INDEPENDENT REPORTING MECHANISM (IRM):

TRINIDAD AND TOBAGO PROGRESS REPORT 2014–2015

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First Progress Report

Open Government Partnership

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TRINIDAD AND TOBAGO

PROGRESS REPORT 2014-2015

EXECUTIVE SUMMARY

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Trinidad and Tobago's first OGP action plan contained good first steps on open data and natural resource governance, although most commitments saw limited progress in the first year. The next action plan should focus on institutionalising civil society participation in the process and address additional priority topics like government procurement corruption and open budgets.

The Open Government Partnership (OGP) is a voluntary international initiative that aims to secure commitments from governments to their citizenry to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. The IRM carries out a biannual review of the activities of each OGP participating country.

Trinidad and Tobago began its formal participation in OGP in February 2012. This report covers the development and first year of implementation of the first National Action Plan, from June 2014 through 30 June 2016.

In 2013, the Government of the Republic of Trinidad and Tobago developed an inter-ministerial committee tasked with the responsibility to co-ordinate the national action plan. On 7 September 2015, Trinidad and Tobago held general elections that resulted in a change of government. One major step forward in this process was that the new administration included open government as a specific item of responsibility in the schedule of the Ministry of Public Administration. However, this Ministry had little legal power to enforce policy changes by other agencies within government.

OGP PROCESS

Countries participating in OGP follow a process for consultation during development of their OGP action plan and during implementation.

The government conducted limited consultations to develop Trinidad and Tobago's national action plan over a two-week period, with most activity concentrated in four days. Given the short consultation period, according to the government, the process was rushed and limited to a few participants outside of government. The action plan's commitments reflect limited external involvement of nongovernmental participants. Although lack of engagement continued during the first year of implementation for most of the commitments,

AT A GLANCE

MEMBER SINCE: **2012**
NUMBER OF COMMITMENTS: **13**

LEVEL OF COMPLETION

COMPLETED:	0
SUBSTANTIAL:	2 (15 %)
LIMITED:	8 (62 %)
NOT STARTED:	2 (15 %)
UNCLEAR:	1 (8%)

TIMING

ON SCHEDULE:	2 (15 %)

COMMTIMENT EMPHASIS

ACCESS TO INFORMATION:	10 (77 %)
CIVIC PARTICIPATION:	1 (8 %)
ACCOUNTABILITY:	3 (23 %)
TECH & INNOVATION FOR TRANSPARENCY & ACCOUNTABILITY:	6 (46 %)
UNCLEAR:	1 (8%)

NUMBER OF COMMITMENTS WITH

CLEAR RELEVANCE TO AN OGP VALUE:	13 (100 %)
TRANSFORMATIVE POTENTIAL IMPACT:	1 (8%)
SUBSTANTIAL OR COMPLETE IMPLEMENTATION:	2 (15 %)
ALL THREE (✪) :	0

civil society expressed a growing interest in participating in the implementation of commitments.

At the time of writing, the Government of the Republic of Trinidad and Tobago had not officially submitted a self-assessment report.

COMMITMENT IMPLEMENTATION

As part of OGP, countries are required to make commitments in a two-year action plan. The final version of Trinidad and Tobago's first plan contained 13 commitments under four themes. The following tables summarise each commitment, its level of completion, its ambition, whether it falls within the planned schedule, and the key next steps for the commitment in future OGP action plans.

The action plan did not contain any starred commitments. Starred commitments are measurable, clearly relevant to OGP values as written, of transformative potential impact, and substantially or completely implemented. Note that the IRM updated the star criteria in early 2015 in order to raise the bar for model OGP commitments. Under the old criteria, the plan would have received one star for Commitment 2.4 to create an interactive open government portal. See (http://www.opengovpartnership.org/node/5919) for more information.

Table 1 | Assessment of Progress by Commitment

COMMITMENT SHORT NAME	POTENTIAL IMPACT				LEVEL OF COMPLETION				TIMING
	NONE	MINOR	MODERATE	TRANSFORMATIVE	NOT STARTED	LIMITED	SUBSTANTIAL	COMPLETE	
1: Public Service Improvement									
1.1. Public agency service quality: Ensure that 40 per cent of Public Service Agencies have attained the Diamond Standard Certification.	■	■			■	■			
1.2. Human resource capacity in public service: Develop a strategic plan, a Change Management Plan, and an ICT Plan in four agencies and a Competency Framework policy and system.	■	■			■	■			
1.3. Pilot Project for the "Easier Life for Citizens" Index: Develop a comparable tool to assess the quality of public services delivered to citizens across Latin America and the Caribbean.	■	■			■	■			Behind schedule
1.4. Government interactive media platform: Develop interactive media on Government processes and programs to better inform the public about services, requirements and access.	■	■			■	■			

COMMITMENT SHORT NAME	POTENTIAL IMPACT				LEVEL OF COMPLETION				TIMING
	NONE	MINOR	MODERATE	TRANSFORMATIVE	NOT STARTED	LIMITED	SUBSTANTIAL	COMPLETE	
1.5. Contact centre for national scholars: Provide a virtual call centre for national scholar services.	■	■			Unable to tell				Behind Schedule
2: Access to Information									
2.1. Data Standards Policy: Adopt data standards and classification frameworks, through a multi-stakeholder consultative process.	■	■	■		▨	▨			Behind schedule
2.2. Data sets in open formats: Conduct an Open Data Readiness Assessment with a view to releasing at least six data sets in a machine readable format.	■	■			▨	▨	▨		On schedule
2.3. Diagnostic review of public information needs: Conduct a public consultation to identify critical data problems and gaps and deliver a report.	■	■				▨			Behind schedule
2.4. Interactive open government portal: Create an easily accessible portal, with a platform for open data and an interface for feedback from the public.	■	■	■		▨	▨	▨		On schedule
3: Governance									
3.1. Civil Society Board: Establish a mechanism for adequate representation of Civil Society organisations to provide regular feedback on public policy decision making.	■	■	■	■	▨	▨			Behind schedule
4: Natural Resource Governance									
4.1. Audit accounts of Ministry of Energy and Energy Affairs: Ensure by 2015 that the Ministry's accounts are audited to international standards.	■	■	■		▨	▨			Behind schedule

COMMITMENT SHORT NAME	POTENTIAL IMPACT				LEVEL OF COMPLETION				TIMING
	NONE	MINOR	MODERATE	TRANSFORMATIVE	NOT STARTED	LIMITED	SUBSTANTIAL	COMPLETE	
4.2. Public access to licenses and contracts for oil and gas explorations: Make the cadastre of licenses and contracts available the website of the Ministry of Energy and Energy Affairs.	■	■	■		■				Behind schedule
4.3. Inclusion of mineral and mining sector in Trinidad and Tobago's EITI process: Include the National Quarries Company Ltd in the EITI reporting process to cover fiscal period 2013/2014.	■	■	■		■	■			

Table 2 | Summary of Progress by Commitment

NAME OF COMMITMENT	SUMMARY
1. Public Service Improvement	
1.1. Public agency service quality • OGP value relevance: Clear • Potential impact: Minor • Completion: Limited	This commitment was a part of a pre-existing public service standards certification initiative. According to public officials, 75 services applied for certification in the first two cycles, 17 agencies published Service Charters, and 28 Service Improvement Plans were adopted. In addition, an official in the Ministry of Public Administration reported a limited number of training sessions on a new client centred approach, but did not conduct any certification audits during the period. However, the IRM researcher was unable to fully document if and when these activities occurred. Moving forward, the government should clearly define an engagement strategy on participation in public service improvements, and the participation and public accountability elements of the certification process should be implemented strictly.
1.2. Human resource capacity in public service • OGP value relevance: Unclear • Potential impact: Minor • Completion: Limited	This commitment aimed to modernise the civil service. According to public officials, five consultancies have been through the bidding process and a review of the organisational structure of one agency is currently in process. The last three targets have not been executed and all original target dates were revised to September 2017. Since this commitment has unclear relevance to OGP, the IRM researcher recommends efforts to ensure that future commitments are relevant to transparency, participation, or public accountability.
1.3. "Easier Life for Citizens" Index • OGP value relevance: Clear • Potential impact: Minor • Completion: Limited	This commitment aims to provide government with citizen feedback on the delivery of public goods and services that in the past has not been tracked or measured consistently. The government has taken some initial steps on sharing the existing public service certification criteria with the donor agency and beginning a governmental survey, but due to a change in government and realignment of ministerial portfolios, officials stated that the original end date would be after July 2016. Future action plans will need to raise awareness of this initiative, such as through brainstorming sessions with the private sector and CSOs. Additionally, once the index is operational, the government should ensure that it is used consistently to measure the quality of public service delivery. Feedback data should be open to the public.
1.4. Government interactive media platform • OGP value relevance: Clear • Potential impact: Minor • Completion: Limited	This interactive platform would move away from a repository of government information with a one-way flow of information, instead offering a platform where citizens can interact with agents. The government is in the process of collecting information, but the single official previously responsible for this commitment left government after the administration change, stalling the commitment. While this is a positive step, in the future, a clearer, streamlined strategy should be used after more in depth consultations. The IRM researcher recommends that the government institutionally mandate duties for commitments. Additionally, the government will need to use this platform effectively to ensure information reaches citizens.
1.5. Contact centre for national scholars • OGP value relevance: Clear • Potential impact: Minor • Completion: Unable to tell	National scholars receive government funding to pursue tertiary level programmes at universities nationally and abroad. However, students who are not in country face unique information access challenges. According to public officials, the Cabinet of Trinidad and Tobago approved funding for the establishment of a virtual call centre, and there was evidence of the centre's virtual portal. But the additional elements of the commitment could not be verified, such as the establishment of user panels. These are positive steps, but this commitment will not affect the more serious open government issues surrounding the programme like a lack of transparency and possible bias in awarding scholarships. Moving forward, stakeholders should consider targeting this specific issue.

NAME OF COMMITMENT	SUMMARY
2. Access to Information	
2.1. Data Standard Policy • OGP value relevance: Clear • Potential impact: Moderate • Completion: Limited	The Minister of Public Administration indicated that, instead of developing a Data Standards Policy, the iGovTT's Draft Data Classification Policy would be used and amended as necessary. There is currently no policy on open data standards, and this commitment will determine the open data standards in the future. Moving forward, more input from civil society stakeholders is required, and this commitment should be carried forward in future action plans. The IRM researcher also recommends that the government conduct public education and awareness campaigns to enhance citizen's knowledge of open data benefits, before, during and after the process of drafting an open data policy.
2.2. Data sets in open formats • OGP value relevance: Clear • Potential impact: Minor • Completion: Substantial	The Ministry of Science and Technology partnered with the World Bank to conduct the Open Data Readiness Assessment (ODRA), preparing the draft ODRA in May 2015, publishing 27 data sets at data.tt, and hosting several hackathons. Consultations were extensive. According to the draft report, the potential of open data is great. However, public officials still perceive government data to be confidential. The IRM researcher recommends more ambitious commitments on open data needs and working with external stakeholders with expertise in using government data. Such participatory activities will help connect the shorter-term goal of data availability with the larger goal of actually opening government.
2.3. Open Contracting • OGP value relevance: Clear • Potential impact: Minor • Completion: Not started	The government took no action to engage with stakeholders to determine their information needs. While this commitment is laudable, to deliver the government's information effectively and meet public needs, the government must engage stakeholders more deeply and continuously. For example, the government could commit to the participatory development of a data policy related to data needs and data, and the government could guarantee that the open data platform captures needs through feedback mechanisms. Finally, the establishment of the multi-stakeholder forum would help drive this process forward significantly.
2.4. Diagnostic review of public information needs • OGP value relevance: Clear • Potential impact: Moderate • Completion: Substantial	Public officials reported creating a portal and registering a domain, which contains ten data sets from five organisations. However, in the first quarter of 2015, a second portal launched at data.tt. This site holds a total of 29 datasets, and is much more usable. Public officials were unable to give more detail on why a separate portal achieved more progress. A centralised, functional portal would have the potential to fast-track e-government and open data reforms, while laying the groundwork for greater modernisation of the public sector. However, this commitment aimed only at the initial step of creating the portal. The government should streamline and clarify its strategies for citizens to access data and for data release.
3. Governance	
3.1 Civil Society Board (CSB) • OGP value relevance: Clear • Potential impact: Transformative • Completion: Limited	This commitment pre-dated the development of the national action plan. The process to establish the CSB started in 2011. Elections for the CSB took place on 29 September 2014 with a 12 per cent voter turnout. Both the government and civil society stakeholders experienced serious challenges in implementing this commitment. Consequently, at the time of writing this report the CSB has yet to be established. However, civil society established the alternative Association of Civil Society Organisations of Trinidad and Tobago, (ASCOTT), representing 15 sectors with 192 registered CSOs. Moving forward, the government and civil society need to rebuild their relationship, and stakeholders involved in the next plan will need to decide which space to develop and institutionalise: CSB or ASCOTT. Whichever body they develop could form the basis of the OGP multi-stakeholder consultation mechanism.

NAME OF COMMITMENT	SUMMARY
4. Access to Information	
4.1 Open Information Core Commitment • OGP value relevance: Clear • Potential impact: Moderate • Completion: Limited	The Auditor General has the responsibility for auditing the public sector, including the Ministry of Energy and Energy Affairs. However, the standards used are not consistent with international requirements. The Auditor General was unable to access data from the Board Inland Revenue (BIR), since the Inland Revenue Department (IRD) did not want to release the data to be audited. Thus, institutional secrecy and a lack of information sharing and openness is a major challenge to this process. Stakeholders who design the next action plan could consider ways of creating effecting mechanisms for public accountability, such as establishing citizen audits in this key ministry.
4.2. Consulting Canadians • OGP value relevance: Clear • Potential impact: Moderate • Completion: Not started	As of April 2014, prior to the commitment, the Ministry of Energy and Energy Affairs has a section on its website for license registers that contained three different data sets on oil and gas contract holders, petroleum sub-licenses, and quarry holders from 2010 to 2013. A TTEITI representative stated that the Ministry (whose name changed to the Ministry of Energy and Energy Industries) made information publicly available, citing a circular in 2013, which included all petroleum companies' reporting requirements. But, as of writing this report, the information on cadastre of licenses and contracts had not been updated since April 2014. First and foremost, the government should work towards complying with its EITI report recommendations on this topic. Once the government achieved these basic elements, it could move on to additional, potentially transformative innovations such as an online interactive geo-spatial platform with the same information as the registry. Examples can be drawn from Rwanda, Mozambique, and the Democratic Republic of Congo.
4.3. Consulting Canadians • OGP value relevance: Clear • Potential impact: Moderate • Completion: Limited	TTEITI's October 2012 - September 2013 report found that the mining sector required substantial capacity-building to attain the international standard to participate in the EITI reporting process. This commitment focused on that capacity-building. A mini scoping study was completed by the targeted date, but the results are not public. Consulted officials reported three capacity-building workshops with the mining sector after the target dates in 2015, but the IRM researcher could not confirm that these events occurred, as TTEITI's website for capacity-building has not been updated since 2012. Finally, the Memorandum of Understanding with the national mining company has not been established. Given the context of the mining and mineral sector in Trinidad and Tobago, a more transformative effort is needed in this sector. For example, the government should mandate that companies, including private companies, openly publish their audited accounts; work towards regularising all companies operating with expired licenses, and establish participatory channels to work with key stakeholders; and consider publishing annual licenses for companies involved in the mining and mineral sectors on an online platform.

RECOMMENDATIONS

Beginning in 2014, all OGP IRM reports include five key recommendations about the next OGP action planning cycle. Governments participating in OGP will be required to respond to these key recommendations in their annual self-assessments. These recommendations follow the 'SMART' logic: they are Specific, Measurable, Answerable, Relevant, and Timebound.

OGP principles of transparency, accountability, and public participation are relevant to the political context of Trinidad and Tobago, especially in regards to budget transparency, procurement corruption, whistle-blower protection, and natural resources. Given these findings, the IRM researcher presents the following key recommendations.

TOP FIVE 'SMART' RECOMMENDATIONS
1. Establish an effective stakeholder consultation mechanism to develop the next plan and to oversee commitment implementation with a wide spectrum of participation, following the OGP guidelines.
2. Collaborate with CSOs to develop a Trinidad and Tobago open government portal.
3. Ensure that career civil servants have primary responsibility for the commitments in the next plan.
4. Formalise and strengthen TTEITI's involvement with the national OGP process to design and to implement more ambitious commitments on natural resource governance.
5. Prioritise open budget and procurement commitments in the next action plan and use international best practices and guidance to design ambitious, measurable commitments.

ELIGIBILITY REQUIREMENTS

To participate in OGP, governments must demonstrate commitment to open government by meeting minimum criteria on key dimensions of open government. Third-party indicators are used to determine country progress on each of the dimensions. For more information, see Section IX on eligibility requirements at the end of this report or visit: http://www.opengovpartnership.org/how-it-works/eligibility-criteria.

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The Open Government Partnership (OGP) aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. OGP's Independent Reporting Mechanism assesses development and implementation of national action plans to foster dialogue among stakeholders and improve accountability.

I | NATIONAL PARTICIPATION IN OGP

HISTORY OF OGP PARTICIPATION

The Open Government Partnership (OGP) is a voluntary, multi-stakeholder international initiative that aims to secure concrete commitments from governments to their citizenry to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. OGP provides an international forum for dialogue and sharing among governments, civil society organizations, and the private sector, all of which contribute to a common pursuit of open government.

Trinidad and Tobago began its formal participation in February 2012, when the Honorable Dr Surujrattan Ramberchan, Minister of Foreign Affairs and Communication, declared on behalf of the Government of the Republic of Trinidad and Tobago the country's intention to participate in the initiative.[1]

In order to participate in OGP, governments must exhibit a demonstrated commitment to open government by meeting a set of (minimum) performance criteria on key dimensions of open government that are particularly consequential for increasing government responsiveness, strengthening citizen engagement, and fighting corruption. Objective, third-party indicators are used to determine the extent of country progress on each of the dimensions. See "Section IX: Eligibility Requirements" for more details.

All OGP participating governments develop OGP country action plans that elaborate concrete commitments over an initial two-year period. Action plans should set out governments' OGP commitments, which move government practice beyond its current baseline. These commitments may build on existing efforts, identify new steps to complete on-going reforms, or initiate action in an entirely new area.

Trinidad and Tobago developed its national action plan from May 2013 to August 2014. The action plan was submitted in August 2014. The effective period of implementation was officially 1 July 2014 through September 2016. However, the Cabinet (the executive arm of the government) did not approve the national action plan until October 2014. The actual implementation period for action plan was October 2014 through 31 July 2016. At the time of writing this report, the government had not published a self-assessment report.

BASIC INSTITUTIONAL CONTEXT

In 2013, the Government of the Republic of Trinidad and Tobago developed an inter-ministerial committee tasked with the responsibility to co-ordinate the national action plan. The Ministry of Public Administration is the lead agency co-ordinating the implementation of Trinidad and Tobago's OGP commitments. However, this Ministry had little legal power to enforce policy changes by other agencies within government. Its mandate largely is to improve public service delivery and to engage in public sector reform, but it does not have the ability to compel other agencies to enter into commitments. As a result of its limited mandate, the action plan is heavily oriented to public service delivery.

Trinidad and Tobago has a Westminster/Whitehall parliamentary system of government. The executive roles of head of state and head of government are placed in two separate offices. The prime minister is the head of government responsible for the operational activities of government, while the president is a ceremonial head of state. The president appoints Cabinet members after being selected by the prime minister. Cabinet members are either senators or members of parliament in the legislature. Trinidad and Tobago also has a local government system that enjoys limited autonomy from the central government. Tobago enjoys moderate autonomy from the central government in its operational activities, but it depends on the central government for budgetary

allocations. From June 2010 to September 2015 the central government established a Ministry of Tobago Development. The relationship between the Tobago House of Assembly, the local body responsible for operational activities in Tobago, and the Ministry of Tobago Development is ambiguous.

While open government responsibilities operationally have been placed in a number of ministries, it was not a specified in the official allocations of responsibilities to government ministries from May 2010 to September 2015. This indicates the level of attention that open government initiatives received.

On 7 September 2015, Trinidad and Tobago held general elections that resulted in a change of government from the People's Partnership, a coalition government that had been in government for the past five years, to the People's National Movement (PNM) administration. The new administration reduced the size of the cabinet from 31 to 22 government ministries and re-allocated responsibilities. One major step forward in this process was including open government as a specific item of responsibility in the schedule of the Ministry of Public Administration.[2] Other important changes to the cabinet included removing the Ministry of Science and Technology and allocating its responsibilities to the Ministry of Public Administration. The Ministry of National Diversity and Social Integration was removed and the Office of the Prime Minister (OPM) absorbed its responsibilities. The Ministry of Energy and Energy Affairs was renamed the Ministry of Energy and Energy Industries.

METHODOLOGICAL NOTE

The IRM collaborates with experienced, independent national researchers to author and disseminate reports for each OGP-participating government. In Trinidad and Tobago, the IRM collaborated with Josh Drayton, of the University of the West Indies, St. Augustine Campus, who evaluated the development and implementation of the country's first action plan. Because no self-assessment report was submitted, the IRM researcher depended on interviews with officials of the lead agency, the views of civil society, and the views of other stakeholders. OGP staff and a panel of experts reviewed the report.

To gather the voices of multiple stakeholders, the IRM researcher organised one stakeholder focus group with civil society in Trinidad and Tobago. The IRM researcher also conducted telephone interviews and held meetings with other stakeholders, including public officials. In addition to stakeholder meetings and interviews, the IRM researcher reviewed documents provided by public officials and civil society. Throughout this report, the IRM researcher refers to these documents.

The IRM researcher provided summaries of the forums and more detailed explanations in the Annex.

[1] Minister of Foreign Affairs and Communications Dr. Surujrattan Rambachan, letter of intent to join the Open Government Partnership (OGP), 22 February 2012, http://bit.ly/1pdtjQn
[2] Ministry of Works and Transport, "Assignment of Responsibility for the Ministry of Works and Transport," Trinidad and Tobago Gazette, Volume 54, No. 97, 23 September 2015, 1107, http://bit.ly/1pdtwD7

II | PROCESS: ACTION PLAN DEVELOPMENT

The government conducted limited consultations to develop Trinidad and Tobago's national action plan over a two-week period, with most activity concentrated in four days. Given the short consultation period, according to the government, the process was rushed and limited to a few participants outside of government. The action plan's commitments reflect limited external involvement of nongovernmental participants.

Countries participating in OGP follow a set process for consultation during development of their OGP action plan. According to the OGP Articles of Governance, countries must:

- Make the details of their public consultation process and timeline available (online at minimum) prior to the consultation;

- Consult widely with the national community, including civil society and the private sector; seek out a diverse range of views; and, make a summary of the public consultation and all individual written comment submissions available online;

- Undertake OGP awareness-raising activities to enhance public participation in the consultation;

- Consult the population with sufficient forewarning and through a variety of mechanisms—including online and in-person meetings—to ensure the accessibility of opportunities for citizens to engage.

A fifth requirement, during consultation, is set out in the OGP Articles of Governance. This requirement is in Section III on consultation during implementation:

- Countries are to identify a forum to enable regular multi-stakeholder consultation on OGP implementation—this can be an existing entity or a new one.

This is discussed in the next section, but evidence for consultation before and during implementation is included here and in Table 1, for ease of reference.

Table 1 | Action Plan Consultation Process

PHASE OF ACTION PLAN	OGP PROCESS REQUIREMENT (ARTICLES OF GOVERNANCE SECTION)	DID THE GOVERNMENT MEET THIS REQUIREMENT?
During Development	Were timelines and process available prior to consultation?	Yes
	Was the timeline available online?	No
	Was the timeline available through other channels?	Yes
	Was there advance notice of the consultation?	Yes
	How many days of advance notice were provided?	14
	Was this notice adequate?	Yes
	Did the government carry out awareness-raising activities?	No
	Were consultations held online?	No
	Were in-person consultations held?	Yes
	Was a summary of comments provided?	No
	Were consultations open or invitation-only?	Invitation-only
	Place the consultations on the IAP2 spectrum.[1]	Consult
During Implementation	Was there a regular forum for consultation during implementation?	No

ADVANCE NOTICE AND AWARENESS-RAISING

The government provided two weeks of advance notice for participants to attend the consultations. The government provided the IRM researcher with a draft invitation dated 16 June 2014 and an example email sent 23 June 2014, for the consultations to be held between 30 June and 3 July 2014. Government did not engage in broader awareness-raising or public education activities beyond the invitation sent to stakeholders.

DEPTH AND BREADTH OF CONSULTATION

The government carried out the consultation in themes similar to the final national action plan: public services, access to information and open data, governance, and natural resource governance.

In most instances, stakeholders invited to participate were primarily public officials, although a number of representatives from the private sector and civil society also participated. For example, civil society representation was stronger in the natural resource governance consultations because the Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI) has an established multi-stakeholder group comprising government, civil society, and industry representatives where each sector is an equal partner in the decision making process. Similarly, the open data attendees included representatives from the Ministry of Science and Technology, iGovTT (a state agency), Trinidad and Tobago Coalition for Service Industries (a private sector association), Arthur Lok Jack Graduate School of Business (academic), FIRST (a private sector company), Trinidad and Tobago Chamber of Industry and Commerce, all located within or near the capital city of Port of Spain. The government provided documentation of the schedule and the attendees to the IRM researcher.

Participants considered the process meaningful. However, civil society was included in this process only minimally, and civil society leaders provided feedback indicating that they lacked awareness of

the OGP and the national action plan of Trinidad and Tobago. In addition, the consultation process and the development of the plan were rushed, since the action plan was not drafted within the deadline of 1 July 2014. As such, many of the components of Trinidad and Tobago's commitment to OGP principles of participation and co-creation were not fully observed.

[1] "IAP2 Spectrum of Political Participation," International Association for Public Participation, http://bit.ly/1kMmlYC
[2] "Trinidad-Tobago-Public-IRM-Documentation," Google Drive, http://bit.ly/1QMfB1k
[3] "Trinidad-Tobago-Public-IRM-Documentation," http://bit.ly/1QMfB1k

III | PROCESS: ACTION PLAN IMPLEMENTATION

Despite the excellent opportunity for co-creation that the OGP offered, the government did not engage stakeholders fully in the development of the action plan. Lack of engagement continued during the first year of implementation for most of the commitments.

As part of their participation in OGP, governments commit to identify a new or existing forum to enable regular multi-stakeholder consultation on OGP implementation. However, Trinidad and Tobago did not establish a multi-stakeholder forum responsible for overseeing the implementation of the national action plan.

Still, based on interviews conducted with stakeholders, there is a growing interest in participating in the implementation of commitments. The IRM researcher notes that the OGP addresses crosscutting issues that interest civil society organisations (CSOs) like governance, accountability, access to information,

and transparency. Civil society representatives have indicated interested in forming a review committee to oversee the implementation of all of the commitments in this action plan.

Officials from the Ministry of Public Administration supported civil society's idea and expressed interest in increasing stakeholder engagement over the next year. Public officials stated that this process was new and that they learned and overcame some challenges over the past year that they hope not to encounter in the second year of implementation. This is a positive step forward in the right direction by all stakeholders.

IV | ANALYSIS OF ACTION PLAN CONTENTS

All OGP-participating governments develop OGP country action plans that elaborate concrete commitments over an initial two-year period. Governments begin their OGP country action plans by sharing existing efforts related to open government, including specific strategies and ongoing programmes. Action plans then set out governments' OGP commitments, which stretch practice beyond its current baseline. These commitments may build on existing efforts, identify new steps to complete ongoing reforms, or initiate action in an entirely new area.

Commitments should be appropriate to each country's unique circumstances and policy interests. OGP commitments should also be relevant to OGP values laid out in the OGP Articles of Governance and Open Government Declaration signed by all OGP participating countries. The IRM uses the following guidance to evaluate relevance to core open government values.

ACCESS TO INFORMATION

Commitments around access to information:

- Pertain to government-held information, as opposed to only information on government activities. As an example, releasing government-held information on pollution would be clearly relevant, although the information is not about "government activity" per se;

- Are not restricted to data but pertain to all information. For example, releasing individual construction contracts and releasing data on a large set of construction contracts;

- May include information disclosures in open data and the systems that underpin the public disclosure of data;

- May cover both proactive and/or reactive releases of information;

- May cover both making data more available and/or improving the technological readability of information;

- May pertain to mechanisms to strengthen the right to information (such as ombudsmen's offices or information tribunals);

- Must provide open access to information (it should not be privileged or internal only to government);

- Should promote transparency of government decision making and carrying out of basic functions;

- May seek to lower cost of obtaining information; and,

- Should strive to meet the Five Star for Open Data design (http://5stardata.info/).

CIVIC PARTICIPATION

Commitments around civic participation may pertain to formal public participation or to broader civic participation. They generally should seek to "consult," "involve," "collaborate," or "empower," as explained by the International Association for Public Participation's Public Participation Spectrum (http://bit.ly/1kMmlYC).

Commitments addressing public participation:

- Must open decision making to all interested members of the public; such forums are usually "top-down" in that they are created by government (or actors empowered by government) to inform decision making throughout the policy cycle;

- Can include elements of access to information to ensure meaningful input of interested members of the public into decisions; and,

- Often include the right to have your voice heard but do not necessarily include the right to be a formal part of a decision making process.

Alternately, commitments may address the broader operating environment that enables participation in

civic space. Examples include but are not limited to the following:

- Reforms increasing freedoms of assembly, expression, petition, press, or association;
- Reforms on association including trade union laws or NGO laws; and,
- Reforms improving the transparency and process of formal democratic processes such as citizen proposals, elections, or petitions.

The following commitments are examples of commitments that would not be marked as clearly relevant to the broader term, civic participation:

- Commitments that assume participation will increase due to publication of information without specifying the mechanism for such participation (although this commitment would be marked as "access to information");
- Commitments on decentralisation that do not specify the mechanisms for enhanced public participation; and,
- Commitments that define participation as interagency co-operation without a mechanism for public participation.

Commitments that may be marked of "unclear relevance" also include mechanisms in which participation is limited to government-selected organisations.

PUBLIC ACCOUNTABILITY

Commitments improving accountability can include:

- Rules, regulations, and mechanisms that call upon government actors to justify their actions, act upon criticisms or requirements made of them, and accept responsibility for failure to perform with respect to laws or commitments.

Consistent with the core goal of open government, to be counted as "clearly relevant," commitments must include a public-facing element, meaning that they are not purely internal systems of accountability. While such commitments may be laudable and may meet an OGP grand challenge, as articulated they do not meet the test of "clear relevance" due to their lack of openness. Where such internal-facing mechanisms are a key

part of government strategy, it is recommended that governments include a public facing element such as:

- Disclosure of non-sensitive metadata on institutional activities (following maximum disclosure principles);
- Citizen audits of performance; and,
- Citizen-initiated appeals processes in cases of non-performance or abuse.

Strong commitments around accountability ascribe rights, duties, or consequences for actions of officials or institutions. Formal accountability commitments include means of formally expressing grievances or reporting wrongdoing and achieving redress. Examples of strong commitments include the following:

- Improving or establishing appeals processes for denial of access to information;
- Improving access to justice by making justice mechanisms cheaper, faster, or easier to use;
- Improving public scrutiny of justice mechanisms; and,
- Creating public tracking systems for public complaints processes (such as case tracking software for police or anti-corruption hotlines).

A commitment that claims to improve accountability, but assumes that merely providing information or data without explaining what mechanism or intervention will translate that information into consequences or change, would not qualify as an accountability commitment. See http://bit.ly/1oWPXdl for further information.

TECHNOLOGY AND INNOVATION FOR OPENNESS AND ACCOUNTABILITY

OGP aims to enhance the use of technology and innovation to enable public involvement in government. Specifically, commitments that use technology and innovation should enhance openness and accountability by:

- Promoting new technologies that offer opportunities for information sharing, public participation, and collaboration;
- Making more information public in ways that enable people to understand what their governments do

and to influence decisions; and,

- Working to reduce the costs of using technologies.

Additionally, commitments that will be marked as technology and innovation:

- May commit to a process of engaging civil society and the business community to identify effective practices and innovative approaches for leveraging new technologies to empower people and to promote transparency in government;

- May commit to supporting the ability of governments and citizens to use technology for openness and accountability; and,

- May support the use of technology by government employees and citizens alike.

Not all e-government reforms improve openness of government. An e-government commitment needs to articulate how it enhances at least one of the following: access to information, public participation, or public accountability.

KEY VARIABLES

Recognizing that achieving open government commitments often involves a multi-year process, governments should attach time frames and benchmarks to their commitments that indicate what is to be accomplished each year, whenever possible. This report details each of the commitments that Trinidad and Tobago included in its action plan and analyses them for the first year of implementation.

While most indicators used to evaluate each commitment are self-explanatory, a number deserve further detail.

- Specificity: The IRM researcher first assesses the level of specificity and measurability with which each commitment or action was framed. The options are as follow:

  o High (Commitment language provides clear, measurable, verifiable milestones for achievement of the goal)

  o Medium (Commitment language describes activity that is objectively verifiable, but does not contain clearly measurable milestones or deliverables)

  o Low (Commitment language describes activity that can be construed as measurable with some interpretation on the part of the reader)

  o None (Commitment language contains no verifiable deliverables or milestones)

- Relevance: The IRM researcher evaluated each commitment for its relevance to OGP values and OGP grand challenges.

  o OGP values: To identify OGP commitments with unclear relationships to OGP values, the IRM researcher made a judgment from a close reading of the commitment's text. This judgment reveals commitments that can better articulate a clear link to fundamental issues of openness.

- Potential impact: The IRM researcher evaluated each commitment for how ambitious commitments were with respect to new or pre-existing activities that stretch government practice beyond an existing baseline.

  o To contribute to a broad definition of ambition, the IRM researcher judged how potentially transformative each commitment might be in the policy area. This is based on the IRM researcher's findings and experience as a public policy expert. To assess potential impact, the IRM researcher identifies the policy problem, establishes a baseline performance level at the outset of the action plan, and assesses the degree to which the commitment, if implemented, would impact performance and tackle the policy problem.

All of the indicators and the method used in the IRM research can be found in the IRM Procedures Manual, available at http://www.opengovpartnership.org/about/about-irm.

One indicator is particularly interesting to readers and useful for encouraging a race to the top between OGP participating countries: the starred commitment. Starred commitments are considered to be exemplary OGP commitments. To receive a star, a commitment must meet several criteria:

1. It must be specific enough that a judgment can be made about its potential impact. Starred commitments will have medium or high specificity.

2. The commitment's language should make clear its relevance to opening government. Specifically, it must relate to at least one of the OGP values of access to information, civic participation, or public accountability.

3. The commitment would have a transformative potential impact if completely implemented.

4. The commitment must see significant progress during the action plan implementation period, receiving a ranking of substantial or complete implementation.

Based on these criteria, Trinidad and Tobago's action plan did not contain any starred commitments.

Note that the IRM updated the star criteria in early 2015 to raise the bar for model OGP commitments. Under the old criteria, a commitment received a star if it was measurable, clearly relevant to OGP values as written, of moderate or transformative potential impact, and substantially or completely implemented. Based on the old criteria, the action plan would have received one starred commitment:

- 2.4: To create an interactive open government portal

Finally, the graphs in this section present an excerpt of the wealth of data the IRM collects during its progress-reporting process. For the full dataset for Trinidad and Tobago, and all OGP participating countries, see the OGP Explorer.[1]

GENERAL OVERVIEW OF THE COMMITMENTS

The National Action Plan of Trinidad and Tobago was aligned with the Government National Framework for Sustainable Development 2010, which included people-centred development, poverty eradication, social justice, national and personal security information, communication technologies, a more diversified knowledge-intensive economy, good governance, and foreign policy. Given the limited involvement of civil society groups, it is clear that the government's interest was advanced in most commitments with the exception of the Natural Resource Governance theme, as described above in Section II.

This action plan is the second of two versions that were developed after consultations. The first version of the action plan included six thematic areas, but two themes were removed: public procurement and budget transparency. A government official provided limited information about this process at one of the meetings with the IRM researcher, but overall the process for the removal of these two areas was unclear.

Furthermore, the two removed areas received much public attention over the past two years. They both had the potential to transform the policy environment in the country and to bring about major changes to enhance accountability and transparency. For example, one of the major civil society groups at the helm of public procurement issues in Trinidad and Tobago, the Joint Consultative Committee (JCC), wrote to the Minister of Planning and the Economy on a number of occasions pressing for the reform of the public procurement system in Trinidad and Tobago.[2] Similarly, the intention to include civil society in the budgetary process would have built on previous important government activity, as captured in the Minister of Finance Winston Dookeran's statement at the Budget Engagement workshop with CSOs held in July of 2010:

> Civil society plays an important role in the development of the country as they come from all levels of the community and the value which they bring to the budgetary process is important….the articulation of people's values, ideas and proposals coming out of the budgetary process will give Government the direction it needs to proceed in the future.[3]

Thus, the Trinidad and Tobago national action plan sets out four thematic areas with a total of 13 commitments. Summaries of each appear below:

- **Public service improvement:** This thematic area is concerned primarily with developing the capacity of the public sector and relevant agencies to deliver quality services to the public. This theme's five commitments include certifying 75 public service agencies; developing human resource capacity in four public agencies; developing a pilot research instrument to assess the quality of public service delivery; creating an interactive media platform for citizens to better access government services; and

establishing a virtual contact centre for national scholars.

- **Access to information:** This thematic area focuses on open data initiatives that foster innovation and new opportunities for social and economic development. The four commitments are adopting a data standards and classification framework; conducting an open data readiness assessment; reviewing public information needs; and creating an open data government portal.

- **Governance:** The action plan defines governance as, "The mechanism that allows a more open relationship between government and society at large." This thematic area has a single commitment to create a civil society board for government to gain feedback on policy activities.

- **National resource governance:** Building on the definition above for governance, this thematic area focuses on the management, accountability systems, and openness of natural resources. Commitments in this section include auditing the accounts of the Ministry of Energy to international standards; publishing the cadastre of licenses and contracts for the exploitation and production of oil and gas; and including the minerals sector in the Extractive Industries Transparency Initiative (EITI) Reporting mechanism.

In the following subsections, the IRM researcher analysed each of the 13 commitments under the four thematic areas stated above. While most commitments have milestones, the IRM researcher analysed each commitment as a whole and will refer to milestones that are either completed or in progress. The aggregate evaluations are for each commitment, under the four areas of specificity, OGP value relevance, potential impact, and completion.

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[1] The OGP Explorer provides the OGP community—civil society, academics, governments, and journalists—with easy access to the wealth of data that OGP has collected. "OGP Explorer," OGP, http://bit.ly/1KE2WII

[2] "JCC Policy Initiatives: PUBLIC PROCUREMENT," Joint Consultative Council for the Construction Industry, http://www.jcc.org.tt/policy.htm

[3] Ministry of Finance, "Civil Society Meets Finance Minister to Discuss Upcoming Budget," media release, Ministry of Finance, 13 July 2010, http://bit.ly/1QSePN0

1 | PUBLIC SERVICE IMPROVEMENT
1.1: TO CERTIFY PUBLIC AGENCIES' SERVICE QUALITY

Status quo or problem/issue to be addressed: *Lack of trust and confidence in Government leadership and in the public service.*

Main Objective: *To ensure that 40 percent of Public Service Agencies have attained the Trinidad and Tobago Diamond Standard Certification (TTDS) namely Health, Education, Transportation, National Security, Works and Infrastructure and Trade service agencies*

Milestones:

1. *75 Service Agencies signed up for the TTDS*

2. *Services charters are made public*

3. *Improvement plans adopted*

4. *Certification audits conducted*

Responsible Institution: Ministry of Public Administration

Supporting Institution(s): 75 Public Service Agencies, independent advisory panel with representatives from civil society

Start Date: September 2014   End Date: June 2016

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗			✗			✗				✗		

WHAT HAPPENED?

This commitment was a part of a pre-existing initiative, the Gold to Diamond Standard Certification launched on 24 June 2013. The programme intended to enhance public service delivery and performance by defining standards of performance, focusing on citizens as customers, having more professionally trained public officials, and using the "whole of government" approach.[1]

To be certified, public agencies must fulfil the Diamond Standard Certification.[2] Public agencies having a customer-focused culture: engaging with customers and staff, simple business processes, high quality service delivery, openness and transparency, using continuous feedback to improve and innovate technology use, and delivering results to citizens.

According to public officials involved in the implementation of this commitment, 20 services applied for certification in the first cycle and another 55 agencies signed up for Trinidad and Tobago Diamond Standard (TTDS) in the second cycle.[3] The government reported that a total of 17 agencies published Service Charters,

and 28 Service Improvement Plans were adopted. These activities would represent substantial completion of the first two milestones, although the IRM researcher was unable to fully document if and when they occurred.

A public official in the Ministry of Public Administration reported that there have been a limited number of training sessions geared at educating various levels of staff in the public service of this new client centred approach. The government did not conduct any certification audits during the period. The above information could not be verified with evidence online.

Thus, overall, the level of completion of this commitment is limited.

DID IT MATTER?

In the past, feedback on the public sector's service delivery has been primarily negative.[4] This commitment seeks to build a capacity of public agencies to deliver public goods and services efficiently and effectively. It also incorporates elements of public accountability where citizens participate in providing feedback to the public sector.

The certification of public agencies is the first step in a wider process to change the culture and operations of the public sector in Trinidad and Tobago. According to one public official, open government is an opportunity to shift the culture in the public service to enhance service delivery. However, without enhanced civic participation, this commitment is unlikely to foster trust and confidence in government public service. While civil society stakeholders expressed interest in the overall national action plan, the IRM researcher notes that no specific feedback on this commitment was provided other than from public officials. While this is a positive step in the right direction, the potential impact of this commitment is minimal at best.

MOVING FORWARD

Moving forward with this commitment, government officials recognised that this commitment received very little input from civil society. There is a need to engage civil society and the private sector to, firstly, raise their awareness of this initiative and secondly, to ascertain in what ways their needs and interests can be achieved. Based on this context, the IRM researcher recommends that:

- A clearly defined engagement strategy on participation in public service improvement be drafted and commitments could be agreed upon by 31 March 2016, although it would require a significant effort to gain the input of civil society and the private sector in all future certifications.

- The TTDS is followed strictly and implemented to facilitate user panels comprising civil society. Other nongovernmental stakeholders are involved in monitoring and providing feedback on the delivery of public services.

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[1] The government uses Whole of Government Approach as an integrated approach to respond to citizen issues. While initiatives can be formal or informal, the main focus is improving the government service delivery. Connecting Government: Whole of government responses to Australia's priority challenges, "1. The Whole of Government Challenge," Australian Government, http://bit.ly/1QSf2jn

[2] "Trinidad & Tobago Diamond Standard," Diamond Standard, http://bit.ly/1pC7t9D

[3] A cycle refers to a period of training or a cohort.

[4] Market and Opinion Research International (MORI) Caribbean Limited (February 2010) revealed that 53 per cent of citizens describe the Public/Civil Service as delivering poor service, 49 per cent of citizens describe the Service as slow; 33 per cent describe the Service as corrupt; 31 per cent describe the Service as unsatisfactory; 27 per cent describe the Service as impolite; 18 per cent describe the Service as inadequate; 14 per cent describe the Service as unaccountable; and 11 per cent describe the Service as efficient. The image of public officers was similarly negative. Ministry of Public Administration, "Green Paper: Transforming the Civil Service: Renewal and Modernisation," Government of the Republic of Trinidad and Tobago, 25 May 2011, 11, http://bit.ly/1Um2Agn

1.2: TO DEVELOP HUMAN RESOURCE MANAGEMENT CAPACITY IN THE PUBLIC SERVICE

Status quo or problem/issue to be addressed: *Given the outdated HR structures and practices, there is a need to develop Human Resource Management capacity to meet present public sector requirements to improve service delivery.*

Main Objective: *To develop a strategic planning document, a Change Management Plan, and an ICT Plan in 4 public agencies and to develop a Competency Framework policy and system.*

Milestones:

1. *Bidding process to engage consultancy firms*

2. *Design phase (strategic planning and processes redesign) concluded in 4 ministries*

3. *Transition Plan implemented*

4. *Competency Policy Framework and System documents are delivered by consultant*

5. *Competency Policy Framework and System piloted in 2 agencies*

Responsible Institution: Strategic Human Resources Management Council

Supporting Institution(s): Localised Human Resource Units within various government ministries; Productivity Council; Human Resource Association of Trinidad and Tobago (NGO+ Professional Association)

Start Date: September 2014   End Date: March 2016

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	Unclear					✗				✗		

WHAT HAPPENED?

On 25 May 2011, the Government of Trinidad and Tobago published a green paper titled, "Transforming the Civil Service: Renewal and Modernisation."[1] It outlines six key areas that should be strengthened in the civil service, including the renewal and strengthening of the human resource management (HRM) system. This report outlined the weakness in the HRM systems in the civil service including human resource capacity, legal framework, policies and procedures, organisational operations, and civil service compensation. This commitment aligned to the reform initiatives of the green paper.

According to public officials interviewed, five consultancies have been through the bidding process and a review of the organisational structure of one agency is currently in process. The last three targets have not been executed yet. All original target dates were revised to reflect a final end date of September 2017.

DID IT MATTER?

The relevance of this commitment to OGP is unclear. The human resource challenge within the public sector in Trinidad and Tobago stems from a lack of skills, as current skills do not match citizen demands.[2] Central agencies also have a shortage of qualified persons, causing bottlenecks in complex processes.[3] The government mandated the public service to develop skills internally as well as to increase the talent pool. Given this context, the competency policy framework and systems documents aim to provide change management and ICT plans to enhance the human resources capacity of the public sector.

While this is a positive step towards enhancing the delivery of public goods and services, the IRM researcher notes that localised Human Resource Units are targeted as the main implementers in this initiative. The Public Service Commission (PSC), the sole and independent body tasked with the responsibility for recruitment, selection, termination, transfer and appointment of career public officials in Trinidad and Tobago, was not included in this initiative. Without the input, support, and commitment of the PSC, the potential impact of this commitment will be minor.

MOVING FORWARD

Since this commitment has unclear relevance to OGP, the IRM researcher suggests that stakeholders not include this commitment in future action plans. The IRM researcher instead recommends efforts to ensure that commitments in the national action plan are relevant to the principles and practices of OGP.

[1] "Green Paper: Transforming the Civil Service: Renewal and Modernisation," http://bit.ly/1Um2Agn
[2] "Green Paper: Transforming the Civil Service: Renewal and Modernisation," 12, http://bit.ly/1Um2Agn
[3] International Monetary Fund, *Trinidad and Tobago: 2014 Article IV Consultation—Staff Report; Press Release; And Statement by The Executive Director for Trinidad and Tobago* (Country report, Washington, D.C., September 2014), No. 14/271, 22, http://bit.ly/23tDkJf

1.3: TO CONDUCT A PILOT PROJECT FOR THE DEVELOPMENT AND INTRODUCTION OF A "EASIER LIFE FOR CITIZENS" INDEX

Status quo or problem/issue to be addressed: *Lack of a rigourous measurement tool to assess the quality of public services delivered to citizens.*

Main Objective: *To develop a rigourous tool to assess the quality of public services delivered to citizens that can be measured, tracked and compared across Latin American and Caribbean countries.*

Milestones:

1. *Sharing of the Trinidad and Tobago Diamond Standard Criteria with the Inter-American Development Bank*

2. *Join the IDB Advisory Group for the design of the Citizens Services Index (CSI)*

3. *Validation and adoption of methodology*

4. *Compilation of data and piloting of methodology in Trinidad and Tobago*

5. *Dissemination activities with results of the pilot project*

Responsible Institution: Ministry of Public Administration

Supporting Institution(s): Ministry of Planning and Sustainable Development;

Civil Society Board (CSB)

Start Date: September 2014   End Date: June 2016

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	✗		✗			✗				✗		

WHAT HAPPENED?

This commitment aims to provide government with citizen feedback on the delivery of public goods and services that in the past has been limited. According to public officials interviewed, this index provides the mechanism for citizens to share their views on the delivery of public services. This is also a part of the Diamond Standard public service transformation initiative, which seeks to deliver accessible, user-friendly services to the citizens of Trinidad.[1] Based on reports provided by government officials, the TTDS criteria was shared with the Inter-American Development Bank (IDB), and they have also joined the IDB Advisory Group. The methodology is being finalised. With respect to the compilation of data, correspondence was sent to the various ministries and the survey will be administered. However, until the survey has been completed, results cannot be disseminated. Due to a change in government and realignment of ministerial portfolios, officials stated that the original end date would be after July 2016.

DID IT MATTER?

The quality of public service delivery is not tracked or measured consistently. This commitment allows for the government to track its performance over time. While it is useful to measure the extent to which public services are delivered efficiently to citizens, this tool only will be effective if the feedback gathered is used. The IRM researcher believes that this commitment has the potential to help citizens track and demand better services from government agencies. The IRM researcher believes it is aligned with the OGP principle of public participation, which constitutes a positive step, yet not ambitious enough to address the broader policy issue or the quality of public service delivery.

During the development of the action plan, only government stakeholders made comments on this commitment.

MOVING FORWARD

Future action plans will need to raise civil society and the private sector's awareness of this initiative. It will be necessary to ascertain how to meet their needs and interests. The IRM researcher recommends holding a number of awareness-raising and brainstorming sessions with CSOs to gain feedback about the implementation and monitoring of this commitment. The multi-stakeholder group may be an appropriate mechanism for this.

Additionally, once the index is operational, the government should ensure that it is used consistently to measure the quality of public service delivery. Feedback data should be open and accessible to the public.

Finally, due to their similarities, this commitment could be combined with the activities under Commitment 1.1.

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[1] Diamond Standard Trinidad and Tobago, http://www.mpa.gov.tt/diamond/

1.4: DEVELOPMENT OF A GOVERNMENT INTERACTIVE MEDIA PLATFORM

Status quo or problem/issue to be addressed: *The public lacks sufficient and timely information regarding the requirements to access public services, and about their rights and obligations.*

Main Objective: *To develop interactive media on Government business processes and programs in order to better inform the public of the services available, requirements and process to access them. A total of 50 Public Services Agencies will participate in this exercise particularly those that citizens do business with on a regular basis such as Passport services, Licensing services, Registration of births and deaths, to name just a few.*

Milestones:

1. *Draft a Call for Expression of Interest*

2. *Receive Expressions of Interest*

3. *Award projects*

4. *Develop interactive media*

5. *Make interactive media publicly available*

Responsible Institution: Ministry of Public Administration

Supporting Institution(s): Pilot agencies under the Diamond Standard; Government Information Services Limited; Ministry of Communication; Ministry of Science and Technology; entrepreneurs and volunteers; Trinidad and Tobago Coalition of Service Industries (film agencies)

Start Date: September 2014   End Date: July 2015

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	✗			✗		✗				✗		

WHAT HAPPENED?

This commitment aims to transform the public sector of Trinidad and Tobago using the Trinidad and Tobago Diamond Standard (TTDS). Prior to this commitment, an online platform to facilitate citizens' access to information on government process existed. This commitment seeks to align the e-government reform with the wider reform process of the TTDS by providing an interactive platform for users. The commitment moves away from a repository of government information with a one-way flow of information (accessing forms and "how to processes"), instead it offers a platform where citizens can interact with agents.

Commitment text:

The Government of Canada will work with provinces, territories, and municipalities to break down barriers to integrated, pan-Canadian open data services through the establishment of common principles, standards, and licensing across all levels of government.

...and public officials, an official who is no longer with the government due to a change in the government administration worked on this commitment. Consequently, they are in the process of collecting information on this commitment including the development of applications for agencies registered for the Diamond Programme. Once this information is collected, app development is scheduled to take place between November 2015 and May 2016.

The IRM researcher believes that depending the success of this commitment on one public official could prove to be a challenge due to stalled timeline and limited information.

the commitments so that information or progress would not be limited because one person is absent. Additionally, citizens were less engaged, so the government should deepen engagement with stakeholders over six months to achieve the impact envisaged. The government will need promote and use this media platform effectively to ensure information transcends to citizens.

DID IT MATTER?

Citizens of Trinidad and Tobago often express dissatisfaction in accessing public services, but the main complaint is about poor quality of service.[1] Citizens also are unable to access valid information on government processes and requirements to access public services. This commitment is a positive step towards enhancing access to information of public services.

However, the potential impact of this commitment hinges on the broader impact of the TTDS reform process. One public official interviewed by the IRM researcher provided positive feedback on the implementation processes. However, this feedback was from a Ministry of Public Administration employee, the driving entity of the reform process.

Other stakeholders, including civil society, expressed general interest in the quality of public services delivery, but had little knowledge of this commitment. As a result, feedback received was not specific.

MOVING FORWARD

While this commitment is a positive step in enhancing citizen access to information on government business processes, in the future, a clearer, streamlined strategy should be used and applied after more in depth consultations. The IRM researcher recommends that the government institutionally mandate duties within

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[1] Mark Fraser, "The Problem of Poor Patient Care," Editorial, Trinidad Express, 15 October 2013, http://bit.ly/1Xj0rRF

1.5: ESTABLISH A CONTACT CENTRE TO ADDRESS NEEDS OF NATIONAL SCHOLARS

Status quo or problem/issue to be addressed: *Poor communication of services to national scholars.*

Main Objective: *Provide a virtual call centre for delivery of services to national scholars and their associates.*
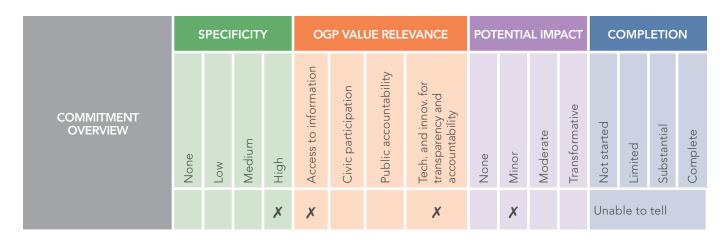
Milestones:

1. *Development of Virtual Call Centre Policies and Processes*

2. *Proposal developed*

3. *Terms of Reference for the establishment of a Virtual Call Centre delivered*

4. *Project Steering Committee established*

5. *Procurement of ICT Solution/ Vendor Selection*

6. *Recruitment of Staff (CSAs, Admin, Supervisory/Manager)*

7. *Solution Implementation*

6. *Call Centre Outfitting*

7. *SATD Website Launch*

Editorial Note: *For space, the IRM researcher combined some milestones in the analysis below.*

Responsible Institution: Ministry of Public Administration

Supporting Institution(s): iGovTT / Government Human Resource Services Company (GHRS); user / citizens panels

Start Date: August 2014   End Date: July 2015

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	✗			✗		✗			Unable to tell			

WHAT HAPPENED?

In Trinidad and Tobago, national scholars are those students who have received government funding to pursue tertiary level programmes at universities nationally and abroad. However, students who are not in country face unique challenges in accessing status updates on fee and subsistence payments because there is no direct contact with the government agency. This commitment seeks to address these and other challenges.

This e-government initiative fits into the broader framework of the TTDS. The Scholarships and Advanced Training Division (SATD) achieved the TTDS certification in 2014. The commitment seeks

to enhance the efficiency of the communication mechanism provided for citizens on scholarship. Presently, citizens can access scholarship information online from the government portal,[1] which is easy to navigate and well-designed. National scholars can interact via phone with public officials to follow up on their individual cases and issues. However, communication is not real-time; therefore, it can be time-consuming for national scholars who are not in country.

According to information provided by public officials, the Cabinet of Trinidad and Tobago approved funding for the establishment of a virtual call centre. The IRM researcher notes that no verification documents were provided on the development of the call centre policies and processes, or the award of a contract. However, the IRM researcher also conducted an online search, and there was evidence of virtual portal for the contact centre.[2] The public officials stated that the contact centre initially will serve scholars via phone and email, and the IRM researcher verified this.[3] However, the progress of this specific area could not be verified; therefore, the completion of this commitment is unclear. No further evidence was provided on the establishment of user panels,[4] which the IRM researcher believes could improve citizen validation of this commitment.

DID IT MATTER?

Citizens and potential scholars have challenges accessing appropriate scholarship information[5] and follow up information on the disbursement of scholarship funds for tuition expenses and subsistence. Once national scholars are accepted into a scholarship programme, problematic updates become particularly serious. Information on the status of scholarships is extremely important for students who are away from Trinidad and Tobago and depend on government funding to pursue their studies. Delayed disbursement of funds can affect students' ability to continue in their programme. In many instances, students will be given a student visa that prohibits them from paid employment. In some cases, students were evicted from their accommodations because the government did not disburse funding.[6]

If fully implemented, this commitment will change citizen perceptions on access to information to be more positive and will increase transparency through the use of the interactive platform. These are positive steps to changing the engagement of government. However, this commitment largely will not affect the more serious open government issues surrounding the national scholars programmes. For example, one of the main complaints is lack of transparency and possible bias in the award of scholarships.[7]

MOVING FORWARD

The IRM researcher recognises that limited progress was made in implementing this commitment and in government efforts to move this commitment forward. However, the IRM researcher believes more engagement with other stakeholders outside of government needs to take place for commitments to be truly open.

Stakeholders should consider including a commitment with potentially more impact on this programme in the next national action plan. For example, the government should seek to identify specific activities with clear policy guidelines to address the issue of transparency and accountability in the awarding of scholarships.

[1] Scholarships and Advanced Training Division (SATD), Ministry of Education, Government of the Republic of Trinidad and Tobago, www.scholarships.gov.tt
[2] This site was upgraded to include a contact link. "Contact us," SATD, http://bit.ly/226Pbi7
[3] SATD, "Service Charter," Ministry of Public Administration, February 2014, http://bit.ly/1pdwB6a
[4] Public Service of Trinidad and Tobago, *How to Produce and Use Charters for Public Services: A Practical Handbook for Ministries and Agencies* (Draft report, 18 May 2012), 16, http://bit.ly/1SJCHae
[5] Emma Rezende, "Absolutely Bemused at Scholarship Blank, letter to the editor, Newsday Newspapers 17 October 2014, http://newsday.co.tt/letters/0,201743.html
[6] Laura Dowrich-Phillips, "Friends Rally to Help UK Student Facing Eviction," Loop, 5 December 2015, http://bit.ly/1TWSWm3
[7] Denyse Renne, "Pricewaterhouse Draft Findings on PNM Scholarship 'Slush Fund': Lack of Transparency, Accountability," Trinidad and Tobago Guardian, 21 October 2012, http://bit.ly/1YLMPQm; The government responded to the lack of transparency allegation. "Education Ministry Clarifies False Allegations of Secret 2014 CAPE Scholarships," Government of the Republic of Trinidad and Tobago News, 20 October 2014, http://bit.ly/1QPFEVq

2 | ACCESS TO INFORMATION
2.1: DATA STANDARDS POLICY

Status quo or problem/issue to be addressed: *The data publicly available online has problems in regard to its usability because it is incomplete; is not presented in a timely manner; is not delivered in open formats; uses different standards (e.g. standards to identify dates); is not presented in user friendly formats; and do not follow clear classification criteria.*

Main Objective: *To adopt, as a matter of Government policy, data standards and classification frameworks, through a multi-stakeholder consultative process.*

Milestones:

1. *Conduct a bidding process to engage consultancy*

2. *Draft of standards and classification frameworks delivered*

3. *Conduct a consultative process to improve frameworks drafts*

4. *Adopt the data standards and classification frameworks*

5. *Assessment of implementation of Frameworks: an audit of Diamond Standard certified agencies use of Frameworks is published*

Responsible Institution: Ministry of Science and Technology

Supporting Institution(s): Ministry of Public Administration; iGovTT; eBitt; IT enterprises; e-business round table

Start Date: September 2014   End Date: June 2016

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	✗			✗			✗			✗		

WHAT HAPPENED?

According to public officials, the Inter-American Development Bank under its e-Government Knowledge Brokerage Programme (eGKBP) grant facility was supposed to fund the original project; however, this did not happen. As of 7 September 2015, the Minister of Public Administration indicated that, instead of developing a Data Standards Policy, the iGovTT's Draft Data Classification Policy would be used and amended as necessary. The IRM researcher verified this and found details in the Annual Report of the Ministry of Public Administration of the Data Classification Policy. However, the project duration, including the start date of the project, was missing from the report.

From official reports, this project is in progress, but there are some challenges. The IRM researcher believes that, due to the change in government administration, this commitment is being reviewed.

DID IT MATTER?

The potential impact of this commitment is moderate. Open data is a new movement in Trinidad and Tobago, and this commitment will determine the open data standards in the future. There is currently no policy on open data standards in Trinidad and Tobago. This commitment has the potential to change the status quo by facilitating stakeholders to engage government on the access, quality, and standard formats of open data, which would promote transparency and accountability.

During the IRM researcher's consultations, stakeholders generally expressed the need and the demand for open data, although their comments were not specific to this commitment. One civil society representative from Disclosure Today, a local access to information CSO, stated that more information needs to be given to the public and average citizen on the impact of open data. When the IRM researcher asked stakeholders about the benefit of open data, they expressed a strong interest in the government putting it on its agenda. The clearly indicates stakeholders' demand for data.

The Trinidad and Tobago Open Data Readiness Assessment (ODRA) 2015 also articulated the potential benefit of open data. ODRA stated that, when joined with enhanced ICT development, open data has the potential to drive economic and social innovation. The report also stated that Trinidad and Tobago is well-placed to adopt and implement open data quickly.

MOVING FORWARD

The IRM researcher believes that more input from civil society stakeholders is required because there is limited awareness of open data and its benefits for Trinidad and Tobago.

Given the potential impact of this commitment, yet limited progress mid-term, the IRM researcher recommends that this commitment be carried forward in future action plans. The IRM researcher also recommends that the government conduct public education and awareness campaigns to enhance citizen's knowledge of open data benefits, before, during and after the process of drafting an open data policy.

[1] iGovTT, http://igovtt.tt/
[2] Government of the Republic of Trinidad and Tobago, Annual Report 2013-2014 *October-September: Our Journey to Diamond: Enhancing the Capability of the Public Service* by the Ministry of Public Administration (Report, Port of Spain, August 2015), http://bit.ly/1pE8OwN
[3] "Trinidad-Tobago-Public-IRM-Documentation," http://bit.ly/1QMfB1k

2.2: INCREASE NUMBER OF DATA SETS IN OPEN FORMAT

Status quo or problem/issue to be addressed: *Government data sets that are of value to the public and that already exist are not publicly available in open formats.*

Main Objective: *To conduct an Open Data Readiness Assessment with a view to releasing at least six data sets in a machine readable format.*

Milestones:

1. *Develop Terms of Reference*

2. *Conduct bidding process*

3. *Readiness Assessment is delivered; a minimum of six data sets to be released are identified*

4. *A minimum of six data sets are released in an open data format*

5. *Host a hackaton*

6. *Development of apps (10) for the following sectors - Transportation, Works & Infrastructure, Social Services, Immigration services, Birth / Deaths*

Editorial Note: For space, the IRM researcher combined some milestones in the analysis below.

Responsible Institution: Ministry of Science and Technology

Supporting Institution(s): Ministry of Public Administration; iGovTT; e-Bitt; IT enterprises; e-business round table

Start Date: September 2014   End Date: March 2016

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
			✗		✗			✗		✗					✗	

WHAT HAPPENED?

Public officials reported that this commitment exceeded expectations. The Ministry of Science and Technology partnered with the World Bank to conduct the Open Data Readiness Assessment (ODRA). They reported that the draft ODRA was prepared in May 2015, 27 data sets were published on the Trinidad and Tobago Open Data Portal (data.tt), and several hackathons were hosted by Trinidad and Tobago (in collaboration with development partners) between January and June 2015.[1] Consultations were quite extensive. The IRM researcher reports that over one hundred and fifty representatives[2] from various government ministries, private sector, civil society, experts, and academia were involved. Civil society stakeholders were unaware of the relationship between the ODRA and the OGP. In fact, civil society stakeholders who attended the ORDA validation workshop did not know about the existence of OGP and the Trinidad and Tobago action plan. While the draft ODRA is not available online, the IRM researcher attended the validation workshop where copies were

distributed. Daily newspapers mentioned ODRA.[3]

DID IT MATTER?

The open data movement in Trinidad and Tobago is still in its embryonic stages. This commitment has the potential to change the policy landscape in Trinidad and Tobago positively. The ODRA served as a useful tool for stakeholders and the government to assess the ability of the Government of the Republic of Trinidad and Tobago to evaluate open data needs and demands. According to the draft ODRA report, the potential of open data is great in Trinidad and Tobago.[5] There are a number of data sets that could be released readily. Other stakeholders already designed open data platforms that the government can utilise.[6]

However, public officials still perceive government data to be confidential and will have to change their attitudes towards citizens accessing public data for open data to be successful. Additionally, the Central Statistical Office will have to address issues such as data quality, policies, and information management for the data that falls under its remit.

According to the draft ODRA report, Trinidad and Tobago is well-placed to move forward quickly with an open data programme. The Ministry of Science and Technology are well-placed to give day-to-day leadership. There is good support from the Ministry of Finance and from the Tobago House of Assembly. There are useful synergies with other programmes, such as SmarTT,[7] and the implementation of the Public Procurement Act. However, conducting an assessment with views to release a limited number of data sets reduces the commitment's potential impact to minor. It represents a positive step in the right direction with growth opportunities.

MOVING FORWARD

Based on ODRA, the government has an opportunity to encourage and facilitate open government. The IRM researcher recommends that key drivers move the open data initiative forward in Trinidad and Tobago through enhanced senior leadership, policy framework, institutional structures in government, and data management policies and procedures, as well as by fostering the national technology and skills infrastructure. The IRM researcher recommends including these as commitments in the new action plan. In addition, the government could work with external stakeholders who already demonstrated prototypes of an open data platform and applications using government data.[8] Participatory activities will help ensure that Trinidad and Tobago's open data movement makes the connection between the shorter-term goal of data availability and opening datasets, and the larger goal of actually opening government.

[1] Government of the Republic of Trinidad and Tobago, *Speech by the Honourable Minister of State in the Ministry of Finance and the Economy at the Presentation of the Open Data Readiness Assessment Report Press Conference* by the Ministry of Finance and the Economy (Speech presented at the Ministry of Science and Technology, Port of Spain, 1 May 2015), http://bit.ly/1TEwKN1

[2] Verne Burnett, "ICT Community Centres Soon," Newsday, 8 May 2015, http://bit.ly/1WhWBlj

[3] "T&T is Open Data Ready," Trinidad and Tobago Guardian, 12 May 2015, http://bit.ly/1H1joiz

[4] The World Bank, National Open Data Readiness Assessment (ODRA) [prepared for the Government of the Republic of Trinidad and Tobago], May 2015, 71-104, Available in the IRM public documentation folder: http://bit.ly/1QMfB1k

[5] Trinidad and Tobago Open Data, http://data.tt/

[6] ODRA, 2.

[7] Government of the Republic of Trinidad and Tobago, "SmarTT is the National ICT Plan 2014-2018," http://bit.ly/1THcsmp

[8] "SmarTT," 2, http://bit.ly/1THcsmp

2.3: TO CONDUCT A DIAGNOSTIC REVIEW OF PUBLIC INFORMATION NEEDS

Status quo or problem/issue to be addressed: *Public administration requires an understanding of the needs of the public regarding information in order to identify the existing data sets that could make a difference and the data that need to be generated or systematised.*

Main Objective: *To conduct a public consultation in order to identify critical data, needs, problems and gaps and deliver a report.*
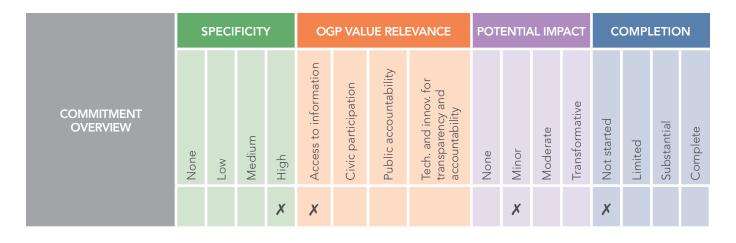
Milestones:

1. *Draft Terms of Reference*
2. *Conduct bidding process*
3. *Conduct public consultation*
4. *Deliver report*

Responsible Institution: Ministry of Science and Technology

Supporting Institution(s): Ministry of Public Administration; iGovTT; e-Bitt; IT enterprises; e-business round table

Start Date: September 2014   End Date: March 2015

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	✗					✗			✗			

WHAT HAPPENED?

According to government officials' reporting to the IRM researcher, the government took no action to implement this commitment. While civil society groups interviewed by the IRM researcher have an overall interest in the action plan, they have not expressed an opinion on the progress of this initiative. There has been no state engagement on the needs of public information of citizens.

DID IT MATTER?

This commitment aimed at government engaging with stakeholders to determine their information needs. The potential impact of this commitment is minimal because it represents the beginning of a process of engagement, and the delivery of a report as the final output. How the report will be used to deliver actual outcomes or have an impact has not been stated.

This process is a positive step towards understanding the information needs of citizens, but it is only the first stage in a long process of responding to citizen needs and demands.

MOVING FORWARD

Given that this is a first step, the IRM researcher has several recommendations for how to move forward.

It is laudable that the government sought to consult stakeholders on their needs. But to deliver the government's information effectively and to guarantee that the government's information efforts meet public information needs, the government must engage stakeholders more deeply and continuously. While private citizens and civil society organisations will need to drive this process, the government should demonstrate strong leadership and responsiveness.

More specifically, activity on this topic should be included in the next action plan. For example, the government could commit to the participatory development of a policy related to data needs and data, and the government could guarantee that the open data platforms capture needs through feedback mechanisms.

Finally, the establishment of the multi-stakeholder forum would help drive this process forward significantly and would provide the initial contact with stakeholders to conduct public informational needs assessments.

2.4: TO CREATE AN INTERACTIVE OPEN GOVERNMENT PORTAL

Status quo or problem/issue to be addressed: *Public information is dispersed in different sites, making it difficult to access by the public, due to a lack of a central repository.*

Main Objective: *To create an easily accessible open Government portal, with a platform/repository for open data, as well as an interface aimed at allowing for feedback from the public.*

Milestones:

1. *Design portal and platform/repository*

2. *Pilot portal and platform (beta version)*

3. *Launch portal*

Responsible Institution: Ministry of Science and Technology

Supporting Institution(s):): Inter-ministerial Steering Committee on ICT; iGovTT; Chambers of Commerce; entrepreneurs; higher education institutions; Trinidad and Tobago Coalition of Service Industries

Start Date: September 2014   End Date: December 2015

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
			✗		✗			✗			✗				✗	

WHAT HAPPENED?

Public officials reported that a portal was created and a domain registered, which contains ten data sets from five organisations.[1] The available data sets came from the Central Bank of Trinidad and Tobago, the Central Statistical Office, the Ministry of Science and Technology, the Trinidad and Tobago Meteorological Services, and the Trinidad and Tobago Police Services. The data sets all were released in August 2015, according to their timestamps.

However, in the first quarter of 2015, a second portal launched at data.tt. This site holds a total of 29 datasets. Datasets on this site came from the Caribbean Research and Development Institute (CARDI), the Central Statistical Office, Guardian Media Limited, the Institute of Marine Affairs, the Ministry of Public Administration, the National Agricultural Marketing and Development Corporation (NAMDEVCO), the Telecommunications Authority of Trinidad and Tobago (TATT), the Caribbean ICT Research Programme (CIRP), the Ministry of Food Production, the Ministry of Science and Technology, and the Trinidad and Tobago Meteorological Service.

In addition to the number of data sets, the second portal is more usable. While both portals contain data sets in XLM and CSV formats, downloadable and free to the public, most of the data sets on the first portal bear a "for demo purposes only" disclaimer. Further, some of the data sets on the first portal do not work, such as the data set for StarTT that included data for the location of ICT centres in Trinidad and

Tobago. Also, the first portal's data explorer tool is not functioning.

Thus, although the domain data.gov.tt was registered and the portal created, substantially completing the commitment, public officials were unable to give more detail on why a separate portal achieved more progress.

DID IT MATTER?

Access to public information remains limited due to a perception held by some public officials that such information does not need to be made public.[2] Government agencies continue to work in silos that present an impediment to accessing government data. While a Freedom of Information Act can facilitate citizen access to government data, the process is time-consuming and ad hoc. For example, while the law provides for the government agency to reply within 30 day of the application being submitted, it leaves discretion to civil servants to locate the data and to indicate whether its has been collected, is available, or non-existent.[3] While Trinidad and Tobago is in the process of enhancing its e-government strategies, there is a lack of integration and cross-departmental collaboration within the public sector that limits the impact of such initiatives.

Given this context, a centralised, functional portal would have the potential to fast-track e-government and open data reforms, while laying the groundwork for greater modernisation of the public sector. However, this commitment aimed only at the initial step of creating the portal. This is significant in that it changes the way in which citizens access data from the government and reduces silos. But problems around duplication (both data.tt and data.gov.tt have the same meteorological StarTT data sets); unclear ownership (data.tt is not a government portal, data.gov.tt is a government portal, but both contain government ministry data); and the indications that the data sets posted on data.gov.tt were for demonstrative purposes only, rather than citizen use, all demonstrate why this is not a potentially transformative commitment for access

to information in the country.

MOVING FORWARD

This is a good first step that should be continued in the next action plan. Some key areas and questions to guide a future commitment's focus include:

- The government should streamline and clarify its strategies for citizens to access data. It should devise a clear policy or strategy that incorporates and addresses the needs and aims of all of commitments in this section.

- Specifically for data sets, the government needs to clarify its plan and strategy for their release. For example:

  o Will the government complement the data already on sites such as data.tt?

  o Will data sets continue to be duplicated or will the government focus on a clear, single, easier-to-use portal?

  o How will stakeholders release data sets, and how will the government encourage them to do so?

Ensuring future commitments take these observations into account will aid in the transformative effect of this and other commitments in this area.

[1] Trinidad and Tobago Open Data, http://data.tt
[2] Staff Editor, "Jack Warner Instructs Police Not to Reveal Murder Figures," Archives, Stabroek News, 10 October 2012, http://bit.ly/1LjDOff
[3] The World Bank, National Open Data Readiness Assessment (ODRA) [prepared for the Government of the Republic of Trinidad and Tobago], May 2015, 71-104, Available in the IRM public documentation folder: http://bit.ly/1QMfB1k

3 | GOVERNANCE
3.1: TO CREATE A CIVIL SOCIETY BOARD

Status quo or problem/issue to be addressed: *Civil Society shows weak organizational capacity but, at the same time, there is an increasing demand from the public to be included in the policy development process. There is a lack of mechanisms that involve Civil Society organizations, on a regular and meaningful way, in order to receive feedback during the public policy development process.*

Main Objective: *To establish a mechanism that allows adequate representation of Civil Society organisations in order to provide feedback to public policy decision making on a regular basis.*

Milestones:

1. *Consult Civil Society organizations about the process to select their representatives*

2. *Civil Society sector representatives are elected*

3. *First meetings of the Civil Society Board are held*

4. *Sign off on meeting schedule and work programme for financial year*

Responsible Institution: Ministry of Diversity and Social Integration

Supporting Institution(s): Ministry of Planning and Sustainable Development (Economic Development Board); Ministry of Public Administration

Start Date: September 2014   End Date: October 2014

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗		✗						✗		✗		

WHAT HAPPENED?

This commitment pre-dated the development of the national action plan. The process to establish the Civil Society Board (CSB) started in 2011. The national action plan restated the CSB's intent to establish a mechanism that enabled regular, adequate CSO representation in public policy decision making. The government held consultations during from 2011 to 2014 and developed a CSO database.[1]

During the period under review, elections for the CSB were scheduled for 29 September 2014.[2] They took place with a 12 per cent voter turnout.[3]

While the work to establish the CSB started before the national action plan, both the government and civil society stakeholders experienced challenges in implementing this commitment. Consequently, at the time of writing this report the CSB has yet to be established. While elections took place, the rest of the process was not completed and the process lost

legitimacy. Communication between government and civil society stakeholders, stalled the process. Further information about the communication gaps is explained in the next section.

DID IT MATTER?

Both government and civil society stakeholders critiqued the process of establishing the CSB.

CSB members felt that the engagement process after elections was inadequate. Although the voter turnout was quite low, civil society actors felt optimistic about this process and the beginning of the development of the CSB. They were satisfied that the process could lead to better engagement with the government. However, civil society representatives noted that there was no official correspondence with those elected, which they considered to be disrespectful and symptomatic of not seeing value in civic engagement.[4] Civil society representatives felt that the government did not see value in establishing the CSB, while civil society saw it as essential to their development, progress, and success.

The Minister of National Diversity and Social Integration expressed that he was disappointed in the voter turnout, which he saw as a reflection of civil society's interest to organise around policy issues by providing input in the development and monitoring of public policies. The Minister indicated that the process to establish the CSB needed to be restarted.

Despite implementation issues, the potential impact of this commitment is transformative. It builds on previous preparatory work, and it proposes to change the existing state structures to engage civil society in meaningful policy dialogue by establishing a formally recognised mechanism. While this potential has been jeopardised by strained relations between government and civil society stakeholders, the CSB has great value to civil society, government and the public. A well-functioning CSB would allow CSOs to present themselves as a valuable stakeholder and to contribute to public policies.

However, a positive but unforeseen outcome from

this process was the intentional establishment of the Association of Civil Society Organisations of Trinidad and Tobago, (ACSOTT), representing 15 sectors with over 30 registered CSOs. It formed as an alternative to the CSB.

Finally, it is worth noting that there is a no longer a Ministry of National Diversity and Social Integration, and the Office of the Prime Minister (OPM) is responsible for civil society affairs now. The former government created the previous ministry, and it was the first time such a ministry was formed. However, according to civil society organizations interviewed by the IRM researcher, there is no point of contact assigned with the responsibility to liaise with civil society members. In the past, the OPM was responsible for civil society.

MOVING FORWARD

First and foremost, the government and civil society need to rebuild their relationship. There is relationship and reputational damage to both groups, and even a breakdown of trust, which need to be addressed. Renewed engagement with civil society is an opportunity for the new Prime Minister to establish trust in the civil society sector.

The IRM researcher recommends that the next action plan further this initiative and establish meaningful contact with civil society stakeholders to develop an effective mechanism for government and civil society to interact. The government should indicate in specific terms how it is going to engage civil society. Both government and civil society stakeholders involved in the next plan will need to decide which space to develop and institutionalise: CSB or ASCOTT. Whichever body they choose and further develop could form the basis of the OGP multi-stakeholder consultation mechanism.

[1] "Register Today for the National Civil Society Board!," Trinidad and Tobago NGO News, 26 June 2014, http://bit.ly/1UpbOs6
[2] Ministry of National Diversity and Social Integration, "Establishment of the Civil Society Board," News, Government of the Republic of Trinidad and Tobago, 21 July 2014, http://bit.ly/1nG4LhG; "Civil Society Board Elections: 27th August (Regional) and 29th September (National)," Trinidad and Tobago NGO News, 14 August 2014, http://bit.ly/1LZs6Xh
[3] Andre Bagoo, "Aborted Bid for Civil Society Board Cost $2M," Politics, Trinidad and Tobago Newsday, 7 October 2014, http://bit.ly/1QNG4up
[4] Bagoo, http://bit.ly/1QNG4up

4 | NATURAL RESOURCE GOVERNANCE
4.1: TO AUDIT ACCOUNTS OF MINISTRY OF ENERGY AND ENERGY AFFAIRS

Status quo or problem/issue to be addressed: *Currently, the auditing standards used by the Auditor General do not meet international best practices.*

Main Objective: *To ensure by 2015 that the accounts of the Ministry of Energy and Energy Affairs are audited to international standards.*
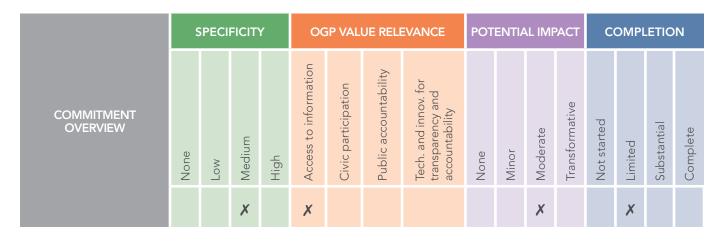
Milestones:

1. *Training of Audit Staff at Auditor General to audit this standard*

2. *Initiate auditing of revenues of the MEEA and the Board of Inland Revenue for the 2014 fiscal period*

Responsible Institution: Auditor General

Supporting Institution(s): Ministry of Energy and Energy Affairs; Ministry of Finance and the Economy (Board of Inland Revenue); multi-stakeholder group – TTEITI; TTEITI Secretariat

Start Date: October 2014   End Date: September 2015

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
			✗		✗						✗			✗		

WHAT HAPPENED?

Stakeholders such as the Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI) recognise the need to increase transparency and public accountability in the extractive industries, in particular, and Trinidad and Tobago, in general.[1] This commitment aimed to raise the audits of the Ministry of Energy and Energy Affairs' accounts to international standards.

While not all targets were met, public officials reportedly are working to ensure this commitment is implemented. According to public officials who conducted the initial training, the Auditor General was unable to access data from the Board Inland Revenue (BIR), since the Inland Revenue Department (IRD) did not want to release the data to be audited. The BIR is the main state agency responsible for collecting taxes in Trinidad and Tobago. In this particular case, the BIR invoked the official secrecy provision (section 4 of the Income Tax Act, Chapter 75:01).[2] Consequently, the implementation of this commitment stalled.

DID IT MATTER?

The Auditor General has the responsibility for auditing the public sector, including the Ministry of Energy and Energy Affairs. However, the standards used

are not consistent with international requirements. As the Audit General Annual Report 2014 states, while auditing processes and accounting standards "are quite robust, they have not been updated with changes in accounting standards and practices for almost five decades. Consideration should be given to updating local financial directives to conform to current best practice."[3]

This commitment increases the public's access to information. While the commitment did not specify any mechanism or channel by which citizens can demand accountability, citizens would be able to access information to hold the government accountable for public expenditures because the Auditor General Annual Report is a public document, accessible online. A representative of the TTEITI Secretariat also expressed that this commitment has the potential to increase public accountability, especially in the extractive industries.

This commitment is a major step forward in changing the current policy environment and facilitating TTEITI. If the international best practices are applied first to the most important sector in Trinidad and Tobago's economy, a precedent could be set and a spill over effect could take place. Because the commitment has the potential to change the entire auditing processes and standards in Trinidad and Tobago, potential impact is moderate.

MOVING FORWARD

While this commitment is useful in changing the status quo, institutional secrecy and a lack of information sharing and openness is a major challenge to this process.[4] Internally, the government can address this commitment's specific issue by amending laws to facilitate the publication of relevant tax information on a publicly accessible platform.

Stakeholders who design the next action plan could consider ways of creating effective mechanisms for public accountability, such as establishing citizen audits in this key ministry. This could have a higher potential impact in guaranteeing accountability in the sector.

[1] Government of the Republic of Trinidad and Tobago, *Making Sense of T&T's Energy Dollars Trinidad and Tobago Extractive Industries Transparency Initiative* by the Trinidad and Tobago EITI (TTEITI) Secretariat (Implementation Workplan [sic], Port of Spain, January 2014), 10, section 5(e), http://bit.ly/1SJGxAf
[2] Government of the Republic of Trinidad and Tobago, "Income Tax Act," Chapter 75:01, 22 December 1938, section 4, http://bit.ly/1SJGTH6
[3] Government of the Republic of Trinidad and Tobago, *Report of the Auditor General on the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year 2014 (1st October, 2013 to 30th September, 2014)* by the Office of the Auditor General (Report, Port of Spain, 29 April 2015), 10, http://bit.ly/1SJHhFn
[4] Sean Douglas, "Just Six Auditors Check Public Spending," Politics, Trinidad and Tobago Newsday, 12 November 2014, http://bit.ly/1LjFJAH

4.2: OPEN PUBLIC ACCESS TO LICENCES AND CONTRACTS FOR OIL AND GAS EXPLORATION

Status quo or problem/issue to be addressed: *Currently, information on organizations having licences and contracts to explore natural resources in Trinidad and Tobago is not publicly available.*

Main Objective: *To make publicly available, via the website of the Ministry of Energy and Energy Affairs, the cadastre of licences and contracts for exploration and production of oil and gas resources in Trinidad and Tobago.*

Milestone:

1. *Publication of the cadastre on the Ministry's website*

Responsible Institution: Ministry of Energy and Energy Affairs

Supporting Institution(s): multi-stakeholder group - TTEITI; TTEITI Secretariat

Start Date: September 2014   End Date: November 2014

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	✗			✗			✗		✗			

WHAT HAPPENED?

Prior to the OGP, information on organisations' licences and contracts to explore natural resources in Trinidad and Tobago was not universally available. As of April 2014, the Ministry of Energy and Energy Affairs has a section on its website for license registers that contained three different data sets on oil and gas contract holders, petroleum sub-licenses, and quarry holders from 2010 to 2013.[1] Therefore, the IRM researcher believes that this commitment was to clarify, update, and improve the information available through the register or cadastre.

The TTEITI representative stated that the Ministry of Energy and Energy Affairs (whose name changed to the Ministry of Energy and Energy Industries) made information publicly available, citing a circular in 2013, which included all petroleum companies' reporting requirements.[2] But, as of writing this report, the information on cadastre of licenses and contracts had not been updated since April 2014.[3] Therefore, the commitment was not started.

DID IT MATTER?

The TTEITI is leading the push for open information in Trinidad and Tobago's extractive industries. Transparency in the award of contracts in the extractive industries has long been limited.[4] Trinidad and Tobago's 2012 and 2013 EITI reports both included the need to improve the accuracy, quality, and currency of the country's license registries on the Ministry's website.[5]

In this sense, this commitment represents a step forward to increase both transparency and public access to energy contracts and licenses. While some information existed prior to this commitment, updating

and improving the information still would be a significant step forward.

During the IRM researcher's interviews, the TTEITI representatives expressed a keen interest in this commitment, as well as disappointment that the government did not implement this commitment. However, they also recognised the institutional challenges and human, financial, and technological resources required in making such a change.

MOVING FORWARD

First and foremost, the government should work towards complying with its EITI report recommendations on this topic. Specifically, it should do the following:

As part of ensuring that licence records are accurate and up-to-date, we recommend that the companies holding licences are agreed to the records for taxpayers maintained by the MOF-IRD and that the TTEITI Steering Committee monitors progress on this exercise. We also recommend that the licence information published on the MEEI website should be published and regularly updated and should contain as a minimum all the data set out in the EITI Standard, including:

- Licence holder(s)

- Coordinates of the licence area

- Date of application, date of award and duration of the licence

- In the case of production licences, the commodity being produced.[6]

Once the government achieved these basic elements of access to contract and licensing information, it could move on to additional, potentially transformative innovations on the topic. For example, one idea could be to create an online interactive geo-spatial platform with the same information as the registry. Examples and inspiration can be drawn from Rwanda,[7] Mozambique,[8] and the Democratic Republic of Congo.[9]

[1] "License Registers," Ministry of Energy and Energy Affairs, Government of the Republic of Trinidad and Tobago, http://bit.ly/1RGNnBD
[2] Ministry of Energy and Energy Industries, "Circular to All Petroleum Companies Operating in the Republic of Trinidad and Tobago: Information Requirements of the Ministry of Energy and Energy Industries," 18 December 2013, http://bit.ly/1RXnjon
[3] "License Registers," http://bit.ly/1Mf7mpl
[4] "Energy Minister Aims for Full Transparency," Trinidad Express, 9 December 2010, http://bit.ly/1SJHZ5y
[5] TTEITI, *Promoting Transparency of Our Energy Revenues: Trinidad and Tobago EITI Report 2013* (Report, Port of Spain, 30 September 2015), 65, http://bit.ly/1TWZHnE; TTEITI, *Trinidad and Tobago EITI Report 2012: Making Sense of T&T's Energy Dollars* (Report, Port of Spain, 30 September 2014), 56, http://bit.ly/1WhZRne
[6] TTEITI, *EITI Report 2013*, 65
[7] Rwanda Mining Cadastre Portal, http://bit.ly/1EW0c8a
[8] Mozambique Mining Cadastre Portal, http://bit.ly/1jf3tTF
[9] DRC Mining Cadastre Portal, http://bit.ly/1pn5g1V

4.3: INCLUSION OF THE MINERAL AND MINING SECTOR INTO THE TTEITI

Status quo or problem/issue to be addressed: *Currently, there is a lack of information and the need for more transparency in the extraction of mineral resources in Trinidad and Tobago*

Main Objective: *To include the National Quarries Company Ltd into the TTEITI reporting process by 2015 to cover fiscal period 2013/2014.*
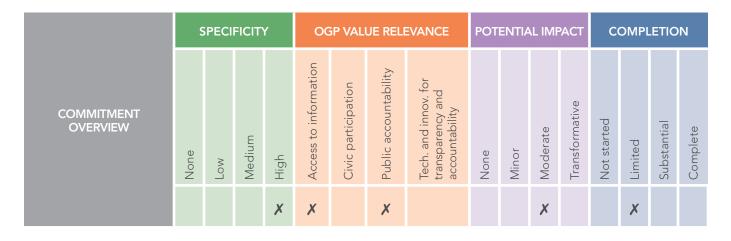
Milestones:

1. *Complete a mini scoping study on the minerals sector in Trinidad and Tobago*
2. *Host an awareness raising and capacity building workshop about the EITI for stakeholders in the minerals (quarrying) sector*
3. *Establish an MOU with National Quarries Company Ltd to participate in the EITI reporting process*
4. *Include revenues of the National Quarries Company Ltd in the TTEITI Report*

Responsible Institution: TTEITI Secretariat

Supporting Institution(s): Multi-stakeholder group - TTEITI

Start Date: September 2014   End Date: September 2015

COMMITMENT OVERVIEW	SPECIFICITY				OGP VALUE RELEVANCE				POTENTIAL IMPACT				COMPLETION			
	None	Low	Medium	High	Access to information	Civic participation	Public accountability	Tech. and innov. for transparency and accountability	None	Minor	Moderate	Transformative	Not started	Limited	Substantial	Complete
				✗	✗		✗				✗			✗		

WHAT HAPPENED?

The National Quarries Limited, is a state-owned mineral and mining company. It is the largest producer of aggregate in Trinidad and Tobago. Based on TTEITI's October 2012 - September 2013 report,[1] the mining sector required substantial capacity-building to attain the international standard to participate in the EITI reporting process. This commitment focused on that capacity-building.

According to public officials and a TTEITI representative, a mini scoping study was completed by the targeted date. TTEITI's work plan, published in January 2014, included $65,000 for the study and

reported that the consultant had been selected.[2] The 2014 Annual Report published in June 2015 confirmed, "Funding in the sum of US$31,000 was provided by the Inter-American Development Bank [IDB]…for the preparation of contextual information for the EITI Report 2012 and a scoping study on Trinidad and Tobago's mining sector."[3] However, neither the IDB nor TTEITI made the results of this study public.

Consulted officials reported that the second part of this commitment, workshops, was completed after target date. The TTEITI representative stated that TTEITI hosted three capacity-building workshops with the mining sector in 2015, but the IRM researcher could not

confirm that these events occurred, as TTEITI's website for capacity-building has not been updated since 2012. [4]

Finally, the Memorandum of Understanding with the National Quarries Limited has not been established. The government official stated that this can be done by June 2016, but was unable to confirm if the mining sector will be a part of the process. Consequently, the National Quarries Limited's revenues will not be included in June 2016 TTEITI Report.

While TTEITI did not report on the revenues of the mining sector, contextual information was provided in their 2012-2013 report, such as the fact that Trinidad and Tobago had 88 active mining operations, of which 46 operated with expired licenses. Providing such information is important to understanding the context in which the mineral sector operates. According to the TTEITI representative, communication gaps between the Ministry of Energy and Energy Affairs contributed to the limited progress of implementation of this commitment and changed timelines.

DID IT MATTER?

Trinidad and Tobago gains most of its revenue from extractive industries. While this is primarily from the oil and gas sectors, the minerals sector represents a small but significant contribution to government revenues: "From 2003 to 2011, quarries, sand and gravel pits accounted for the lion's share of royalties received by the government from the mining industries… [averaging] TT$ 1.3 million while royalties received from asphalt averaged TT$ 87,000 per fiscal year."[5] While most of the companies involved in the oil and gas sector participate in the TTEITI reporting mechanism, the mining sector has not been included due to insufficient current revenue information.[6]

Furthermore, the quarrying industry has had serious problems with regulation and law enforcement over the past several years. The 2014 Green Paper on Minerals Policy and the subsequent 2015 White Paper on National Minerals Policy both noted the importance of the mineral sector to sustainable livelihoods of citizens, rural employment, and infrastructure raw building materials.[7] But the real challenges in this sector are regulating illegal mining and the collection of revenues by the state. Almost 50 per cent of

companies operating in this sector do so with expired licenses. Further, the 2015 white paper named illegal quarrying and the resulting environmental damage as the main impetus for a new national policy.[8] From 2001 to 2013, the estimated revenue collected by the state represented 10 per cent of the total revenues that was to be collected. This amounted to a loss of TTD120 million[9] or USD 20 million.

Given the above context, this commitment is an important step towards increasing public accountability in the extractive sector, through improving the regulatory process and transparency and accountability in the mineral and mining sector beginning with the state-owned National Quarries Company Limited. The potential impact is moderate in that it starts the process of regulating the mining sector.

MOVING FORWARD

Although the establishment of a memorandum of understanding with National Quarries Limited was not in place at the time of writing, the government reports that it is working towards this goal.

Given the context of the mining and mineral sector in Trinidad and Tobago, a more transformative effort is needed in this sector over the medium to long term. For example, the IRM researcher believes the government should do the following:

• Mandate that companies, including private companies, publish their audited accounts in an open, publically accessible platform.

• Work towards regularising all companies operating with expired licenses, and establish participatory channels to work with key stakeholders like the companies, communities, and state-owned firms.

• Consider publishing annual licenses for companies involved in the mining and mineral sectors on an online platform to increase transparency and the use of technology in public accountability in the next action plan.

[1] TTEITI, *Trinidad and Tobago EITI Report 2012: Making Sense of T&T's Energy Dollars* (Report, Port of Spain, 30 September 2014), 56, http://bit.ly/1WhZRne

[2] Implementation Workplan [sic], http://bit.ly/1SJGxAf

[3] TTEITI, "Trinidad and Tobago EITI Annual Activity Report 2014," June 2015, 10, http://bit.ly/1pEi1oF

[4] "Capacity Building," TTEITI, http://bit.ly/1QPPeb0

[5] International Petroleum Associates Norway (IPAN), "Validation of the Extractive Industries Transparency Initiative The Republic of Trinidad and Tobago," 15 May 2014, 14-15, http://bit.ly/1MfdE8o

[6] IPAN, 40, http://bit.ly/1MfdE8o

[7] Government of the Republic of Trinidad and Tobago, *Green Paper on Minerals Policy 2014* by the Ministry of Energy and Energy Affairs (Green paper, October 2014), 12, http://bit.ly/1KlyBwH

[8] Government of the Republic of Trinidad and Tobago, *White Paper on National Minerals Policy 2015* by the Ministry of Energy and Energy Affairs (White paper, June 2015), http://bit.ly/1QNQf1T

[9] Green paper, 13, http://bit.ly/1KlyBwH

V | PROCESS: SELF-ASSESSMENT

At the time of writing, the Government of the Republic of Trinidad and Tobago had not provided a self-assessment report.

Although there is no information to include, for ease of reference, the following checklist forms the basis of the IRM's evaluation of self-assessments reports.

Table 1: Self-assessment checklist

Was the annual progress report published?	☐ Yes ☒ No
Was it done according to schedule?	NA
Is the report available in the administrative language(s)?	NA
Is the report available in English?	NA
Did the government provide a two-week public comment period on draft self-assessment reports?	NA
Were any public comments received?	NA
Is the report deposited in the OGP portal?	NA
Did the self-assessment report include review of consultation efforts during action plan development?	NA
Did the self-assessment report include review of consultation efforts during action plan implementation?	NA
Did the self-assessment report include a description of the public comment period during the development of the self-assessment?	NA
Did the report cover all of the commitments?	NA
Did it assess completion of each commitment according to the timeline and milestones in the action plan?	NA

VI | COUNTRY CONTEXT

OGP is new to Trinidad and Tobago. However, the OGP principles of transparency, accountability, and public participation are relevant to the political context of Trinidad and Tobago, especially in regards to budget transparency, procurement corruption, whistle-blower protection, and natural resources.

BUDGET TRANSPARENCY

This topic was one of the original six thematic areas, but was removed in the final version of the action plan. Like procurement, budget transparency has received much attention over the past years and could have transformed the policy environment in the country.

For example, in 2013, Minister Larry Howai, then-minister of Finance and the Economy, gave a speech to a forum of business leaders on the important of transparency and participation in budgeting.[1] The Ministry released budget statements on its site. Further, while input from businesses and private firms like Ernst and Young[2] or KPMG[3] on recent budgets are available online publicly, there is no repository for comments on the Ministry's site.

The most recent International Budget Partnership survey for Trinidad and Tobago, found that the government does not perform well on budgetary transparency and openness. According to that survey, the opportunities for the general public to participate in the budget process are weak (although slightly above the global average). Further, while the government scores relatively well on budget oversight, "Trinidad and Tobago's score of 34 out of 100 is substantially lower than the global average score of 45," the lowest in its regional grouping. It has remained weak with little fluctuation since 2008.[4]

Corruption in government procurement and programmes
Similarly, procurement was also taken out of the final action plan, despite having the potential to transform the policy environment in the country resulting in major changes to enhanced accountability and transparency.[5] From 2010 to 2014, corruption featured significantly in news headlines in Trinidad and Tobago.[6]

Under the previous government, in March 2010 the Commission of Enquiry into the Construction Sector, also called the Uff Commission of Enquiry, was published containing a number of key recommendations related to public procurement practices in Trinidad and Tobago.[7] These included transparency issues, accountability issues and issues related to value for money.

In May 2010 the new administration of the People's Partnership coalition government entered into government as a result of commitments to treat with corruption, increase public participation, and increase transparency in public affairs. However, there have also been major allegations and corruption scandals during their term of government. Most of these allegations surrounded issues in public procurement practices.

For example, in 2014, it was discovered that in the Life Sport Programme,[8] a particular government programme tasked with addressing the social needs of at risk young males, there was mismanagement of funds in that programme amounting to over 34 million dollars paid to contactors when no work was done.

The Auditor General's Office published other special reports, including the special report into the School Nutrition Programme and the Sport Company of Trinidad and Tobago pointing to questionable procurement standards.[9]

Another key actor is the Joint Consultative Council (JCC) for the construction industry. It is described as follows:

> a non-governmental, consultative organisation comprising six member professional organisations…to promote professionalism, responsible industry growth, transparency in tendering procedures, fair business practices, training, efficient dispute resolution, establish codes of practice, and provide advice.

However, in late 2015, the president of the JCC, a well-known anti-corruption activist, resigned, allegedly because of internal disagreements on the JCC's watchdog efforts.[11]

On the positive side, after over a decade of negotiations, the President assented to Act No. 1 of 2015 the Public Procurement Act.[12] This law intends to enhance public procurement practices mainly through the Office of the Regulator. The Regulator is responsible for monitoring and investigating procurement actions that involve the use of public money. However, the act has not been implemented as of this report because a Regulator has not been recruited, nor have regulations to implement the Act been drafted.

Whistle-blower protections

In response to corruption issues, many stakeholders have called for improving whistle-blower protections for those who denounce incidents of corruption, such as the Trinidad and Tobago Transparency Institute.[13] In another positive development for the country, in late 2015, the Lower House introduced a Whistle-blower Protection Bill. The government stated to parliament that the bill was a "matter of priority," explaining the following:

> Far too often this nation is riddled with very public allegation resembling certainty of crime, corruption, murder and mayhem. Everyone suspects who is guilty but no one steps forward to testify to guilt bearing evidence. The reason is clear. The fear of victimization and reprisal for honest exposure is not only perceived but real. Witness protection is a mere platitude in reality. Corruption occurs blatantly in public institutions and state enterprises and yet no trace can be testified to by a single living soul.[14]

Parliament held public consultations on the bill until January 2016.[15] Stakeholders from business leaders[16] to the former president of the JCC[17] all spoke in favour of the bill, although they each highlighted certain weakness that could be improved, like due process and protections for the accused and effective implementation and prosecution.

As of completing this report, it remains to be seen if Parliament passes the final law, taking into account

these concerns, and if the law is implemented effectively once passed.

Natural resources

Natural resources is an area related to open government, of importance to Trinidad and Tobago, and in which the country has done relatively well. The previous evaluations of the natural resource governance commitments discussed the importance of this sector to the country's economy, so good governance initiatives in this sector are vitally important.

Trinidad and Tobago scored well overall on the Natural Resource Governance Institute's Resource Governance Index. In the most recent scoring available, from 2013, the country achieved a "satisfactory" score, and ranked tenth out of 58 countries included in the survey. Trinidad and Tobago performed especially well in the categories of reporting practices and government oversight and audit mechanisms, ranking fifth out of 58 on both. The country's weakest score was in the enabling environment category, due primarily to low scoring in budget openness (as discussed above).[18]

Stakeholders expect the country to improve its performance after becoming fully EITI-compliant in January 2015.[19] Indeed, the EITI Secretariat already recognises several innovations from Trinidad and Tobago, including resolving tax confidentiality issues, engaging the region on extractive resource governance, and utilising user-friendly infographics and technologies.[20] The Open Government Guide also included the disclosure practices of Trinidad and Tobago's sovereign wealth fund, called the Heritage and Stabilisation Fund, as good practice.[21]

With the global push for the Sustainable Development Goals,[22] it can be hoped that Trinidad and Tobago continue to lead in this area and to push itself to take on additional, ambitious reforms.

STAKEHOLDER PRIORITIES

Stakeholders had mixed views about which commitment or thematic areas were most important in the current action plan:

- Civil society representatives consulted prioritised the CSO board as a mechanism for civil society to interact with government.

- Media and the private sector groups saw access to information and open data as most important, considering that open data commitments could result in a major shift towards evidence-based reporting.

- Government representatives considered the most important commitments to be within the public service delivery theme. They also recognised the need for government to engage with stakeholders as well as to support the use of the national action plan and its processes to increase the involvement by stakeholders.

Stakeholders consulted by the IRM researcher identified a number of other issues they believed were missing from the action plan, primarily in budget transparency and public procurement.

SCOPE OF ACTION PLAN IN RELATION TO NATIONAL CONTEXT

This action plan provides a preliminary framework for further commitments to enhance the OGP principles of transparency, accountability, and civic participation in Trinidad and Tobago. Transparency issues have been tackled through the access to information and open data themes, in which commitments addressed policy development areas such as the open data policy and the ODRA.

There is demand for the public sector to engage in meaningful reform that is responsive to the needs of citizens and to subscribe to values of transparency, accountability, and civic participation. One of the main challenges to public sector reform in Trinidad and Tobago is the level of political commitment to the process. The national action plan allows for specific reform initiatives to be an official policy document approved by the cabinet. The national action plan also provides appropriate feedback on the reform process. However, as discussed in the next section on recommendations, outsourcing commitment completion to consultants weakens and can disconnect lasting engagement of the public sector with these reforms.

Based on the contribution of the extractive industries to the GDP of Trinidad and Tobago, it is important to ensure that the state receives taxes and other revenues. Broadening the scope of the TTEITI reporting mechanism to take into account the mining sector would enhance public oversight through the multi-stakeholder steering committee. Additionally, the publication of contracts would allow for great public accountability in the process.

While many of these initiatives are important to national development, the manner in which the government manages stakeholders from all sectors has the potential to make local policy-making space more or less positive. More effort is required in future action plans to engage stakeholders in a more inclusive and holistic manner. In this context, the new action plan should address specifically a mechanism or number of mechanisms to engage stakeholders. This may be followed by the CSB or the multi-stakeholder forum. The government should address issues of public procurement and access to information, in particular publishing company registries and public contracts on an online platform.

1 Ministry of Finance and the Economy, *Speaking Notes for Senator the Honourable Larry Howai Minister of Finance and the Economy* (Speaking notes at the Launch of the Business Opportunities Forum, Port of Spain, 27 November 2013), http://bit.ly/1Req8EE

2 Ernst and Young Services Limited, *Focus on Trinidad and Tobago Budget 2015* (Review summary, Port of Spain, 8 September 2014), http://bit.ly/1P6hbFY

3 KPMG International Cooperative, *2016 Budget Commentary* (Report, 5 October 2015), http://bit.ly/1Wi5W2W

4 "Open Budget Survey 2015: Trinidad and Tobago," International Budget Partnership, http://bit.ly/1SJQ2PP

5 "Modern Public Procurement Law for Trinidad and Tobago," Trinidad Express, 2 September 2014, http://bit.ly/1Wi6d5S

6 "LifeSport Was Easy $$," Trinidad Express, 21 July 2014, http://bit.ly/1nx3yYq; Geisha Kowlessar,
"Rowley on Alleged Life Sport Corruption: Cheque Stubs Found in Dump," Trinidad and Tobago Guardian, 5 August 2014, http://bit.ly/1V2Sul9; Radhica Sookraj, "PM Knew Alleged Life Fund Fraud," Trinidad and Tobago Guardian, 8 July 2015, http://bit.ly/1H9WMwP; "Minister hails Licensing Office Probe," Guardian, 28 April 2012, http://www.guardian.co.tt/news/2012-04-28/minister-hails-licensing-office-probe

7 Government of the Republic of Trinidad and Tobago, *Report of the Commission of Enquiry into the Construction Sector Trinidad and Tobago* (Commissioners Report, March 2010), http://www.jcc.org.tt/uffreport.pdf

8 Mark Fraser, "How the Life Sport Contract Went from $12M to $34M," Trinidad Express, 10 August 2014, http://bit.ly/22cwNRA

9 "Latest Reports," Auditor General's Department, Government of the Republic of Trinidad and Tobago, http://auditorgeneral.gov.tt/latest-reports

10 "What is the JCC?," Joint Consultative Council, http://www.jcc.org.tt/about.htm

11 Janine Mendes-Franco, "On Politics, Big Contracts and Parties in Trinidad & Tobago," Global Voices, 23 December 2015, http://bit.ly/1RXuwVD

12 Government of the Republic of Trinidad and Tobago, "Act, Act No. 1 of 2015" on Public Procurement and Disposal of Public Property, Trinidad and Tobago Gazette, 15 January 2015, http://bit.ly/1UpoYVX

13 "Murray: We Need Whistleblower Protection, Campaign Finance Laws," Trinidad Express, 10 February 2015, http://bit.ly/1XmxNPG

14 "Trinidad and Tobago Government Introduces Whistle Blower Legislation," Antigua Observer, 14 November 2015, http://bit.ly/24XlVbl

15 Darlisa Ghouralal, "Parliament Consults Public on Whistleblower Legislation," Loop, 4 January 2016, http://bit.ly/1TXbFOl

16 Julien Neaves, "Whistleblower Law Step in Right Direction," Trinidad and Tobago Newsday, 20 December 2015, http://newsday.co.tt/news/0,221540.html

17 Janine Mendes-Franco, "The Finer Details of Trinidad and Tobago's Whistleblower Bill Could Use Some Work," Global Voices, 6 January 2016, http://bit.ly/1YMaUql

18 "Trinidad and Tobago," Natural Resource Governance Institute, http://bit.ly/1MfgCtu

19 Malaika Masson, "How to Strengthen Transparency in Extractive Sector Governance? Ask Trinidad and Tobago," Blog, Inter-American Development Bank (IADB), 15 May 2015, http://bit.ly/1pEkIqs

20 "Trinidad and Tobago," EITI, https://eiti.org/TrinidadandTobago/innovations

21 Revenue Watch Institute, "Trinidad and Tobago's Heritage and Stabilisation Fund Publishes Quarterly Reports," Open Government Guide, http://bit.ly/1QV9hS3

22 Sustainable Development Goals (SDGs), https://sustainabledevelopment.un.org/sdgs

VII | GENERAL RECOMMENDATIONS

Based on the country, institutional, and civic contexts, the IRM researcher makes the following five recommendations for Trinidad and Tobago's OGP process. The first three are institutional, and the last two are related to content.

1. Stakeholder consultation mechanism

For commitments to have impact, the government should deepen engagement with civil society and other stakeholders. In OGP, this would take the following forms:

- Establishing a consultation mechanism for developing the next OGP action plan. If the government and civil society stakeholders can agree, ASCOTT or the CSB could be used.

- Striving to comply with as many of the OGP consultation guidelines as possible.[1]

- Conducting further campaigns to educate the public on the importance of open government and the national action plan.

- Ensuring the consultation mechanism continues to operate during implementation of the action plan, following the OGP guidelines,[2] and mobilising civil society to support and to monitor commitment implementation.

While the government has the responsibility for convening and opening this space for consultation, civil society organisations (CSOs) will also have a major part to play. They will need to mobilise support for OGP and dedicate their time and resources to meaningful dialogue and engagement.

2. Online Trinidad and Tobago OGP portal

Trinidad and Tobago does not have a dedicated country portal for OGP. Many other countries have found this to be a useful tool in giving the national open government community a central location for OGP documents, discussions, and networking. The portals of Canada (open.canada.ca/en), Paraguay (gobiernoabierto.gov.py/) and Mexico (gobabiertomx.

org/) are all good examples, as is TTEITI's dedicated website (tteiti.org.tt/).

Therefore, the IRM researcher recommends that the Government of the Republic of Trinidad and Tobago work with leading open government CSOs to develop a Trinidad and Tobago Open Government portal.

3. Internalise responsibility for OGP commitments

External consultants were responsible for delivering the majority of the commitments in this action plan. This may have affected the low level of completion. More importantly, it inhibited civil servants from learning about, fully understanding, and developing open government reforms.

Therefore, the IRM researcher recommends that career civil servants be responsible for the commitments in the next action plan.

4. Continue to make natural resource commitments

The commitments in this action plan on natural resources generated the most interest among stakeholders the IRM researcher consulted. As discussed above, this area is important for the country and one in which Trinidad and Tobago should continue to excel. EITI and OGP are complimentary initiatives, not duplicative. Many of the lessons learned in EITI, like collaboration with civil society, could be expanded to other governance areas. Furthermore, the recommendations in Trinidad and Tobago's EITI reports, and the ideas of stakeholders working in the sector, could lead to more ambitious natural resource commitments in the next action plan.

Therefore, the IRM researcher recommends that the Government of the Republic of Trinidad and Tobago continue working with TTEITI to design and implement more ambitious commitments on natural resource governance.

5. Prioritise open budgets and procurement in the next action plan

As discussed in Section II, Section IV, and in the section on country context, open budgets and procurement were originally in the OGP action plan, but did not make it to the final version. Given the importance of open procurement process for combatting corruption, and the cross-cutting importance of making budgets and making the budgeting process more open, the next action plan should include commitments in these areas. In addition to the commitments that stakeholders discussed in the previous draft of the current action plan, the Open Contracting Partnership (open-contracting.org), the International Budget Partnership (internationalbudget.org) and the Open Government Guide (opengovguide.com) all offer useful guidance and instructions that could form commitments in the next plan.

TOP SMART RECOMMENDATIONS

Beginning in 2014, all OGP IRM reports include five key recommendations about the next OGP action planning cycle. Governments participating in OGP will be required to respond to these key recommendations in their annual self-assessment reports. These recommendations follow the 'SMART' logic: they are specific, measurable, answerable, relevant, and time bound.

The IRM researcher offers five recommendations.

TOP FIVE 'SMART' RECOMMENDATIONS
1. Establish an effective stakeholder consultation mechanism to develop the next plan and to oversee commitment implementation with a wide spectrum of participation, following the OGP guidelines.
2. Collaborate with CSOs to develop a Trinidad and Tobago open government portal.
3. Ensure that career civil servants have primary responsibility for the commitments in the next plan.
4. Formalise and strengthen TTEITI's involvement with the national OGP process to design and to implement more ambitious commitments on natural resource governance.
5. Prioritise open budget and procurement commitments in the next action plan and use international best practices and guidance to design ambitious, measurable commitments.

VIII | METHODOLOGY AND SOURCES

As a complement to the government's self-assessment report, well-respected governance researchers, preferably from each OGP participating country write an independent IRM assessment report.

These experts use a common OGP independent report questionnaire and guidelines, based on a combination of interviews with local OGP stakeholders as well as desk-based analysis. This report is shared with a small International Expert Panel (appointed by the OGP Steering Committee) for peer review to ensure that the highest standards of research and due diligence have been applied.

Analysis of progress on OGP action plans is a combination of interviews, desk research, and feedback from nongovernmental stakeholder meetings. The IRM report builds on the findings of the government's self-assessment report and other assessments of progress by civil society, the private sector, or international organisations.

Each local researcher hosts stakeholder meetings to ensure an accurate portrayal of events. Given budgetary and calendar constraints, the IRM cannot consult all interested or affected parties. Consequently, the IRM strives for methodological transparency and, therefore, when possible, makes public the process of stakeholder engagement in research (detailed later in this section). In national contexts where anonymity of informants—governmental or nongovernmental—is required, the IRM reserves the ability to protect the anonymity of informants. Additionally, because of the necessary limitations of the method, the IRM strongly encourages commentary on public drafts of each national document.

FOCUS GROUPS

Each national researcher hosts at least one public information-gathering event. Care should be taken in inviting stakeholders outside of the "usual suspects"

list of invitees already participating in existing processes.

The IRM researcher conducted one focus group discussion with representatives from women's organisations and an LGBT umbrella organisation. These organisations had significant experience in influencing government policy and, for the most part, had been included in policy dialogues. In fact, one representative, Hazel Brown, is a well-known local activist in gender and women's rights. While invitations were sent out to other groups to participate in the focus group, only representatives from these two sectors attended.

INTERVIEWS

Supplementary means may be needed to gather the inputs of stakeholders in a more meaningful way (e.g. online surveys, written responses, follow-up interviews). Additionally, researchers perform specific interviews with responsible agencies when the commitments require more information than provided in the self-assessment report or accessible online.

Given the low response to the focus group, the IRM researcher also sought to include other representatives, such as from the media and private sectors, in the research process. He interviewed the following:

- One representative from media who was also present at ODRA
- One representative from the banking industry
- One representative from the insurance sector
- An academic from the University of the West Indies School of Business and Applied Studies Limited (ROYTEC)
- A representative from TTEITI Secretariat
- A representative from the local freedom of information NGO, Disclosure Today

- A representative from the newly formed (ACSOTT) Association of Civil Society Organization of Trinidad and Tobago.

Interviews were conducted from 26-31 October 2015, and the focus group session was on 31 October 2015. The IRM researcher also interacted with participants during the ODRA consultations held in May 2015.

INTERVIEWS WITH GOVERNMENT

The IRM researcher conducted a number of interviews with government stakeholders over the period July 2014 to November 2015. The primary point of contact was Vashti Guyadeen, Special Technical Adviser to the Minister of Public Administration up until August 2015. The IRM researcher also interviewed and maintained contact with the lead technocrat for OGP in the Ministry of Public Administration during the period July 2015 to November 2015 and also meet with the members of the OGP NAP team of the Ministry of Public Administration.

ABOUT THE INDEPENDENT REPORTING MECHANISM

The IRM is a key means by which government, civil society, and the private sector can track government development and implementation of OGP action plans on a bi-annual basis. The International Experts' Panel oversees research design and quality control. The International Experts' Panel is comprised of experts in transparency, participation, accountability, and social science research methods.

The current membership of the International Experts' Panel is:

- Anuradha Joshi
- Debbie Budlender
- Ernesto Velasco-Sánchez
- Gerardo Munck
- Hazel Feigenblatt
- Hille Hinsberg
- Jonathan Fox
- Liliane Corrêa de Oliveira Klaus
- Rosemary McGee
- Yamini Aiyar

A small staff based in Washington, D.C. shepherds reports through the IRM process in close co-ordination with the researcher. Questions and comments about this report can be directed to the staff at irm@opengovpartnership.org.

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[1] Full research guidance can be found in the IRM Procedures Manual, available at http://www.opengovpartnership.org/about/about-irm.

[2] The Network of NGOs of Trinidad and Tobago for the Advancement of Women is a national umbrella organisation that has been in operation since 1985. Co-ordinated by Hazel Brown, the Network of NGOs acts as an advocate and supports more than 110 member organisations. It is committed to the aims of the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Their mission is to improve and enhance the quality of life for women and girls in Trinidad and Tobago through effective representation and advocacy, while maintaining the highest ethical and professional standards.

[3] The Coalition Advocating for the Inclusion of Sexual Orientation (CAISO) is a coalition of individuals and groups connected to the gay, lesbian, bi, trans (GLBT) communities in Trinidad and Tobago who are taking leadership together for building a movement. The coalition includes groups such as 4Change, Friends for Life, MSM: No Political Agenda, and Velvet Underground, as well as advocates, community organisers, party promoters, and students. CAISO Informational Brochure 2010, http://bit.ly/1MfUFKK

[4] The 19-member Trinidad and Tobago multi-stakeholder EITI Steering Committee is comprised of representatives of government (6), companies (6), and civil society (6) under the chairmanship of Victor Hart. The six government ministries and state agencies include the Board of Inland Revenue, the Ministry of Energy and Energy Affairs, the Ministry of Finance and the Economy, the National Gas Company of Trinidad and Tobago, the National Quarries Company Limited, and the Petroleum Company of Trinidad and Tobago Limited. The six companies representatives include BG Trinidad and Tobago Limited, BHP Billiton Trinidad and Tobago, BP Trinidad and Tobago Limited, EOG Resources (Trinidad and Tobago Limited), the Energy Chamber of Trinidad and Tobago, and the Trinidad and Tobago Chamber of Industry and Commerce. The six civil society organisations include the Cropper Foundation, Fishermen and Friends of the Sea, the National Youth Council of Trinidad and Tobago, the Network of NGOs for the Advancement of Women, the Oilfields Workers' Trade Union, and the Trinidad and Tobago Transparency Institute. "Steering Committee," TTEITI, http://bit.ly/1Rf3USW

[5] A newly formed umbrella civil society group registered on 27 August 2015 as non-profit when the government did not establish a civil society board. It has 35 members consisting of elected sector representatives from the civil society board election. Members represent the following sectors: persons with disabilities, agriculture, business, community-based organisations, culture and heritage, education and technology, environment, faith-based organisations, family affairs, health, labour justice and security, social development and poverty alleviation, sport, Tobago affairs, and the youth.

IX | ELIGIBILITY REQUIREMENTS

In September 2012, OGP decided to begin strongly encouraging participating governments to adopt ambitious commitments in relation to their performance in the OGP eligibility criteria.

The OGP Support Unit collates eligibility criteria on an annual basis. These scores are presented below.[1] When appropriate, the IRM reports will discuss the context surrounding progress or regress on specific criteria in the Country Context section.

Criteria	2011	Current	Change	Explanation
Budget transparency[2]	4	4	No Change	4 = Executive's Budget Proposal and Audit Report published 2 = One of two published 0 = Neither published
Access to information[3]	4	4	No change	4 = Access to information (ATI) Law 3 = Constitutional ATI provision 1 = Draft ATI law 0 = No ATI law
Asset Declaration[4]	2	2	No change	4 = Asset disclosure law, data public 2 = Asset disclosure law, no public data 0 = No law
Citizen Engagement (Raw score)	4 (7.94)[5]	4 (8.24)[6]	No change	1 > 0 2 > 2.5 3 > 5 4 > 7.5
Total/Possible (Percent)	14/16 (88%)	14/16 (88%)	No change	75% of possible points to be eligible

[1] For more information, see http://www.opengovpartnership.org/how-it-works/eligibility-criteria
[2] For more information, see Table 1 in http://internationalbudget.org/what-we-do/open-budget-survey/. For up-to-date assessments, see http://www.obstracker.org/
[3] The two databases used are Constitutional Provisions at http://www.right2info.org/constitutional-protections and Laws and draft laws http://www.right2info.org/access-to-information-laws
[4] Simeon Djankov, Rafael La Porta, Florencio Lopez-de-Silanes, and Andrei Shleifer, "Disclosure by Politicians," (Tuck School of Business Working Paper 2009-60, 2009): ://bit.ly/19nDEfK; Organization for Economic Cooperation and Development (OECD), "Types of Information Decision Makers Are Required to Formally Disclose, and Level Of Transparency," in *Government at a Glance 2009*, (OECD, 2009). ://bit.ly/13vGtqS; Ricard Messick, "Income and Asset Disclosure by World Bank Client Countries" (Washington, DC: World Bank, 2009). ://bit.ly/1clokyf; For more recent information, see http://publicofficialsfinancialdisclosure.worldbank.org. In 2014, the OGP Steering Committee approved a change in the asset disclosure measurement. The existence of a law and *de facto* public access to the disclosed information replaced the old measures of disclosure by politicians and disclosure of high-level officials. For additional information, see the guidance note on 2014 OGP Eligibility Requirements at http://bit.ly/1EjLJ4Y.
[5] Economist Intelligence Unit, "Democracy Index 2010: Democracy in Retreat," (London: Economist, 2010). Available at: ://bit.ly/eLC1rE.
[6] Economist Intelligence Unit, "Democracy Index 2014: Democracy and its Discontents," (London: Economist, 2014). Available at: http://bit.ly/18kEzCt.

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