencies to foster values, attitudes and behaviours.	Ongoing	CMSD, CDD, PU	
7. Support communities in the development of their Community Sustainability Framework	Jan-Jun-20	CDD, PU, PIU	
8. Partner with agencies to support community priorities identified in the CSF that are outside the capacity/reach of the community	Ongoing (follows the development of the CSFs or priority questions)	CDD, Agencies, PU	

Outcomes	Resources Required
Public information and awareness on the sustainable approach to community development	i) Logistic arrangements ii) Venues, Invitation/ Advertising
Structured mechanisms for implementing the SCD process	i) Logistic arrangements for NCSCD (20), MCSCD (20), Technical/support meeting
Frameworks developed for Diego Martin, Chaguanas, Siparia, Tobago and CDCs launched	i) Logistic arrangements ii) Stationery and Printing (In-house) iii) Audio Visual Equipment (In-house)
Data available for informed community development planning in the four regions	i) Logistic arrangements ii) Consultants iii) University Volunteers
Improved programming to address social issues at the community level	i) Logistic arrangements ii) Projector (In-house) iii) Printing iv) Trainer/PU/CDD resources
Improved display of clean and well-kept communities (CDCs to implement within communities) Increase display of the core values of development at the community level	i) Staff resources of MCDCA, MPLD, MSDFS. ii) Behaviour Change Consultant iii) Two (2) sessions with three (3) CDCs in Trinidad (Refreshments, incidentals) iv) Two (2) sessions with THA (Airfare (9), incidentals)
Improved collaboration and agreement on strategic priorities for communities	i) Experts in the field of community strategic planning ii) Logistical arrangements for community strategic planning and training sessions iii) Volunteers and staff resources of the CDD, PIU, PU
(i) Improved delivery of services in the community through the intervention of partner agencies (ii) Reduced youth involvement in crime and violence	i) Logistic arrangements for dialogue with relevant agencies ii) Equipment (in-house)

Activities	Time Frames	Responsibilty	
PHASE 1: 2019-2022			
9. Facilitate the review and consideration of reports on community aspirations and priorities as they relate to the goals of SCD at the National and Regional levels with a view to ensuring that these inform the decision making processes	Ongoing (follows establishment of community priorities)	CDD, PIU, PU	
10. Develop protocols and processes for engaging volunteers to the SCD processes at the community level	Oct-19	CDD, PU, HRMS	
11. Engage University volunteer support	Oct-19	CDD, UWI, PU	
12. Build the capacity of MCDCA to store community profiles (results of the CBA Process) digitally for access by CDPs	Nov-19-Dec-20	CDD, IT, PIU, PU	
13. Identify linkages with Local Economic Development Plan of the Municipality	Nov-19	MRDLG, CDD, PU	
14. Support communities in the assessment of local capacity for Community Economic Development (CED)	Ongoing	CDD, PU, MRDLG	
15. Work with the Community Mediation entities (e.g. Community Mediation Services Division; Dispute Resolution Centre; etc.), to develop a conflict mitigation and resolution mechanism for communities	Ongoing	CMSD, CDD, PU	
16. Encourage the use of community mediation services as a primary means for resolving conflict within communities	Ongoing	CMSD, CDD, PU	
17. Peace building and maintenance initiatives implemented among children/youth and families within communities on an ongoing basis.	Ongoing	CMSD, CDD, PU	

Outcomes	Resources Required
i) Increased community satisfaction that concerns are being addressed by multiple agencies ii) Increased coordination and collaboration on community based initiatives across agencies	i) Logistic arrangements for hosting the NCSCD, MCSCD. ii) Stationery and Printing (In-house) iii) Projector (In-house) for hosting referrals meetings
Increased participation in volunteer activities at the community level especially pro-environment issues	i) Staff resources of PU, CDD, HRMS to develop protocols
Pool of academic Community Development Professionals (CDPs) established	i) Venues for hosting of volunteers
Improved access to data on communities to inform decisions and community actions	i) IT to develop in house database (short term) software for data management (long term) ii) Training (CDD, PIU, PU and IT) iii) BOA II to coordinate and manage information* (existing PU or other staff can be used in the short-term)
Enhanced provision of goods and services	i) Staff resources of MCDCA, MRDLG, CANARI
Improved knowledge of Community economic potential Improved awareness for income generation projects	i) Staff resources of MCDCA and MRDLG ii) One (1) session each with three (3) CDCs in Trinidad (Refreshments, incidentals) iii) One (1) session with THA (Airfare (8), incidentals) iv) Existing grassroots organisations involved in sustainable economic
Reduction in the level of conflicts across CBOs between residents and regarding access to community facilities	Staff resources of the CMSCD and CDD
Reduction in the level of family conflicts in communities	Staff resources of the CMSCD and CDD
Reduction in the level of conflict situations within communities	Staff resources of the CMSCD and CDD

Activities	Time Frames	Responsibilty	
PHASE 1: 2019-2022			
18. Establish a robust registration and accreditation system for CBOs	Jan-Mar-20	CDD, PU, IT	
19. Establish a Community Skills Bank at all Community Centres and Regional Complexes on a phased basis	Apr-Jun-20	CDD, IT, PU	
20. Develop frameworks for cooperation with universities for ongoing dialogue on research needs of the SCD process	Sept-Nov 2019	CDD,LSU,PU	
21. Engage a consultant to conduct an assessment of the jobs in the CDD	Apr-Jun-20	HRMS, CDD, PU	
22. Consider appropriate issues and structure for CDPF-V in 2021 that would advance the cause of SCD in T&T	Jan-21	CDD, PU	
23. Explore business and other opportunities with corporate partner	Oct. 19-Jul.-20	CDD, PU	
24. Build community capacity for financial management within communities	Oct. 19-Jul.-20	CDD, PU	
25. Ensure participation of staff in Professional Certificate in Sustainable Community Development course	Aug-20-Jan-21	CDD, HRMS, PU	
26. Monitor and evaluate Phase 1 implementation	Jan.-21-Jun-21	PIU, PU, CDD	

Activities 4-9 and 13-16 of PHASE 1 to be repeated in PHASE 2

[59] The Ministry of Community Development, Culture and the Arts does not have jurisdiction over community development in Tobago; this is the preserve of the Tobago House of Assembly.
[60] The THA agreed that there should be one policy document addressing sustainable community development on both islands.
[61] The phased selection of regions for the implementation of the NPSCD were determined in collaboration with the Ministry of National Security.

Outcomes	Resources Required
Increase in number of bonafide groups operating in communities	i) IT to develop the data base ii) BOA II to coordinate and manage* process. iii) Hardware iv) Software and training
Improved potential for local economic opportunities	i) IT to develop the data base ii) BOA II to coordinate and manage process. iii) Hardware iv) Software
Evidence-based decision-making and smart practices in the field of Community Development	i) Staff resources to develop Proposals/Discussion Paper ii) University personnel
i) Improved alignment of CDD with best practices. ii) Increased effectiveness of CDD officers	i) Staff resources to develop TOR for consultant ii) Consultant
Improved knowledge and sharing of best practices networking among CDPs	Staff resources of the PU, CDD, CD, CMSD, PIU, Corp Comms
Increased involvement in entrepreneurial activities	Staff resources of PU, CDD and corporate partners
Increased community capability to manage financial matters	Financial entities e.g. Central Bank, Credit Unions, Banks, etc.
Increased capacity building and knowledge among officers	Targeted training courses to address developmental needs of communities
Efficient and effective implementation of Phase 1	i) Develop Monitoring instruments ii) Conduct the monitoring and evaluation exercises iii) Staff resources of PIU, PU, CDD

PHASE 2: 2022-2024			
Activities 4-9 and 13-16 of PHASE 1 to be repeated in PHASE 2			
Activities	**Time Frames**	**Responsibilty**	
1. Establish CDCs in Sangre Grande, Princes Town, Mayaro/ Rio Claro and Penal/Debe	2022 - 2024	CDD, PU	
2. Establish a Task Force to research, design and advise on the legal requirements for the development of a professional body for CDPs	2022 - 2024	CDD, Legal, PU, MAGLA	
3. Finalise work on the assessment of the jobs in the CDD	2022 - 2024	HRMS, CDD, PU	
4. Facilitate the establishment of the professional body for Community Development Practitioners	2022 - 2024	CDD, Legal, PU, HRMS	
5. Encourage universities to consider specific SCD courses and student placements	2022 - 2024	CDD, PU	
6. Develop inter-Ministerial and inter-agency agreements for the sharing of data relevant to SCD	2022 - 2024	CDD, Legal, PU	
7. Collaborate with Public Administration and other relevant agencies to ensure available systems for data sharing on Sustainable Community Development across ministries.	2022 - 2024	HRMS, IT, Legal, PU	
8. Develop a plan for improved access to ICT for SCD including innovative arrangements with providers.	2022 - 2024	CDD, IT, PIU, PU	
9. Consider appropriate issues and structure for CDPF in 2023 that would advance the cause of SCD and the Community Sector	2022 - 2024	CDD, PU	

	Outcomes	Resources Required
	Frameworks developed for Sangre Grande, Princes Town, Mayaro/Rio Claro and Penal/Debe; CDCs launched	i) Logistic arrangements ii) Stationery and Printing (In-house) iii) Projector (In-house)
	Standards for Professional Body of CDPs developed	i) Logistic arrangements for ongoing meetings
	i) Improved alignment of CDD with best practices. ii) Increased effectiveness of CDD Officers	HRMS, PU and CDD to review Consultant's Report
	i) Improved standards and practices of Community Development ii) Improved coordination and facilitation of community development activities iii) Improved perception in community development	i) Logistic arrangements for meetings with relevant entities
	% of SCD training programmes/courses at local universities and colleges	List of SCD courses available for students' consideration
	i) Improved data sharing among partners ii) Improved use of data for community interventions across agencies	Staff resources for the development of agreements and provision of data
	i) Improved data sharing among partners ii) Improved use of data for community interventions across agencies	Collaborative agreements with MPA and other agencies.
	Improved access to ICT in communications	i) Compliant inter-ministerial/inter-agency software ii) Back-up server
	Improved knowledge and sharing of best practices networking among CDPs	i) Staff resources of the PU, CDD, CD, CMSD, PIU, Corp Comms ii) CDPF Proposal 2023

Activities	Time Frames	Responsibilty	
10. Work with Ministry of Planning and Development (MPD), the Environmental Management Authority (EMA) and other relevant NGOs to develop a sensitisation plan regarding environmental issues targeted at communities and the CDC for SCD	2022 - 2024	CDD, MPD, EMA, LSU, PU	
11. Utilise the Best Village Programme and schools to inculcate and demonstrate core cultural factors of development.	2022 - 2024	PMBVTC, MOE,CDD, PU, MPD	
12. Work with relevant agencies for nurturing environmental sensitivity and action	2022 - 2024	PMBVTC, MOE, CDD, EMA, PU	
13. Ensure participation of staff in Professional Certificate in Sustainable Community Development course	2022 - 2024	HRMS, CDD, PU	
14. Develop an award mechanism for funding and rewarding innovative community development interventions	2022 - 2024	CDD, PU, Corp Comm.	
15. Establish a comprehensive database for all community development practitioners, that is accessible and user friendly	2022 - 2024	CDD, PU, PIU, IT	
16. Ensure full participation of CDPs in Professional Certificate in Sustainable Community Development course	2022 - 2024	CDD, HRMS, PU	
17. Work with Director Personnel Administration to ensure roll-out of the new job descriptions and salary ranges	2022 - 2024	HRMS, CDD, PU	
18. Conduct ongoing monitoring and evaluation exercises.	2022 - 2024	HRMS, CDD, PU	
19. Facilitate a comprehensive external evaluation of the NPSCD implementation for 2019 - 2024	2022 - 2024	PIU, PU, CDD	

Outcomes	Resources Required
Increase in pro-environmental attitudes and activities at the community level	i) Improved access to comprehensive data on NPSCD implementation
Increase in pro-environmental attitudes and activities at the community level	Strategy/plan for engendering core cultural factors of development in the school and BV programme
Improved demonstration of environmentally sensitive attitudes within communities	i) Representatives from the various organisations to meet to develop an Inter-Agency Plan ii) Logistic arrangements
Increased capacity building and knowledge among officers	Targeted training courses to address developmental needs of communities
Increased community interest and participation in innovative programming	Innovative Award Schemes
Improved access to data on communities to inform decisions and community actions	Development of Database; Protocols for use, etc.
Increased capacity building and knowledge among officers	i) Targeted training courses to address developmental needs of communities ii) Budget to finance the Ministry's participation in Professional Certificate iii) Members of staff
i) Improved alignment of CDD with best practices. ii) Increased effectiveness of CDD Officers	Staff resources of HRMS and DPA
i) Efficient and effective implementation of Phase 2 ii) Targeted community interventions	i) Monitoring instruments ii) Members of staff to conduct the monitoring exercises
i) Improved access to comprehensive data on NPSCD implementation ii) Recommendations to improve efforts to promote Sustainable Community Development	i) TOR for Consultant ii) Consultant

Appendix IV

MONITORING AND EVALUATION FRAMEWORK FOR THE NATIONAL POLICY ON SUSTAINABLE COMMUNITY DEVELOPMENT

Recommendations	Activities	Outputs	
Objective i. To establish and implement a national sustainable framework for strengthened, "whole of government" and multi-sectoral collaboration, integration and networking in the practice of community development.			
1. Implement institutional arrangements for multi-sectoral action at the national, municipal and community levels to oversee, coordinate, develop, allocate resources and monitor community development interventions.	• Establish the National Committee for Sustainable Community Development (NCSCD) and the Municipal Committee for Sustainable Community Development (MCSCD)	• NCSCD and MCSCD comprised • Resources for collaborative projects identified and committed • Effective strategic oversight and collaboration among national, municipal and community partners in planning, coordinating efforts for SCD.	
2. Integrate the NPSCD with key policies, programmes and strategies of partner Ministries and agencies.	• Identify appropriate human, material and financial resources required to support the collaboration on SCD	• Clear areas for cross multi-sectoral collaboration developed • NPSCD mainstreamed/aligned with the policies, programmes and strategies of all partners • Effective implementation of collaborative projects	
	• Facililtate the review and consideration of reports on community aspirations and priorities as they relate to the goals of SCD, with a view to ensuring that these inform the decision making processes	• Community priorities reflected in reports and recommendations submitted by MCSCD • MCSCD recommendations informed by M&E reports on the NPSCD implementation	

Outcomes	Indicators	Targets	Means of Verification
• Improved inter-sectoral collaboration in Sustainable Community Development planning	• % increase in collaboration among the NCSCD and MCSCD	• XX% increase in collaboration among the public, private sector, academia and NGOs for sustainable community development (SCD)	• Technical Reports, Community Sustainability Frameworks (CSF)
• Increased number of projects across agencies directed to identified community issues	• % of projects directed to identified community issues	• XX% of projects across agencies directed to identified community issues	• Administrative Reports
• Increased community satisfaction that concerns are being addressed by multiple agencies • Improved implementation of programmes and projects for SCD			

Recommendations	Activities	Outputs
3. Forge greater ties with the corporate sector for collaboration on sustainable community development example public/private/ community partnerships.	• Develop proposals, Memorandum of Agreement, protocols and code of ethics for collaboration with the Corporate Sector • Provide technical support and data to the corporate and community sectors • Create avenues for the corporate sector to be involved in the participatory processes at the community level • Provide M&E reports to the corporate sector on the process and impact of interventions	• Clear framework / structures for partnership with the corporate sector and between the corporate sector and the communities on SCD established; Informed interventions implemented
4. Facilitate linkages among communities and other development partners as part of the process of empowerment, growth and self-sufficiency.	• Develop a data bank on all service providers related to community development for access by all partners in the SCD process.	• Data bank developed, allowing communities and all partners to have easy access to data
	• Encourage partnerships between communities, NGOs, Academia etc., for the SCD initiative	• Formal outreach to community stakeholders and allowing all partners to have easy access to data

Outcomes	Indicators	Targets	Means of Verification
• Increased direct private sector involvement in SCD	• % of corporate/ community projects and initiatives in line with community priorities	• XX% of projects in which Corporate Sector is involved	• Survey among CDCs;
• Improvedcoordination of private sector involvement • Improved targeting of corporate funding			• Survey among corporate entities
• Improvement in access to community level data by all partners • Improved alignment of partner resources, projects and activities for community needs	• % of projects and activities conducted by partners which are aligned to identified community needs • % of projects and activities conducted by partners which are aligned to identified community needs	• XX% increase of projects and activities conducted by partners which are aligned to identified community needs	• Survey
• Increased collaboration between communities and other partners for SCD	• % of projects which involves communities working with other partners	• XX% increase in collaborative projects with Academia and NGOs in communities	• Partner reports

Recommendations	Activities	Outputs
Objective ii. To provide a clear framework for community mobilisation, leadership and participation in development.		
1. Promote representative community leadership and democratic principles in the process of sustainable community development.	• Develop Terms of Reference for CDC	• Effective entity for community leadership of SCD established
	• Establish the CDC as the representative, coordination and oversight mechanism for the NPSCD at the community level	
	• Develop mechanisms for monitoring performance of the CDC	
2. Promote and facilitate the application of a participatory approach to community development with an emphasis on assets and promoting livelihoods.	• Educate community and CDC on values, principles and processes of the NPSCD	• Sensitisation sessions designed and delivered
	• Facilitate the community/CDC in the conduct of the Community Based Assessments (CBAs):	• CBA guide and data collection tools developed and process completed

	Outcomes	Indicators	Targets	Means of Verification
	• Improved collaboration within the community on SCD • Improved coordination and representation of CBOs in community	• % of CBOs involved in CDCs • % of relevant organisations involved/participating in community projects	• XX% of CBOs involved in CDCs • XX% of relevant organisations involved/participating in community projects	• Administrative Reports
	• Organised and coordinated community representation through the establishment of the CDCs	• % of CDC meetings with a quorum • % of CDCs established in D/ Martin, Chaguanas, Siparia, Tobago	• XX% of CDC meeting with a quorum • XX% of CDCs established in D/ Martin, Chaguanas, Siparia, Tobago	
	• Increased community participation in the SCD process	• % of new participants in community planning and activities	• XX% of new participants in community planning and activities	
	• Increased use of grants for sustainable community development projects	• % of grants accessed for sustainable community development projects	• XX% increase in the number of grants for sustainable community development activities	• Grants Unit Administrative data
s	• Increased utilisation of local resources and assets in community based projects • Increased involvement in the use of evidence in community planning	• % of projects directed towards sustainable community development using local resources	• XX% increase in projects directed towards sustainable community development using local resources	• CDC Administrative reports

Recommendations	Activities	Outputs
3. Build the capacity of local organisations and residents to engage in and lead development planning.	• Host organisational leadership and development sessions with all local organisations and residents	• Training conducted in strategic planning • Leadership and other capacity building sessions designed and hosted
4. Facilitate the institutionalisation of a strategic planning approach to community development that would encourage cohesion and collaboration in development.	• Train and facilitate the community /CDC in the value, process and formulation of the Community Sustainability Framework (CSF)	• CDCs trained and CSF format developed and CSF completed • Revision of CDD's work processes • New approaches structured into CDD's work programme and M&E Performance Monitoring
5. Maintain an up-to-date registration and accreditation system for community based organisations.	• Establish a robust registration and accreditation system for CBOs	• Registration system strengthened

Outcomes	Indicators	Targets	Means of Verification
• Increased stability of local oranisations and residents involvement in community planning	• % of active local organisations and residents engaged	• XX% of active local organisations and residents engaged	• CDC Administrative reports
• Improved collaboration and agreement on strategic priorities for communities	• % of training sessions held	• XX% of training sessions held	• Administrative Reports
• Increased implementation of community projects in line with community priorities	• % increase of projects across CBOs aligned with community priorities	• XX% increase of projects across CBOs aligned with community priorities	• District Office Reports
• Improved facilitation of strategic development planning by CDD	• % of CDO's time directed to strategic community activities	• XX% of CDO's time directed to strategic community activities	
• Increased in the number of bona fide groups operating in communities • Increased number of groups maintain bona fide status • Improved access to information on bona fide groups for involvement in SCD and access to resources	• % of bona fide groups registered with MCDCA • % of CBOs for which there is complete and up to date information	• XX% bona fide groups registered with MCDCA • XX% of CBOs for which there is complete and up to date information	• Administrative reports • CBO database

Recommendations	Activities	Outputs	
Objective iii. To facilitate the establishment and maintenance of standards and professionalism in community development practice.			
1. Support relevant stakeholders in the development of a legislative framework for the establishment of a professional body for community development practitioners (CDPs).	• Establish a Task Force to research, design and advise on the legal requirements for the development of a professional body for CDPs • Establish Professional Body	• Professional Body with professional standards of practice established	
	• Encourage universities to consider specific SCD courses and student placements	• A range of SCD Courses on offer at local universities and colleges	
	• Develop frameworks for cooperation with universities for ongoing dialogue on research needs of the SCD process	• Cooperation Framework developed	

Outcomes	Indicators	Targets	Means of Verification
• Improved standards and practices of community development • Improved coordination and facilitation of community development activities • Improved perception in community development	• % of practitioners buy-in to and endorsing standards • Level of alignment between practitioners perceptions and standards • % of new partners and projects involved in the community development process	• XX% of practitioners buy-in to and endorsing standards • XX % of alignment between practitioners perceptions and standards • XX% of new partners and projects involved in the community development process	• Administrative Reports • Survey
• % of SCD training programmes/courses at local universities and colleges • An available pool of educated and experienced community development practitioners	• % of SCD training programmes/courses at local universities and colleges • % of community development practitioners who have received formal training in SCD	• XX% increase in the number of SCD training programmes/ courses at local universities and colleges • XX% of community development practitioners who have received formal training in SCD	• Reports
• Evidence based decision making and smart practices in the field of Community Development • Improved Implementation of projects	• % of students who undergo practicum in a community development environment • Level of alignment between the standards identified in the training and practices in community development	• XX% of students who undergo practicum in a community development environment • XX% of alignment between the standards identified in the training and practices in community development	

Recommendations	Activities	Outputs
2. Undertake a re-assessment of the job functions and requirements of the Community Development Division to ensure that they are in keeping with best practice and the needs of the local environment.	• Engage a consultant to conduct an assessment of the requirements of jobs in the CDD	• CDD jobs re-aligned and adequately remunerated to reflect the current reality and practices of Community Development
3. Continue to host the CDPF biennially, as a platform for the professional development of local community development practitioners and for ensuring that Trinidad and Tobago continues to lead the Caribbean as the centre for professional development in the field of community development	• Consider appropriate issues and structure for CDPF-V in 2021 that would advance the cause of the NPSCD	• Cabinet endorses CDPF continuance, • CDPF-V Project Proposal developed, • CDPF-V Conducted
	• Establish a multi-sectoral team for the continued hosting of the CDPF	• TOR for the Multi-Sectoral • Multi-Sectoral Team established
4. Facilitate the ongoing professional development of community development practitioners through regional or international training and exposure in the field of sustainable community development.	• Develop a data base of reputable and valuable regional and international community development conferences and fora that would be invaluable to the development of local CDPs	• Data base developed and approvals to participate obtained

Outcomes	Indicators	Targets	Means of Verification
• Improved alignment of CDD with best practices • Increased effectiveness of CDD officers	• % of aligned job processes with the best practices • Improved performance on the new monitoring and evaluation process for community development officers	• XX% of alignment of job processes with best practices • Number of officers who score above XX% on the new M&E process	• Performance monitoring system
• Improved knowledge and sharing of best practices networking among CDPs	• % of satisfaction among participants	• XX% of satisfaction among participants	• CDPF Evaluation Survey
• Increased capacity building and knowledge among community practitioners. • Increase participation of CDPs in Regional and International fora	• % of participants report exposure to new knowledge and strategies • % of CDPs participate in Regional and International fora	• XX% of participants report exposure to new knowledge and strategies • XX% of CDPs participate in Regional and International fora	• Survey

Recommendations	Activities	Output	
Objective iv. To implement data-driven, evidence based and innovative programming for delivery of well-targeted, effective community development programmes.			
1. Forge linkages with relevant Ministries, academia and establish networks among researchers and practitioners for the exchange of data, skills and knowledge, ideas and best practices relevant to community development.	• Develop the in-house capacity by providing the relevant staff training and infrastructure at the MCDCA to house, utilise and disseminate data relevant to SCD as received from its own efforts and from partner Ministries and agencies	• Staff trained in data management	
	• Develop inter-Ministerial and inter-agency agreements for the provision of data relevant to SCD	• Infrastructure (hardware and software) purchased and installed • Agreements obtained • Community specific data hub established at the MCDCA	
2. Develop a database accessible to all community development practitioners, which contains community profiles and community development information, research, evidence-based strategies, and M&E reports	• Establish a comprehensive database that is accessible and user friendly • Strengthen the community profiles produced by the MCDCA for all communities • Merge the CBA exercise with the development of community profiles • Build the capacity of MCDCA to store these profiles digitally for access by CDPs	• Comprehensive database that is accessible and user friendly established • Strengthened and updated Community profile. • CBA and community profiles merged • Infrastructure for electronic storage installed and training conducted	
3. Incentivise innovative programming for sustainable community development.	• Develop an award mechanism for funding and rewarding innovative community development interventions.	• Awards plan developed and finalised	
4. Encourage and support greater access to ICT communities and development practitioners.	• Develop a plan for improved access to ICT for SCD including innovative arrangements with providers	• ICT Plan developed	

Outcomes	Indicators	Targets	Means of Verification
• Improved collaboratiion approach among all partners	• % increase in collaborative approach among all partners	• XX% of collaborative efforts in SCD by partners	• Administrative report
• Improved use of data for community interventions across agencies	• % increase in the use of data for community interventions across agencies	• XX% increase in the use of data for community interventions across agencies	• Survey
• Improved access to data on communities to inform decisions and community actions • Improved access to data on communities to inform decisions and community actions	• % of requests for data to inform decisions and community actions • % of users report ease of access and usefulness of data for proposals development and CSF	• XX% requests for data to inform decisions and community actions • XX% of users report ease of access and usefulness of data for proposals development and CSF	• Community Based Assessment • Survey
• Increased community interest and participation in innovative programming	• % of innovative programmes implemented. • % of participants in innovative community development activities	• XX% of innovative programmes • XX% of participants involved in innovative community development activities	• Survey
• Improved access to ICT in communities	• % of community facilities equipped with internet access.	• XX% of community facilities equipped with internet access.	• Administrative Reports • Survey

Recommendations	Activities	Output	
Objective v. To utilise the Community Mediation programme as well as facilitate the establishment of other structures and mechanisms for conflict resolution and management in community development.			
1. Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process.	• Work with the Community Mediation entities (e.g. Community Mediation Services Division; Dispute Resolution Centre; etc.), to develop a conflict mitigation and resolution mechanism for communities	• Conflict mitigation and resolution mechanism developed	
2. Promote a culture of peace in communities among children, youth, families and organisation.	• Encourage the use of community mediation services as a primary means for resolving conflict within communities	• Community mediation promoted widely as primary option to resolve conflict within communities	
	• Peace building and maintenance initiatives implemented among children/youth and families within communities on an ongoing basis	• Peace building initiatives implemented	

Outcomes	Indicators	Targets	Means of Verification
• Reduction in the level of conflicts across CBOs, between residents and regarding access to community facilities	• % of conflicts between and among CBOs and with management of community facilities	• XX% of recent/ longstanding community conflicts addressed • XX% reduction in conflict across CBOs	• Administrative Reports
• Reduction in the level of family conflicts in communities	• % of reported family conflicts in communities	• XX% of family conflicts reduced	• Survey- Community Mediation / CSO / CAPA
• Reduction in the level of conflict situations within communities	• % of schools and communities engaged in peace building initiatives	• XX% of community conflicts reduced	

Recommendations	Activities	Output	
Objective vi. To promote values, attitudes and behaviours that empower communities and engender a spirit of responsibility and volunteerism in community development.			
1. Inculcate a sense of responsibility for surroundings, the environment, neighbours and communities through programmes beginning at the early childhood level and through volunteerism.	• Work with relevant core Ministries to develop relevant messages to promote core cultural values of development for effective promotion and dissemination through appropriate behavior change strategies at the community level	• Comprehensive behavior change strategies developed	
	• Utilise the Best Village Programme and schools to inculcate and demonstrate core cultural values of development	• Plan for inculcating core cultural values of development through Best Village Programme and schools	
2. Develop structures and mechanisms for organised volunteering.	• Develop protocols and processes for engaging volunteers to the SCD process in communities	• Protocols and processes for engaging volunteers to the SCD process in communities developed and implemented	
3. Develop mechanisms to incentivise volunteerism in community development.	• Conduct appropriate research, develop and implement appropriate incentives for volunteers	• Rewards scheme for community volunteers developed and implemented	

Outcomes	Indicators	Targets	Means of Verification
• Effective behavior change modules delivered	• % in attitudes and behaviors that reflect core cultural values of development at the community level	• XX% of attitudes and behaviors that reflect core cultural values of development at the community level	• Perception Survey
• Increase in the display of core values of development at the community level			
• Increased participation in volunteer activities at the community level	• % of participating volunteers	• XX% of participating volunteers	• Administrative Reports • Survey
• Increased community volunteerism	• % of participating volunteers	• XX% of participating volunteers	• Administrative Reports/Data Base • Survey

Recommendations	Activities	Output
Objective vii. To integrate a sustainable development approach in the practice of community development to ensure the holistic treatment of development issues		
1. Facilitate community awareness and interest in pursuing human and social development in a holistic manner including addressing issues of healthy lifestyles, personal growth and development, protection of vulnerable groups, access to quality education and development, healthy family relationships and good citizenship.	• Provide sensitisation training for CDCs in risk and protective factors for community growth and development	• Trained CDCs
	• Partner with agencies to support community priorities identified in the CSF that are outside the capacity/reach of the community	• Community priorities identified in the CSF, and supported by partner agencies
2. Facilitate and support community engagement in initiatives that will contribute to economic development within communities including entrepreneurship, employment generating activities, community based tourism, agriculture, development of cooperatives etc.	• Support communities in the assessment of local capacity for Community Economic Development (CED) • Partner with entities for assessment of economic potential of communities • Identify linkages with Local Economic Development Plan of the Municipality • Explore business and other opportunities with corporate partner • Encourage innovation and entrepreneurial activities • Build capacity for financial management	• Local economic potential of communities assessed • Economic potential of communities assessed • Linkages with local economic development identified • Opportunities with corporate partners explored • Programme of activities towards training, funding and incentivising innovation and entrepreneurial activities • Financial Management training conducted financial management developed

Outcomes	Indicators	Targets	Means of Verification
• Improved programming to address social issues at the community level	• % of CDCs trained • % of developmental programming targeted to priority social issues	• XX% of CDCs trained • XX% of developmental programming targeted to priority social issues implemented	• Administrative Reports
• Improved delivery of services in the community through the intervention of partner agencies • Reduced youth involvement in crime and violence activities	• % of services delivered by partner agencies at the community level • % of youths involved in crime and violence activities	• XX% of services delivered by partner agencies • XX% reduction in crime and violent cases carried out by youths	• Crime statistical data reports from CSO
• Improved knowledge of community economic potential • Improved avenues for income generating projects • Enhanced provision of goods and services • Increased involvement in entrepreneurial activities • Increased management of household financial resources • Increased implementation of income generation and sustainable livelihoods projects	• % of community businesses developed and/or increased • % of thriving sustainable projects pursued • % of goods and services offered/available/ accessed • % of persons employed per household	• XX% of community businesses developed and/or increased • XX% of thriving sustainable projects pursued • XX% increase of goods and services offered/ available/ accessed • XX% of persons employed per household increased	• Survey

Recommendations	Activities	Output
3. Support, facilitate and promote the development of culture and the arts and civic mindedness (community as a cultural hub).	• Work with practitioners in culture and the arts for potential opportunities consistent with community priorities	• Programme of activities implemented towards the development of culture and the arts and civic mindedness
4. Support, facilitate and promote the sustainability of the environment through community action, by advocating, undertaking and supporting measures towards environment sensitivity such as environment preservation and protection, pollution reduction, and maintenance of clean, safe and healthy surroundings.	• Work with relevant agencies for nurturing environmental sensitivity and action	• Partnership established with relevant agencies towards nurturing environmental sensitivity
	• Work with relevant agencies to foster values, attitudes and behaviours	• Partnership established with relevant agencies and action undertaken to foster environmentally friendly values, attitudes and behaviours.

Outcomes	Indicators	Targets	Means of Verification
• Increase avenues for cultural expression	• % of performance spaces and community facilities accessed by practitioners for rehearsals and performances	• XX% of practitioners accessing performance spaces and community facilities for rehearsals and performances	• Survey
• Increased local opportunities for nurturing talent	• % of activities geared towards culture and the arts and civic mindedness increased in the community	• Xx% of activities geared towards culture and the arts and civic mindedness increased in the community	
• Improved demonstration of environmental sensitivity within communities	• % of partnerships established and actions undertaken towards nurturing environmentally sensitive communities	• XX% of partnerships established and actions undertaken towards nurturing environmentally sensitive community	• Community Based Assessment
• Improved display of clean and well-kept communities	• % of partnerships established and actions undertaken.	• XX% of partnerships established and actions undertaken.	• Survey

Appendix

5

Appendix V

Policy Alignment Between the NPSCD and Partner Ministries

Human and Social Development

Ministry of National Security (MNS)

The mission of the MNS as outlined in its Strategic Plan 2017-2019 is to create safer and more secure communities through teamwork, intelligence-based decision making, and strengthened inter-agency structures, systems and collaboration. A major initiative in pursuit of this end is the Ministry's National Crime Prevention Programme (NCPP) aimed at using a collaborative, whole of government and whole of society approach to crime prevention, with a strong focus at the community level. The NCPP through its bottom-up, multi-sectoral approach and institutional strategy, is perfectly aligned with the intent and design of the NPSCD. In addition, crime prevention through social development and environmental design approaches utilise strategies consistent with community building. The NPSCD will therefore collaborate closely with the NCPP and other violence reduction strategies of the MNS.

Ministry of Social Development and Family Services (MSDFS)

MSDSF has adopted as its mission, to lead in the enhancement of lives, with emphasis on the vulnerable, through a network of integrated, effective and accessible social services. It therefore has the responsibility for addressing the social challenges of poverty, social inequality and social exclusion, and places particular emphasis on developing and executing programmes and services that protect and assist vulnerable and marginalized groups in society such as women, children, persons with disabilities, the elderly, the poor/indigent, the socially displaced, ex-prisoners, deportees and persons living with HIV and AIDS. The MSDSF has intensified action in light of the current economic downturn in the Trinidad and Tobago economy and has scaled up efforts to mitigate the negative social impacts. Accordingly, it has developed the Social Mitigation Plan (SMP) 2017-2022, focused on achieving three main objectives, namely:

- Strengthening the Social Protection System
- Promoting Community and Civil Society Action; and
- Enhancing Productivity and Innovation

The NPSCD is a key companion of the SMP, with the former focused on quality of life, growth and development within vulnerable spatial communities and by extension the sustainable livelihoods of all marginalised groups therein. The NPSCD will with the MSDFS, facilitate the capacity building and involvement of community organisations and stakeholders to be 'first responders' in understanding, identifying and intervening in the challenges, strengths and solutions in the community, and to be competent in interfacing with the MSDSF and other government programmes and services on behalf of the vulnerable and disadvantaged.

The MSDFS has also been foremost in the conduct and dissemination of poverty research, which would be critical in helping communities derive data driven decisions and strategies towards community sustainability. This type of data will be invaluable to the roll out of the NPSCD.

Ministry of Education (MOE)

The MOE is mandated with management of the education system in Trinidad and Tobago from early childhood to tertiary education. To this end it exercises oversight over all school buildings; the recruitment of teachers; the school nutrition programme; student support services; facilitating the establishment of the Parent Teacher Association; and local school boards in primary and secondary schools[62]. Its vision, as outlined in the education policy paper (1993-2003) is concerned with quality education for all and improving the education attainment of students. A number of strategies are critical to these objectives. In addition to the provision of a well-educated work force, of relevance to sustainable community development is: (i) the importance of forging strategic linkages with the communities in which schools are located, (ii) parenting education and parents' value of education (Ibid) and (iii) providing environments, which support their healthy development, enabling them to become responsible, productive citizens[63].

The NPSCD focuses on education as a key tool of social mobility especially for vulnerable populations with limited opportunities. In implementation of the NPSCD, the MCDCA will work with schools, school boards, school social workers, parents, and parent-teacher associations (PTAs) to ensure the holistic development of the child.

Office of the Prime Minister - Gender and Child Affairs (OPM-GCA)

The OPM is charged with the added responsibility for Gender and Child Affairs. The Gender Affairs Division has responsibility for improving the quality of life of men and women and boys and girls, at all levels of society through the promotion of gender equity and equality. The Child Affairs Division is responsible for providing a secure and nurturing environment for all children and breaking the silence on Child Sexual Abuse. The NACC Secretariat coordinates the national response against HIV and AIDS.

The NPSCD's concern for human and social development in communities is focused on creating an enabling environment for the growth and development of all persons with special emphasis on vulnerable persons such as youths, children, the elderly and persons with disabilities. The GCA will therefore be a critical partner in the implementation of the NPSCD, to assist communities in the promotion of gender equity, in addressing issues of domestic violence, sexual offences including child sexual abuse and in promoting healthy family relationships and functioning.

Ministry of Health (MOH)

The MOH is the national authority charged with oversight of the health system in Trinidad and Tobago. It is therefore responsible for ensuring the right of citizens, communities, residents and visitors to appropriate, quality health services. In the Ministry's National Strategic Plan for the Prevention and Control of Non Communicable Diseases 2017-2021, the MOH provided the strategic outline for the control of non-communicable diseases, based on a vision for 'happier, healthier, fitter people...living longer and more productive lives.' The Plan (i) outlines a strategy for multi-sectoral, whole of government and whole of society action; (ii) includes a call for clear strategies for health related outcomes in all national policies; and (iii) emphasises improving social and economic conditions impacting well-being, focused on vulnerable and underserved populations.

The MCDCA has a solid history of partnership with the MOH in the delivery of health promotion activities. The NPSCD through its deliberate focus on the four pillars of sustainable development will continue to promote the priority of healthy living as a critical development strategy in communities. It will however rely on the MOH to ensure that all communities have equitable access to quality state-supplied health services.

Ministry of Sport and Youth Affairs (MSYA)

The MSYA is a primary partner with the NPSCD in terms of the development and execution of initiatives for children and youth in communities. The MSYA's mission is to coordinate and facilitate the delivery of quality development services with special emphasis on the enhancement of youth, and sport for recreation and industry. It however has outlined for itself a key role in engaging sport as a tool of development, recognising the wide varied of uses and benefits associated with sport, including:

- Reinforcing values and strengthening youth development
- Crime fighting initiatives and as a component of community development
- Conflict aversion, resolution and peace building
- Promotion of gender equity and equality, empowerment of girls and women
- Enhancing societal inclusion and health of persons living with disabilities (PWDs) and elders
- The promotion of health and disease prevention
- Enforcement of human rights

In the context of youth development the 2012-2017 National Youth Policy (now under review) focused on the goals of youth leadership and participation in their development and their access to appropriate and varied and synchronised programming all with a view to creating an enabling environment for their self-development. The issues of children and youth and by extension their families, are central to community development and crime prevention. The emergence of youth with their energy and innovation as leaders in community development, and the versatility of sport and its relevance to developmental strategies with variety of groups (elderly, PWDs) and circumstances, make collaboration with the MSYA critical to the NPSCD.

Ministry of Housing and Urban Development (MHUD)

MHUD is responsible for the formulation and execution of Government's policy in the Housing and Urban Development sector. Its mandate is in concert with two (2) pillars of the NPSCD, namely, human and social development and economic development. Government's housing policy is based on the principles of 'affordability', 'accessibility', and 'improving the living conditions of our citizens[64] MHUD is committed to providing well-designed, affordable housing solutions on serviceable, tenured lots in widely dispersed (suburban and rural) areas for qualifying persons from the low and lower-middle income groups. MHUD also provides grants to assist lower income home owners to effect critical repairs/upgrades to existing homes; and is engaged in regularising land tenures for qualifying families residing in squatter communities by providing infrastructural and basic amenities' upgrades.

Accordingly, MHUD is important to the NPSCD for its impact on the socio-economic development of communities through quality housing, and employment generation in the construction sector. MHUD is in the business of creating communities through its housing schemes and must ensure that in the design of new communities, they conform to standards that are critical for sustainability.

Ministry of Planning and Development (MPD)

The MPD is aligned to national development through its four (4) main pillars; economic, social, spatial and environmental development. This governmental agency provides policy guidance and development, technical support, advice and feasibility assessment for national development. MPD is committed to the development of Trinidad and Tobago's National Development Strategy, Vision 2030, to which all governmental organisations adhere. MPD facilitates national development through the following[65]:

• Coordination of national statistics
• Environmental policy, planning and management

• National monitoring and evaluation
• Socio-economic planning, coordinating and monitoring
• Spatial development, and
• Technical cooperation on special projects and programmes inter alia.

MPD is a critical partner to the NPSCD to provide oversight from a national perspective, as well as technical assistance through the Monitoring and Evaluation Framework to ensure the effectiveness of the programmes implemented.

[62] Ministry of Education. Education policy paper (1993-2003)
[63] Website of Student Support Services Division [http://moe.gov.tt/Services/Office-of-the-CEO/Student-Support-Services]
[64] Ministry of Housing and Urban Development. Our Ministry Mandate. [http://www.housing.gov.tt/]
[65] Ministry of Planning and Development. About Ministry of Planning and Development. (2015) [https://www.planning.gov.tt/content/about]

Economic Development
Ministry of Finance (MOF)

The Ministry of Finance is the principal Government Agency with the responsibility to effectively and efficiently manage Trinidad and Tobago's economy through the development and implementation of innovative policies for the benefit of all citizenry.

The Ministry of Finance plays a critical role in this process and collaborates with all other Ministries, Agencies and stakeholders in the implementation of the Fiscal and Monetary policies which will enable the realisation of the country's national goal (Vision 2030).

This Ministry is aligned to the Ministry of Community Development, Culture and the Arts through its mandate for economic and sustainable development, and facilitates, supports and encourages the engagement of community enterprises that will allow for a better quality of life and contribute to overall community development and sustainability within communities.

Some of the initiatives of this institution will facilitate the expansion and diversification of the economy and ensure successful sustainable communities.

Ministry of Labour and Small Enterprise Development (MOLSED)

The MOLSED focuses on the provision of decent work, the facilitation of industrial peace, the development of small enterprises and co-operatives, and the provision of employment opportunities through on-the job training and job placements[66]. Its mission is to facilitate an enabling environment that supports employment creation, sustainable enterprise development and employee well-being in a safe, peaceful and productive work environment[67].

The MOLSED will be an important partner of the NPSCD, particularly as it pursues the goal of sustainable development of community economies through a myriad of strategies depending on the unique assets and opportunities of each community. Additionally, community enterprises and small and micro enterprise development have been long standing features of the community development programming of the MCDCA especially through skills development. Building community economies, providing sustainable options to make work programmes are important to national development. As such, the scaling up of individual entrepreneurial capacity, access to capital and stronger focus on community enterprises, cooperatives and community business clusters are among the strategies for partnership with MOLSED and other partners as identified in the NPSCD.

Ministry of Agriculture, Land and Fisheries (MALF)

The MALF's mission is to work as an innovative team, championing the conservation of biodiversity and sustainable development of food and non-food systems, supported by sound public policy[68]. In the context of the NPSCD, communities will be empowered to explore and productively exploit their asset base, including opportunities and innovative mechanisms for home gardens, food and horticultural production. Accordingly residents in both urban and rural communities will be encouraged to become aware of and access all opportunities available at the MALF to improve capacity and innovation in the context of sustainable livelihoods.

Ministry of Tourism (MOT)

Under the National Tourism Policy, the Government of Trinidad and Tobago shall create an environment that facilitates the country's tourism growth by addressing human resource development, community development, infrastructure and transportation development, investment promotion, accommodation issues, product development, and marketing. A major objective of this policy is to involve the local communities in the growth of the tourism sector by engaging and empowering the local communities in the planning and decision making process for the development, management and ownership of tourism products and services[69].

This policy goal is further elaborated in the country's draft Community-Based Tourism Policy, which seeks to:

• Encourage local community involvement in developing, producing and promoting authentic and indigenous products and services;

• Support the preservation, protection and restoration of the natural assets and resources within the community;

• Support and facilitate an enabling environment that encourages and nurtures local investment and sectorial linkages in tourism in the community;

• Promote an environment for the health, safety and security of residents and visitors; and;

• Encourage the development of strategic partnerships with the private sector, NGOs, CBOs and funding agencies that support CBT[70].

Sustainable community tourism was a focal point of discussion at the Community Development Partnership Forum-II in 2015 and is considered a very strong potential area for building thriving community economies. MCDCA will therefore work closely with the MOT to ensure that this area of development is pursued in a sustainable and responsible manner, so that the sector realises its full potential to engage local communities, create economic opportunities and alleviate poverty.

66 Ministry of Planning and Development. About Ministry of Planning and Development. (2015) [https://www.planning.gov.tt/content/about]
67 Ibid.
68 Ministry of Agriculture Land and Fisheries. About Ministry of Agriculture Land and Fisheries. (2015) [http://www.agriculture.gov.tt/112-about-us.html]
69 National Tourism Policy of Trinidad and Tobago. Ministry of Tourism, Trinidad and Tobago. (2010)
70 Draft Community-Based Tourism Policy of Trinidad and Tobago. Ministry of Tourism, Trinidad and Tobago. (2017)
71 Government of the Republic of Trinidad and Tobago. "Vision 2030. Many Hearts, Many Voices, One Vision." (2017)
72 Transitioning of Local Government: Draft Policy. Government of Trinidad and Tobago, Ministry of Rural Development and Local Government, October. (2016)

Infrastructural Development

Ministry of Public Utilities (MPU)

The MPU seeks to improve the quality of life of nationals through the delivery of public utilities for the sustainability of the country. Its mission is to facilitate the effective delivery of efficient, affordable and quality public utilities services through a committed, resourceful team of professionals and in close collaboration with all stakeholders. In addition to its oversight of the nation's utilities, the Ministry provides a range of social service programmes geared to improving the quality of life families (especially the less fortunate) and communities, ensuring that their homes, streets and recreational areas are safely electrified. Issues surrounding private electrification and public lit areas affect all homes and communities be they urban or rural, and are essential for meaningful development. Access to utilities is highly associated with ending poverty and ensuring prosperity for all, as reflected in the Sustainable Development Goals 2015. Additionally, appropriate lighting for communities is also associated with a reduction in theft and robberies. The MCDCA will therefore be desirous of ensuring that in the context of sustainable communities, appropriate street lighting, potable water and affordable electrification are supplied to localities and households, to improve liveability and quality of life.

Ministry of Works and Transport (MOWT)

The principal mandate of the Ministry of Works and Transport is to develop quality infrastructure and transportation that will enhance the lives of all citizens. Crucial to the development of quality infrastructure and transportation, the Ministry is mandated to construct a first class air, sea and land transport system that has the potential to increase efficiency and improve the lives of all its people in the community[71]. The quality of transport systems is an important element of our communities and economic efficiency. Well maintained road networks, access to efficient and reliable public and private transportation systems are among the kinds of linkages to markets, public services, health, schools, religious institutions and malls which contribute to quality of life and sustainable livelihoods for residents.

Ministry of Rural Development and Local Government (MRDLG)

The MRDLG is at the forefront of Government's Local Government Reform, which aims at facilitating more effective quality service delivery, viable sustainable communities and balanced regional development[72]. The Local Government Reform initiatives intends to create a modern, efficient and properly resourced Local Government system, provide Local Government Bodies with greater authority and expanded responsibility in the areas including social, community and economic development, health and the environment and land use among others. The new responsibilities and mandate will require Ministries to work even closer with the Local Government Authorities.

The MCDCA has collaborated with the MRDLG as one of its key partners in the design and proposed implementation of the NPSCD. The Municipal Governments bring needed resources to the SCD process. In addition to expanded functions under public health, municipal policies, spatial planning and building inspectorate, school repairs, cemeteries, and crematoria. They will take on new responsibilities in the areas of welfare and social services, community centre repair, civil society participation, economic research and planning, local economic development (LED) among others. Their Municipal Development Plans (MDPs) and LED Plans and the work of the various Municipal sub-committees on health, social services, culture, economic development and the like, would be important resources for the development of community strategic plans and on-going support in building local communities. In addition, the MCDCA resources, intimacy and structures at the community level will be critical resources to the LGR process.