



MINISTRY OF RURAL DEVELOPMENT
& LOCAL GOVERNMENT



REPORT ON LOCAL GOVERNMENT REFORM CONSULTATIONS

Report on Local Government Reform Consultations

Submitted by:
Advance Dynamics Limited
6 French Street, Woodbrook

Submitted to:
The Technical Committee
Local Government Reform Task Force
Ministry of Rural Development & Local Government

May 2016

1.0	Executive Summary.....	4
2.0	The Consultations.....	12
3.0	Background.....	14
4.0	Methodology.....	16
5.0	The Results.....	20
5.1	Overview.....	20
5.2	GENERAL RECEPTIVENESS OF POPULATION.....	20
5.3	GENERAL TONE OF MAYORS, CEOs & CHAIRMEN	21
5.4	FEEDBACK FORM ANALYSIS.....	21
5.5	TOP 10 QUESTIONS.....	28
5.6	KEY AREAS OF CONCERN.....	28
5.6.1	<i>ACCOUNTABILITY</i>	38
5.6.2	<i>POLITICS</i>	41
5.6.3	<i>EFFICIENCY/ SUSTAINABILITY</i>	46
5.6.4	<i>HUMAN RESOURCES</i>	52
6.0	Recommendations from the Floor.....	58
7.0	Conclusion.....	60
8.1	Appendix: Sample Invitation	61
8.2	Appendix: Sample Press Advertisement.....	62
8.3	Appendix: Sample Media Invitation / Release	63
8.4	Appendix: Brochure.....	64
8.5	Appendix: Set Design and Venue Layout.....	66
8.6	Appendix: Table 1: Attendance by Session	67
8.7	Appendix: Table 2: Schedule of Consultations	68
8.8	Appendix: Typical run of Show (Programme).....	69
8.9	Appendix: Documents and Sources Cited	70
8.10	Appendix: Table 3: Media References	71
8.11	Appendix: Sample Feedback Form.....	72
8.12	Appendix: Attendee Demographics.....	73
8.13	Appendix: Feedback Responses at a Glance	76
8.14	Appendix: Social Media & On-Line Reports	79

1.0 Executive Summary

This is a report of the public consultations held by the Ministry of Rural Development and Local Government during the period December 2015 to April 2016.

These public consultations were assented to by Cabinet by Minute no. 50 (2nd session) dated October 1, 2015 in which it was agreed that the Minister would proceed with the:

a) 'Establishment of a Ministerial Committee and a Technical Committee to facilitate the Transitioning of the Ministry of Local Government.'

(b) The Minute also agreed inter alia to conduct widespread consultations. To facilitate this process, it is proposed to hire a Consulting Firm which would be responsible for:

- Organising fourteen (14) Consultations in Trinidad;
- Providing assistance in preparation of relevant brochures;
- Distribution of Brochures before Consultations;
- Informing media of Consultations;
- Event production & management;
- Rapporteurs and recording;
- Reporting on Consultations at conclusion.

It was also recommended that the Consulting Firm provide:

- Broadcast and Streaming of Consultations;
- Social Media interactivity and Promotion; and
- Analysis of Social Media Engagement.

The Ministry of Rural Development and Local Government held fourteen (14) Public Consultations, one in each of the Municipal Corporations.

This first round of consultations started in the City of San Fernando on December 15, 2015, and the last was completed on April 27, 2016 in the Diego Martin Regional Corporation.

From the attendance Register, over three thousand, six hundred and seventy five (3,675) persons attended the consultations. Members of the public were invited via Newspaper and Radio advertising as well as through loudspeakers, word of mouth, social media posts and direct letters of invitation. To expand its audience, the consultations were also carried live on radio and broadcast online.

The consultation sessions were vibrant and provided a great deal of insight, and the views of well over 300 burgesses and other stakeholders were audited and recorded.

The consultations created a forum that engaged three thousand six hundred and seventy five (3,675) burgesses, citizens and members of the public, over approximately fifty-six (56) contact hours of exchange and discussion, in all fourteen (14) municipal corporations, where some three hundred (300) questions and comments were documented. Media interest was high as made evident by the more than twenty (20) news items that were generated as a result. (Kindly refer to Appendix 8.10 for a partial list of media references.)

As per the 'terms of reference' a social media / on-line component was incorporated as part of this series of consultations. These on-line assets included a presence on platforms such as Facebook, YouTube, Twitter, and Instagram, as well as the creation of a microsite (www.ttlocalmatters.com). In addition to the stakeholders who attended the consultations, we recorded over 430,000 impressions from 291,895 users on Facebook over the period. We recorded over 32,000 impressions and 3,500 profile views on Twitter. And over 11,000 unique visitors and more than 200,000 hits on the microsite. (All social media and on-line reports appear at Appendix 8.14)

All meetings were broadcast LIVE on mainstream media via Talk City Radio 91.1FM creating an extended audience and delayed on our YouTube video channel. (All Fourteen consultations are still available for viewing on our YouTube Channel: TT Local Matters.)

Beginning with San Fernando last December, the Ministry, led by the Minister, Senator the Honourable Franklin Khan, embarked on a series of discussions across each of the fourteen (14) regional corporations in Trinidad. As outlined in the PNM Manifesto, and now adopted as part of official Government policy, Government's vision for Local Government is to remove all of the red tape and bureaucracy that prevent local government bodies from doing their work in an effective and efficient manner. This policy outlines government's vision to give greater autonomy to Municipalities thereby entrusting them with Executive Authority to manage and govern their affairs similar to that enjoyed by the Tobago House of Assembly.

At each session, the Minister communicated his vision for local government reform as part of a comprehensive audio-visual presentation, after which he and his panel invited feedback from the floor. Much of the discussion was centred around the devolution of authority from Central to Local Government authorities. This includes a certain level of autonomy over, and responsibility for, local matters, as well as for the added responsibility of revenue collection in certain areas and disbursements.

The objective of this consultative process was to consult, engage, record & report, and document the national consensus on the proposed reforms to local government, as well as to

gather information and perspectives that could assist in the drafting of the official Policy on the Transitioning of Local Government.

Minister Khan: “To revolutionise and bring the system in line with the recurrent recommendations of the many teams, committees, and different administrations that have engaged this process over the years, we propose the following reforms:

- **Secure Funding** (Collecting Your Own Taxes)
Local Government bodies will be allowed to keep certain taxes and other revenues collected within their boundaries.
- **Executive Authority**
Local Government bodies will be given a level of autonomy and executive authority similar to that of Tobago House of Assembly
- **New Responsibilities**
Local Government bodies will be responsible for school maintenance, social welfare services, sporting programmes, agricultural and local tourism. As we’ve seen recently, the more schools we build the harder it is for central government to keep them all open and running.
- **Local Contractors**
Local Government bodies will be responsible for developing the competencies, expertise and facilities that will create opportunities for local work to be done by local suppliers of goods and services.
- **More Effective Municipal Policing**
Broader responsibilities and staff will be given to the Municipal Police closing the gap between the community and officers of the law.
- **Development Control**
Control of Development will be under the authority of Local Government bodies, the ability to fully participate in the planning and development of communities will be expanded beyond approval of plans and construction dwelling houses and simple buildings.
- **Infrastructure Works**
The system of implementation of local infrastructure projects will be completely restructured and decentralized to allow for efficient and timely implementation by Local Government bodies.
- **Disaster Management**
Local Government bodies will be reformed to facilitate direct collaboration with Central Government agencies to plan for and become effective first responders in Natural Disasters.

- **Involvement of Civil Society**

The Public and Civil Society will become more involved in the Decision making process and in so doing lead to the growth of a more sensitive, caring and responsive society.

- **Regional Development Planning**

Detailed Regional Development plans have been done for the fourteen (14) Municipal Corporations. These will serve as a guide for future Development.

- **Boundaries**

Under these reforms how will the boundaries and size of corporations be determined?

- **Organisation and Structure**

In the new Local Government eco-system local Councils will operate using a committee system. In this regard, the possibilities allow for exploration of the amazing potentials of each community. Imagine council committees set up to deal specifically with:

- Public Health
- Human Resources & Employment
- Finance and Planning
- Social Welfare
- Security & policing
- Infrastructure
- Disaster Preparedness & Management
- Sports, Recreation & Public Spaces
- Building Inspection & Approval
- Committees for Festivals, Cultural
- Heritage, Arts and Tourism
- Education and Research
- Media & Communication
- Science & Technology

After an analysis of the more than three hundred comments that were ventilated at the consultations, **the top and reoccurring** criticisms, concerns and questions expressed by the stakeholders (including burgesses, municipal officials, elected officers, NGOs, the Business community, etc) in attendance are as follows:-

- Insufficient Funding
- Conflicting goals between national and local needs for budgeting which in turn sometimes leads to duplication of effort and reflecting a lack of coordination as well as the fact that real 'control' remains in the hands of Central Government and the Ministry of Finance
- The delays in decision making and the low rates of execution & implementation when it comes to municipal projects
- Inadequate human resources in specialist areas key to delivery
- Quality control measures are scant or non-existent
- Conflict and lack of trust between the Council, Administrative Staff and Public
- Local contractors are often overlooked in the award of Municipal works contracts
- Community participation and involvement in the decision making process are limited
- Lack of equity and transparency in the hiring of daily, weekly and monthly paid staff
- Sporadic and ad-hoc delivery and access to public goods and services, dependent on resources at the local level
- Inadequate compensation of councillors is a deterrent to many qualified individuals who wish to serve; The absence of a system of Pensions and Gratuities for present and past councillors
- Low productivity of corporation staff
- Presently, the Local Government system is not protected by the Constitution and may be discontinued by a simple majority vote, and
- The need for the upgrade of offices and facilities at the disposal of each Corporation.

On further analysis of **the top and reoccurring** questions and concerns above, they fall into four dominant umbrella categories:

Human Resource – How will Corporations go about becoming fully resourced in a manner that is transparent and fair to all? Who will be responsible for recruitment, disciplining and removal of staff? How are contracts to be awarded and managed to ensure better delivery? Will the staff and councilors be able, competent or ready to exercise the level of executive authority being proposed?

Accountability – What mechanisms will be put in place to ensure that greater efficiencies are achieved in the collection of taxes, rates and fees that will now become the responsibility of the Corporations? What system of oversight will be installed to ensure that those monies are in turn utilized in a manner consistent with good governance? What will be the internal and external mechanisms to treat with and deter corruption?

Efficiency – How will funding be achieved in a manner that will ensure that most, if not all, needs are met? Who will ensure that VALUE is received in fair exchange for monies

spent across all areas of spending? How will social service delivery be enhanced to better reach the needy in a time-efficient manner?

Politics – What mechanisms will be put in place to ensure equity and to resolve conflicts which may arise between the Council, the Corporation staff, citizens, central vs local government. What about those who are perceived as being disenfranchised – having supported an opposing party? How will the issue of minimum and fair ‘local input’ be best addressed?

In the main report we have identified some main stakeholder concerns, and these will help to inform the technical committees in advising cabinet. The process is being driven by two specially constituted committees at the Ministry of Rural Development and Local Government.

The first of these is a **Ministerial Committee** that will provide oversight to the exercise and which is being chaired by Minister Khan. Other members of this committee are Minister in the Ministry of the Attorney General and Legal Affairs Stuart Young, Planning Minister Camille Robinson- Regis, Housing Minister Randall Mitchell, and Social Development and Family Services Minister Cherrie-Ann Crichlow-Cockburn.

The second committee is the **Technical Committee** which is chaired by the Ministry’s Permanent Secretary Ms Desdra Bascombe. Other members of this committee include San Juan / Laventille Regional Corporation Chairman Anthony Roberts; Point Fortin Mayor Clyde Paul; Toco/Sangre Grande Regional Corporation chairman Terry Rondon; Ms. Ida Eversley-Deputy Chief Parliamentary Counsel; Ms. Nariya Baksh-Public Management Consultant II; Mrs. Candice Jaglal-Mohan-Public Management Consultant II; Ms. Marie Hinds-Ag. Director- Town and County Division; Mr. Hayden Manzano-Assistant Director (Ag.) Economic Management Division Ministry of Finance; Mr. Dennis Williams-Chief Technical Officer/ Acting DPS Ministry of Social Development and Family Services; Ms. Kofi Chapman-Economist Ministry of Rural Development & Local Government; and Attorney-at-Law Lennox Sankersingh.

METHODOLOGY

The method of consultation chosen was a moderated public forum where all stakeholders (burgesses, officials, municipal workers, NGO's etc) were invited to make their contributions. Contributions were also solicited via social media and e-mail from the sizeable radio and on-line audience.

The meetings were advertised and promoted primarily in the daily newspapers as well as via radio. This was supplemented by roaming loud speaker, social media engagement, written letters of invitation, e-mail, telephone call reminders and word of mouth.

Public interest was sustained throughout by the continuous coverage on traditional media, as well as on-line and via social media.

The Head of each municipal council (the Chairman or the Mayor) was invited to deliver opening remarks on behalf of his respective Corporation. Without exception, their comments were warm and welcoming, and they all confirmed that they were receptive to the consultative process and the proposed reforms.

The presentation format was an open stage standing delivery supported by an engaging audio visual presentation that framed the current status of Local Government and its inherent challenges. It also highlighted the strengths and benefits of the present governance model of the Tobago House of Assembly, as well as the Government's objectives for Local Government.

At the end of the formal presentation, the minister was joined on stage by the other members of the panel for the moderated open forum. These other panelists have varied throughout the series of consultations and have included: Cabinet Ministers Stuart Young and Camille Robinson-Regis; Alderman Anthony Roberts (who is also Vice Chairman of the Technical Committee for Local Government Reform); Ms Desdra Bascombe, Permanent Secretary and Chairman of the Technical Committee; and Dr the Honourable Keith Rowley, Prime Minister of the Republic and Member of Parliament for the constituency Diego Martin West

In order to get feedback on certain aspects of reform as well as for data capture purposes, all members of the public who attended were encouraged to not only sign a register but to also complete a specially designed Feedback Form (See Appendix 8.11). Originals of both sets of completed documents now reside with the officials at the Ministry and we have consolidated some of the data received in the main report document (See Appendix 8.13).

CONCLUSIONS

After fourteen (14) consultations, we believe that we have met our remit and have planned and staged a ground-breaking, contemporary and effective consultative forum in terms of attendance, modality of information transfer, audience engagement in the audio-visual presentation as well as the quality of the contributions and reporting that have come out of them.

Based on the evidence – inclusive of the feedback forms, on-line comments, contributions and one-on-one interviews – it is obvious that the public are largely appreciative of the consultative approach embarked upon by the present Government, but they also appear to be highly aware of the pressing need to fix the present system of local representation and governance.

The consultations provided fertile ground for support, rebuttals, and fresh ideas from members of the audience on how local government reform can truly be a transformative process. There is great hope that the government will deliver on its promise of reforming the current system sooner rather than later.

2.0 The Consultations

In accordance with Cabinet by Minute no. 50 (2nd session) dated October 1, 2015, public consultations were held on the subject of Local Government Reformation and Modernisation during the period December 16, 2015 to April 29, 2016. These consultations were primarily a form of public engagement, with a view to soliciting the views of the public on the current system of local government and what should be done to improve it.

The Ministry of Rural Development and Local Government informed the various Regional Corporations as well as other Stakeholders informing them of the Ministry's intentions to host a series of public consultations. Follow up calls were made by the Team selected by the Ministry to develop and coordinate a schedule of meetings to be held in each of the fourteen (14) regional corporations across Trinidad.

The centre-piece of each consultation was a comprehensive presentation made by Senator, the Honourable Franklin Khan, Minister of Rural Development and Local Government. The presentation was supported by a modern audio-visual backdrop designed to amplify and focus on the main areas and points to be discussed, immediately following which there was a moderated open forum between the panel led by the Minister and members of the public on the floor.

The inaugural consultation was a flagship event formatted, lit and designed for the intended TV audience. The set design with its circular format and conversational layout reflects a devolution of power, as it embraces the audience as part of it. The set was constructed to be modular to accommodate for its breakdown and redeployment at other venues across Trinidad in some instances over a period of hours. (See Appendix 8.5 for Set Design and Layout)

The key branding message throughout the campaign was that of 'LOCAL MATTERS'. Explained briefly: These consultations are about local matters / these consultations are because LOCAL matters.

There were a number of standing signs erected strategically at each venue with a design consistent with the set as well as the other branding materials. Each sign espoused a single watchword e.g. EMPLOYMENT, EQUITY, TRANSPARENCY, CREATIVITY, EFFICIENCY, SECURITY, IDENTITY. Each word communicating a key deliverable / objective of these consultations.

The brand messaging was designed to create widespread public awareness and support for the issues and benefits of transformation and decentralization through Local Government Reform; create national awareness and support for the transitioning of the Ministry of Rural

Development and Local Government; and present the Government as committed / genuine, progressive, game-changing, interactive, engaging, accessible, transformational, dynamic and expert.

The consultants deployed a dedicated team at each of the consultations whose primary purpose was to capture data. This team included a team of four rapporteurs who produced a verbatim report of all the contributions which have since been submitted to the client. A separate team recorded demographic data at each venue (See Appendix 8.12). And yet another team distributed and collected specially designed Feedback Forms to all in attendance. Appendix 8.13 provides a graphical illustration of the results coming out of the Feedback Forms.

A social media team managed content on the various platforms (YouTube, Facebook, Twitter, Instagram) and responded to queries and contributions made there as well. Kindly refer to Appendix 8.14 for the reports as they relate to social media.

3.0 Background

Local Government dates back to our colonial past, beginning with the establishment in 1768 of the Royal Cabildo in St Joseph by Spanish colonists and evolving through the centuries to the eventual establishment of the present system of fourteen (14) Municipal Corporations which exist today.

Since in 1962 successive administrations have researched, tracked, discussed and consulted with the public on the benefits of a decentralisation of government through the mechanisms of the local government. The high point in Trinidad's evolution in this regard came with **the Municipal Corporation Act #21 of 1990 (MCA)** which was proclaimed in 1991.

The MCA consolidated all the available pieces of Local Government legislation, created two (2) cities, three (3) Boroughs (with Chaguanas being a new Borough) and thirteen administrative regions. It also introduced the concept of corporate governance in Local Government, and significantly expanded Local Government's functional base, including revenue raising and an enhanced role in the regional coordination of public service delivery. This attempt was the only one that was taken to its logical conclusion in the form of legislation to give effect to policy. In 1992, the MCA was amended by Act No. 8 of 1992, which reduced the number of regions from thirteen (13) to nine (9).

Minister Khan: "But essentially, successive administrations have kicked the can down the road. Now, the ball is in our court."

Beginning with the Sinanan Committee in 1965, and ending with the Draft White Paper on Local Government Reform 2013, this is in fact the eighth attempt to reform the system of Local Government since the nation gained independence on 31 August 1962.

The issue of reform in our system of Local Government is not new to our political discourse. The weaknesses inherent in the current system have been well ventilated:

Minister Khan: "The major impediments preventing existing local government structures from being efficient, consistent, relevant or sensitive, cost-effective timely or sustainable are:

- Political interference and manipulation and expediency
- Inadequate funding
- Inadequacy of supporting legislation
- The sluggish administrative structure that only facilitate unnecessary bureaucracy
- An overall lack of transparency and equity. "

Fortunately, there is already a vast body of data rich research at our disposal to help shape the way forward.

Minister Khan: “The pitfalls of centralised governance have been uncovered, discussed, debated and documented over and over again for decades. And consistently, all endeavours have pointed to stronger local governance – a broadening of our democracy. What this history and wealth of information presents us with is a pool of thinking – a collection of information that allows us to now strike with surgical precision and real-world relevance.”

The main objective of this latest reform initiative is to transform local government through the devolution of authority in an effort to improve efficiency, responsiveness and efficacy in the delivery, accessibility and sustainability of public goods and services. Not only was this a specific pillar of the ruling party’s 2015 General Election Manifesto, but subsequent to their election last September, this has also become a part of official government policy.

Minister Khan: “Our vision is a fully operationalised and networked local government system. This is imperative to people-centred development and to the accomplishment of any national vision. We envision quantum leaps in Health & Well Being; Family and Community Life and Security, Development of public spaces and the Environment; Local Culture, Identity and Creativity; Entrepreneurship, Local Industry the Economy and Commerce, Dynamic Social and Political Interaction, Communication & Media, and Information and Technology. Your ability to fix or plan your own roads, build a retaining wall in the community, or to launch a festival, all have direct impact on the quality of life in your community, And local government reform puts that power in your hands.”

The Minister in his presentations repeatedly assured that there is an abundance of political will this time that will ensure that the plans coming out of this process do not end up ‘collecting dust on a shelf’. He underscores this, by pledging the commitment of his political leader and Prime Minister and crediting him as one of the driving forces behind this latest thrust. The Prime Minister himself appeared as part of the panel at both the inaugural and closing public consultation sessions in San Fernando and Diego Martin respectively.

4.0 Methodology

Introduction

In keeping with its campaign promise made during the 2015 General Election Campaign, the People's National Movement Government, via Cabinet Minute no. 50 (2nd session) dated October 1, 2015 embarked on a series of public consultations in order to determine the best way forward for Local Government in Trinidad. Consequently, not only has the issue become an important part of the stated government's policy direction in this term, the Government has created a Task Force – consisting of a Technical Team and a Ministerial Team – to drive the process forward with a view to introducing legislative changes before the end of the current year.

This series of consultations was the first of two phases; this particular report is on the first phase wherein the government wanted to engage with the national community and present and listen to what the public has to say on the general vision for legislative reform before it is confirmed and finalized as the final policy position. Phase two of the consultation is yet to be announced but would be centred on the draft Policy Document that has been, in part, informed by the 14 consultations.

In order to solicit the broadest possible feedback, the Task Force proposed that consultations be held in ALL fourteen municipal corporations in Trinidad. The response, as reported, has been overwhelming.

Preparation and Planning

The list of stakeholders was identified jointly by the Ministry as well as the individual Municipal Corporations and letters of invitations were issued by the Permanent Secretary to selected participants. Timelines for each session were relatively short, invitation letters were supported by emails and follow-up telephone calls.

The general population was invited by newspaper advertisements placed in the local newspapers as well as on strategically selected radio stations to inform stakeholders and the general public about the Consultations. These were in turn supplemented by word of mouth, social media and even loud speakers (which proved quite effective in rural areas). The level of 'mobilisation' on the ground was impressive and in many cases the councillors and / or the corporation went the extra mile to ensure that a sizeable crowd was in attendance.

Media releases were also prepared and sent to many of the local media outlets – both traditional and on-line. These were generally followed up with telephone calls to confirm attendance and coverage, and wherever possible, the Minister and his team availed themselves to be interviewed on Television and Radio.

In the end, the consultations attracted three thousand, six hundred and seventy five (3,675) attendees – far more than the two thousand two hundred (2,200) which the previous consultations recorded in 2013 (the 2013 consultation also had 14 public meetings).

Locations were ‘scouted’ and selected as part of a collaborative effort between the Ministry, Corporation and the consultants. For the most part, school auditoriums were the venue of choice – as they were easily available, widely accessible and usually came without a cost - and the authorities throughout tended to be highly cooperative. The exceptions to this were in Port of Spain, San Fernando, Chaguanas and Siparia – where the Municipal Hall was available for use.

Once the location was confirmed, the Advance Team would visit the venue to ensure it did not present any significant logistical issues that might affect the ability to produce an event without interruption.

Staging & Execution

In trying to create a new atmosphere and space at the consultations, the consultants designed a staging concept that would underscore the branding and make for a more **meaningful, productive, open, transparent and accessible exchange of ideas**. Guided by the fact that the inaugural event in San Fernando would be televised to a national audience, the team created a stage and lighting design that would have a maximum visual impact. The staging and seat arrangement in a circular format and conversational layout was designed to evoke a devolution of power, embracing the audience as part of the event. Being modular, the set and signage was easily erected and stage, signage and screen animation were all set up, placed and designed to reinforce messaging in photography and mainstream media coverage.

Structure of the Public Consultations

Fourteen regional Consultations were held at each of the Municipal Corporations throughout Trinidad. All were similar in execution. Each Consultation consisted of a formal welcome by the head of the Host corporation and an audio-visual presentation conducted by the Minister, which was in turn followed by an open forum. Each session lasted approximately three hours.

Typically, all the sessions (with the exception of the one in Sangre Grande) were scheduled for a 6PM start in order to accommodate the working members of the public for whom a daytime start would not have proved convenient.

The Prime Minister, who has been repeatedly acknowledged as THE driving force behind this Local Government Reform initiative, launched the public consultations and led the panel in San

Fernando. He again joined Ministers Khan and Young in Diego Martin on April 29 for the closing session. On both occasions he sought to underscore his commitment to the process.

The moderated Open Forum addressed its questions, concerns and suggestions to the Panel led by the Minister who was joined on occasion by Cabinet Ministers Stuart Young and Camille Robinson-Regis; Alderman Anthony Roberts (who is also Vice Chairman of the Technical Committee for Local Government Reform); Ms Desdra Bascombe, Permanent Secretary and Chairman of the Technical Committee; and Prime Minister Rowley.

A moderator was utilized in all sessions to manage the flow of contributions from the floor. And in general, the mood throughout was amicable and value driven.

A copy of a sample itinerary may be viewed as Appendix 8.8 in this document.

A brochure was also designed, printed and distributed to each attendee to provide additional information.

In addition to the Open Forum, the public was invited to make written submissions to the Technical Committee via the Ministry of Rural Development and Local Government, or to make use of the email account - localgovsec@gov.tt - which was especially created for this process.

Social Media – specifically Facebook – was also utilized for a similar purpose. And questions generated through this medium were originally intended to be posed to the panel during the course of each session. Unfortunately, the high level of participation among the in-house audience made this impossible to do in the end.

The Consultation Team distributed Feedback Forms at the majority of the sessions and has carefully compiled the data. A visual representation of the results may be reviewed under Appendix 8.13. Feedback was also solicited through the distribution of Feedback Forms to all attendees who in turn voluntarily completed and returned them.

All attendees were asked to sign a register on arrival. This satisfied both an HSE requirement as well as provides documentary evidence of the public's participation.

A team of rapporteurs (numbering four) made verbatim notes of all contributions made at the consultations. Their completed reports are available for public review and may now be viewed online at <http://www.localgov.gov.tt>

It should also be noted that each session was broadcast live on Radio (and in some cases on Television) and that full video recordings of each may be viewed on YouTube on the specially created content channel: TTLOCALMATTERS, as well as on the Consultation website: www.ttlocalmatters.com

Structure of this Report

This report consists of two volumes. This, Volume I: Main Report provides general comments on the conduct of the consultation process, drawing on information from the Fourteen (14) Consultations that were completed. It discusses the process, reports on the findings and gives recommendations that were recorded as to the conduct of the ongoing process of Stakeholder Consultation for the preparation for phase two of the Local Government consultation process.

Volume II consists of the verbatim reports for each of the fourteen (14) completed Public Consultations.

5.0 The Results

5.1 Overview

The Consultations provided the initial contact between the stakeholders and the Ministry of Rural Development and Local Government. Consequently a wide range of opinions were received from the large number of attendees representing individual as well as a wide number of civic, business and other groups. Unlike past consultations, this engagement was deliberately conducted with a broad vision and on broad areas that that Policy Position would treat with. And whereas there were the occasional requests for a draft policy from the floor, the intended benefit was to provide a much needed blank slate to the process so that new ideas may take root and be considered in the drafting of the final policy position.

5.2 GENERAL RECEPTIVENESS OF POPULATION

The size of the stakeholder groups at these consultations varied from around one hundred (100) persons at its smallest (Arima), to well over five hundred (500) persons at the best attended of the sessions (San Fernando).

The size and composition of the stakeholder groups provided discussions and feedback which varied in tenor, breadth of discussion and emphasis of issues. Consultations lasted between two and three and a half hours, and each forum generated its own unique dynamic. For example the issues that were of greatest importance to attendees in Port of Spain (which included concerns about security) were very different from what pertained in Mayaro / Rio Claro where developmental issues and youth engagement assumed greater importance.

In many of the sessions, discussions between and among members of each group revealed a willingness to confront issues raised by the proposed reform and provide inputs on the basis of perceptions, experience of their communities and vision for the physical and economic development of their municipalities. Stakeholders generally had no difficulties in expressing themselves and some did so with passion and enthusiasm, and expressed a genuine hope that reform would indeed come from out of this latest effort.

Almost without exception, the attendees welcomed the adoption of reform – on any scale – as there was a general recognition that the current system had all but failed to provide for their needs – and were vocal in their insistence that reform be undertaken without further delay. That said, there were concerns raised about adopting the THA model in the context of Trinidadian local government reform.

Amongst the dissenting voices were those who were sceptical of the economic and financial sustainability of the proposals as majority of local government funding would continue to be determined by the central government.

The vast majority of stakeholders showed an outpouring of support for Minister Khan and commended the frankness of his presentations and greatly appreciated the manner in which he affirmed and acknowledged their concerns – in some cases even before they could raise them. There was a general mood and attitude of positivity and hope at each of the consultations that reflected an atmosphere of confidence in the forum and healthy and constructive dialogue.

5.3 GENERAL TONE OF MAYORS, CEOs & CHAIRMEN

Each of the fourteen (14) consultations started with welcome remarks from the respective heads (i.e. Mayor, CEO or Chairman) of the corporations. In several instances, the Head of the Corporation used the opportunity to advance their own ideas as to what shape or form Local Government Reform should take.

In all cases however they offered their vocal support for the process and appear to desire any changes that will allow them to better represent their burgesses. They accepted the fact that devolution and greater autonomy for them may be their best opportunity to deal with issues around day-to-day governance including, funding, lack of technical expertise, weak decision making authority.

This brought forward the concerns these representatives had with respect to their constituents and the effects the proposed reform would have on them and the communities at large, with a major focus on rural areas. All representatives expressed a willingness to work with the Ministry in the reform process and for the most part were in support of the need for reform.

5.4 FEEDBACK FORM ANALYSIS

All respondents were asked to complete and return a simple feedback form.

The questions ranged from ‘How did you first learn about the consultation?’ to ‘Do you presently understand the differences between Local Government and Central Government responsibilities in your area?’

A visual representation of all the data recorded on the Feedback forms may viewed under Appendix 8.13. The following however is an analysis by question.

QUESTION: How did you first learn about these consultations?

The respondents were provided with a wide range of possible response to this question. ‘Word of Mouth’ was by far the most popular response with 28% of the sample reporting it as their source of information. The success of this form of communication is probably indicative of the type of ‘event’ being advertised and probably reflects the need for some explanation before the subject makes a decision to act.

'Word of Mouth' was followed by Traditional Media at 25%, Councillor (12%), Loud Speaker (12%) and Online / Social Media at 7%. 'No Response / Don't Know' registered 5%.

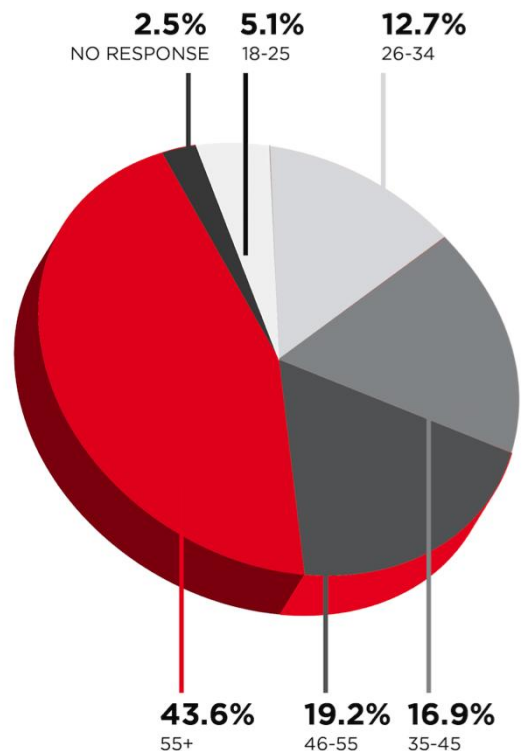
These results spoke to two facts: First is the fact that utilizing a loud speaker was still a viable means of getting your message into the community. Not surprisingly, the effectiveness of this medium is more apparent in rural areas. Secondly, Traditional Media, particularly newspaper advertising still has a significant part to play in getting the word out to the general rank and file of the citizenry.

QUESTION: What is your Age?

Respondents were asked to select one of five age range options with No Response being the sixth option. Based on the feedback, the largest grouping among the respondents is that of '55 and over' with just over 44% reporting to be that age. They were followed by 46-55 (19%); 35-35 (17%); 26-34 (13%) and 18-25 (5%). Just 2% of the sample neglected to provide a response.

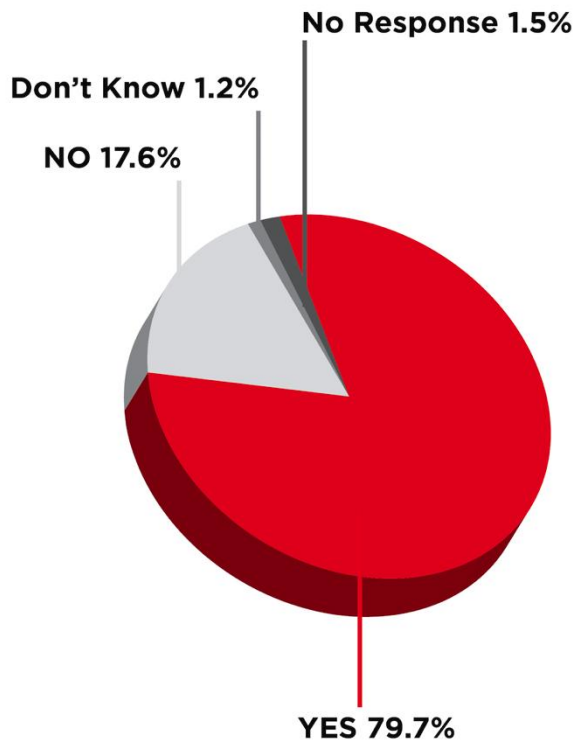
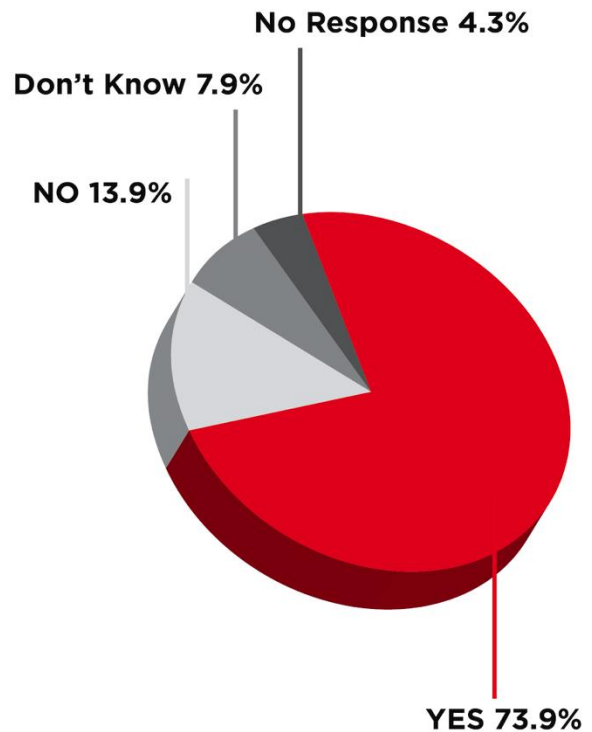
It is obvious that the audiences have an aging demographic. There may be a couple of reasons for this. The older / mature burgesses are quicker than their younger counterparts to recognize the significance of these consultations, and this may be for many of the same reasons that we see whenever there are National Elections i.e. that younger voters are less interested in politics and the political process. Alternatively, it is a reasonable assumption that the older generation is more likely to have interfaced with local government for social services like land registration, land issues like drains, and health issues like ambulance support etc. compared to youths, making the former group a more interested and impacted stakeholder group than the younger populace.

The other reason for this 'skewing' is 'Opportunity'. Simply put, younger burgesses may have encountered greater difficulty to arrive before the designated six o'clock start time. Be it that they face long and difficult commutes, or that it is more difficult for them to leave work early or delegate household responsibilities (chores, child rearing) to another.



QUESTION: Do you believe that the Chairman or Mayor should be directly elected?

The majority of respondents – 74% are of the opinion that the Heads of Councils (i.e. the Mayors or Chairmen) should be directly elected rather than ‘appointed’ as is the case at present.

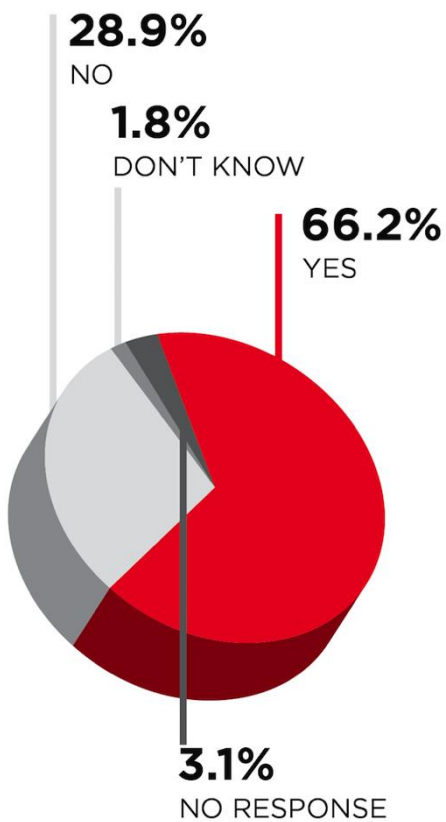
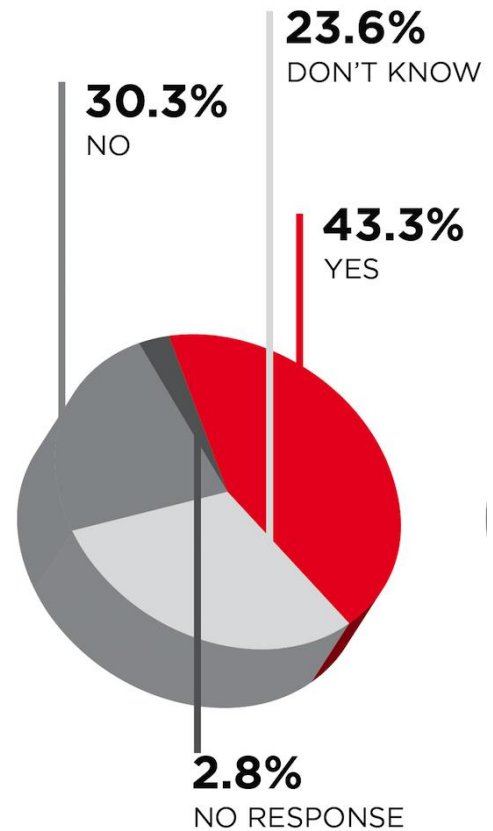


QUESTION: Do you know your local councillor personally?

Based on the responses, it would appear that the majority of the respondents (80%) know who their councillor is and have a personal relationship with them. These results may however be skewed due to the large number of corporation employees, councillors and burgesses with grievances who were observed at these engagements.

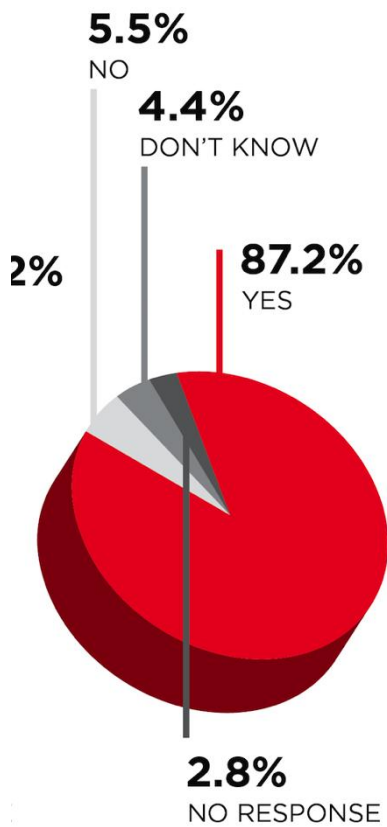
QUESTION: Do you believe that your councillor has your best interest at heart?

In somewhat of a contradiction to the previous question, it would appear that a significant portion of the respondents may know their councillor but they are not necessarily on friendly terms with them. The decline (from 80% to 43%) is indicative of a possible disconnect between need on the part of the burgess and delivery on the part of the councillor.



QUESTION: When you have concerns about roads, drains, social services or employment, do you reach out, or have you ever reached out, to your local councillor?

Just over two thirds of the respondents have called on their councillor for assistance when it was required. This is evidence of some level of recognition that they can help and possibly even under which conditions their help should be solicited.

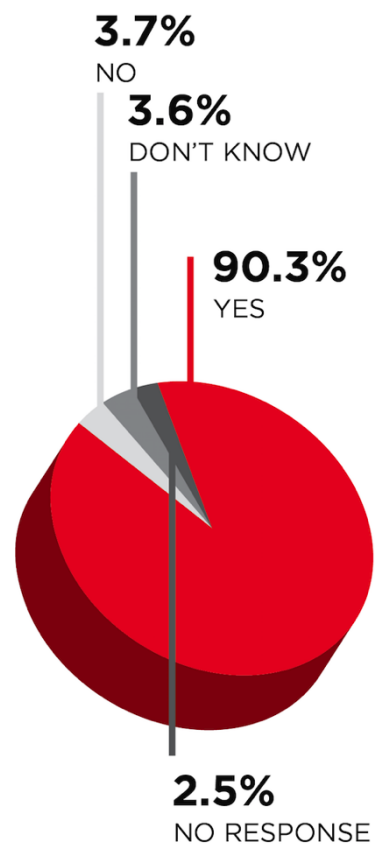


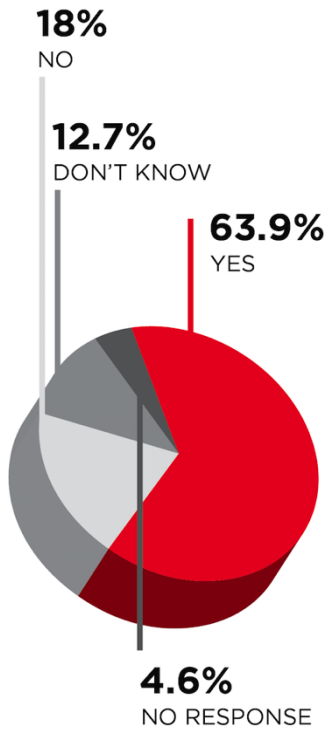
QUESTION: Should taxation laws be revised so that local government can keep more revenue at local level?

The overwhelming majority of respondents (87%) believed that a greater share of revenue should be retained for use at the Local level.

QUESTION: Do you think your local government representatives need training to handle the new responsibilities that will come with the reform?

Since the percentage reporting YES is higher than it was on the Question 'Do you know your councillor personally?' we must infer that the response shows a lack of confidence in the skill-sets of the present group of councillors. This may be indicative of the perceived low minimum academic requirement for holding local government office, and weak professionalism exuded by local representatives.



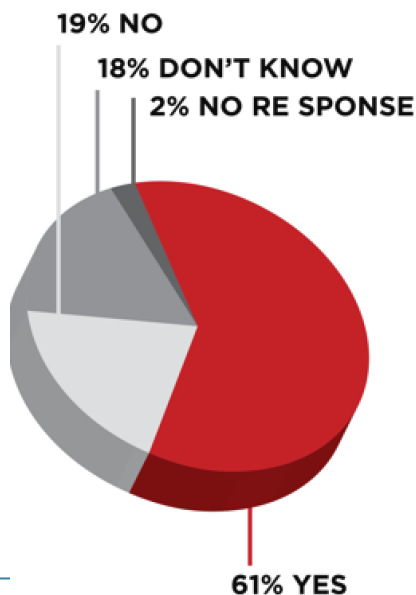
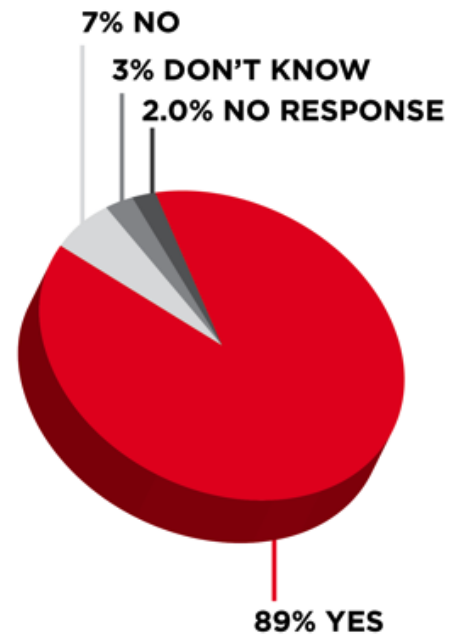


QUESTION: Should the Boundaries of your corporation be adjusted in order to have better access to social service and economic opportunities?

The relatively high proportion of Don't Know / No Response (18%) on this question may be as a result of the respondents not understanding or appreciating fully how such changes may impact on the delivery of services to them and their families. Nevertheless, the majority appear to be in favour.

QUESTION: Should Local Contractors be given preference in local infrastructural / development projects?

The overwhelming majority (89%) of respondents had a positive impression of such an initiative. It is apparent that there is an appreciation for the economic impact that this could have on a municipality as well as the level of personal investment that may conspire to ensure prompt delivery and value for money.

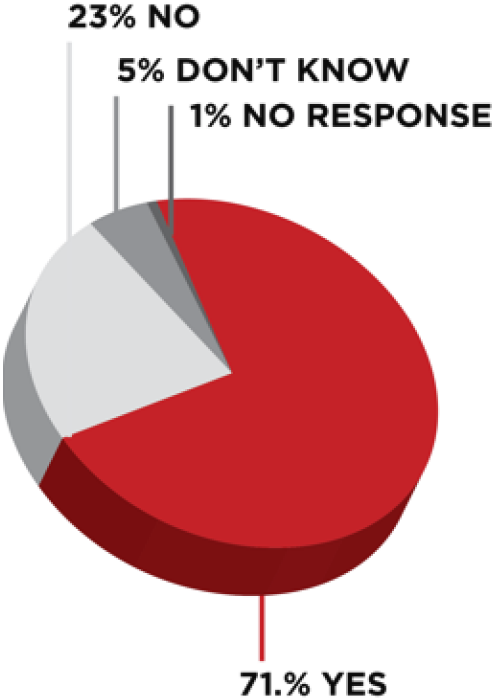


QUESTION: Will having 100 Municipal police officers in your corporation increase safety in your area?

Surprisingly, 20% of the sample either didn't now or preferred not to respond. This may be indicative of a need to clarify the purpose of the municipal police force as well as its role and function in the community. 61% approval suggests that local populations feel the need for increased security and protection in their areas.

QUESTION: Do you presently understand the differences between Local Government and Central Government responsibilities in your area?

This reflects some need for education and clarification in the respective municipalities.



5.5 TOP 10 QUESTIONS

The following are the most asked questions that were raised during the fourteen sessions. They are stated here in no particular order of significance.

- How will you ensure accountability and transparency within Corporations in terms of responsibilities and activities of Councillors, CEOs etc?
- Given the devolution of power (from Central Government to Regional Authority), who will be responsible for what?
- Will this Government deal with the issue of the harmonization of boundaries?
- How will the issue of politics be addressed within the Corporations with respect to equity in the delivery of services?
- Will this Government assist in improving and upgrading current infrastructure such as buildings, roads, drains, parks, pavilions, community centres etc?
- How will this Government ensure transparency in the award of contracts?
- How will the Municipal Police be managed and to whom will they be accountable?
- How will Property Tax be calculated and collected, and who will it benefit?
- Will resources be put into improving and promoting agriculture as an alternative form of revenue for the country?
- How will the community be empowered in this reform process and more involved in Local Government?

5.6 KEY AREAS OF CONCERN

A number of concerns were raised which could be grouped into the following broad categories:

- I. Accountability
- II. Politics
- III. Efficiency
- IV. Human Resources

I. ACCOUNTABILITY

Accountability – What mechanisms will be put in place to ensure that greater efficiencies are achieved in the collection of taxes, rates and fees that will now become the responsibility of the Corporations? What system of oversight will be installed?

- Quality control measures are scant or non-existent;
- Independent financial audits of Corporations
- Making Councillors/Corporations responsible for their work
- More responsibilities means greater accountability
- Conflicts of interest
- What systems will be put in place to deal with and deter corruption, nepotism and waste.

While there was a general consensus that Corporations and their employees should be held accountable for the finances of the Corporation, the Burgess’s position on accountability included their reporting process to the communities, as well as councillor’s reporting within the hierarchy of the corporation.

greater responsibility. It is, therefore, imperative to improve accountability. We need to implement a system of council reporting so that the community can be fully informed about their council’s performance...”

Francis Bertrand (Male African, 50’s) - “...the question of Local Government, one of the fundamental conflicts has always been the question of the CEO and the councillor, who is really in charge? The administration says you come here for 3 years and you leaving and the Councillor say they are the ones accountable to the people. So fundamentally, I think Councillors should have the authority to appoint a CEO and you live or die by the CEO you put in power. If you appoint your friend and he/she can’t deliver the people would deal with that.”

Peter Cudjoe (Male African 50s) - “... for the last five years Trinidad & Tobago has seen a great wealth in the country and we don’t know where that went. What checks and balances would be put in place under this new idea of local government being disseminated among the citizens to make sure that we get value for money?”

Catherine Joefield, Former Alderman Local Government (Female, African, 40s) - “I agree with what you have outlined here but I would like to see firstly the CEOs of the corporation being held accountable for the tax payer’s money. Because what we are witnessing in our country today where you have many allegation of corruption coming out of various ministries, there is no doubt that under the Ministry of Local Government several corruption activities has taken place.”

Alif Mohammed (Male, Mixed decent 30's) - So would there be more accountability in the Ministry of Finance bi-annually or monthly or audits, especially for audits and all contracts?"

The Minister provided details of the measures that would allay the fears expressed at the consultations:

Minister Franklin Khan -"With regards to accountability, we hope to have a unit in the Ministry of Finance that will monitor the finances and expenditure and the accounting system that is in place. The regional corporation will still be under the General's review and the Auditor General's audit. We also plan to open in the Parliament what we call an Accounting office, which will monitor on an online basis the expenditure coming from central government and from local government. At the end of the day, there will be tighter fiscal control under this new system and what the Ministry of Local Government currently provides because the Ministry of Local Government does not provide fiscal control; it provides administrative and project control and that is where there can still be leakages in the system. The new accounting system through the Ministry of Finance, the Auditor General and through the accounting office of Parliament, I think we will have tighter fiscal control and get better value for money and stop the wasting and everything that took place over the last five years."

II. POLITICS

Politics – What mechanisms will be put in place to ensure equity and to resolve conflicts, which may arise between the Council, the Corporation and the Burgesses? What about those who are perceived as being disenfranchised – having supported an opposing party?

- Presently, the Local Government system is not protected by the Constitution and may be discontinued by a simple majority vote;
- There appears to be evidence of conflict and lack of trust between the Council, Administrative Staff and Public;
- Community participation and involvement in the decision making process are limited;
- Inequity and victimization based on political persuasion.

The issue of Politics was viewed from an administrative level, within the corporations as well as between the Corporation and Central Government. There was general agreement that political power should not be the criteria for service delivery and allocation of resources. Burgesses even went so far as to say that elected persons should not have “active affiliation with a political party”.

Tyrone Clarke (Male, African 30s) - “...You know what she does tell me, we didn’t vote UNC, Lower Lachoos Road is a PNM place. As you say Mr. Speaker this environment here is a UNC seat, so don’t matter what Government in place when we go to these people like <councillor’s name>, Sahid Hosein know, the treatment we get at Lower Lachoos Road because we small little on David Williams ground. Everything does be denied and <councillor’s name>, look her right there, she does tell we flat allyuh don’t vote for UNC. So if this is a UNC State what will happen to us - why treat us so because you are entitled to vote who you want, not who you vote. It is your duty to do things in the community; why deny us that is all I have to say.”

Tamara Sudama, Rio Claro (Female Indian 30s)-“...you brought up the point with minority interest and people who will be holding all this responsibility who are elected are linked to some political party. We expect these parties to produce a calibre of candidates who will be representing us. But it all comes down to political will; everyone will think their project is more important than the other so my thing is what if we take the politics out of the Local Government? We have persons who are unbiased, who are professionals in these areas and they are the ones who are responsible for allocating projects.”

Joe (Male, African, 60s) - “I think also maybe it might be good if there could be a role for those who do not have any active affiliation with a political party to be elected representative. You know for whatever reason you are not active in any particular party but you would love to serve

and I have seen that where I lived before outside of Trinidad and Tobago. I think that that would really energise a lot of people who do not really want to be labelled in a particular way.”

Ricardo Barren (Male, African 40’s) - “...how do you guard against communities where friends or family of Council members may be getting, you know their area may be getting preference over another?”

Darryl Thompson (Male Indian 50’s) - “...you mentioned an example of a quarry development and the right of the local constituencies to object. Where there is a conflict between what Central Government wants for development and what the local community wants, how is that conflict going to be resolved?”

Chairman Edwin Gooding - “At present our council has full responsibility for everything that takes place at the corporation and the region but in many instances if not all, council does not have the authority or autonomy to so act. This obviously creates what I consider a dysfunctional system where many times decisions that can be made quickly and have major beneficial impacts for burgesses cannot be taken or are not taken because of bureaucracy and or failure by those who have the power to execute the wishes of council.”

The Minister recognised the existing system was lacking when it came to delivering equitably to all citizens. He gave the assurance that the Government would lead by example.

Minister Franklin Khan - “And the resource allocation is normally skewed towards the people who hold the Chairmanship and the office. We in central government will not apply a big stick centralised policy over the various corporations because of their political affiliation, because we would be destroying the same principles that we are articulating now. We are looking at what we can do with that legislatively...”

III. EFFICIENCY

Efficiency – How will funding be achieved in a manner that will ensure that most, if not all, needs are met? Who will ensure that VALUE is received in fair exchange for monies spent? How will taxes collected be managed to ensure that those monies are utilized to deliver social services and infrastructure in the communities from which they were collected? How will social service delivery be enhanced and reach the needy in a time-efficient manner?

- Conflicting goals between national and local needs for budgeting which in turn sometimes leads to duplication of effort; All control in the hands of Central Government and the Ministry
- Insufficient Funding
- Slow rates of execution and implementation of projects;
- Poor productivity
- Sporadic and ad hoc delivery and access to public goods and services, dependent on resources at the local level

While there was agreement on Corporations collecting and spending land and property taxes from within their boundaries, there was some concern about the equity of the taxes collected by each corporation, compared with others. The issue of efficient service delivery in the area was also a common anxiety for burgesses and councillors alike, but it was recognised that once social services were brought closer to those in need, it could be effectively managed.

Trevor Sudama (Male Indian 60's) - "Now you mentioned about local government retaining property taxes and so on but you know some local government area are much richer than others, right. And I proposed that a formula be established to take into account population, geographical areas, the interim state of infrastructure and a host of other things on the basis of which will be the mainstay of funding for the relevant corporations."

Mayor Alderman Keron Valentine - "Is it possible at all that in the context of our model we can be brave enough to place the burden of responsibility for all tax collection on either the City or Regional Corporation and if we are to do so what is the time frame for such as we operate this evening. I am of the firm belief that our burgesses and our people ought to be getting much more than they now get under the present structure of our Local Government system when they vote and elect members to the council."

Chairman Anthony Roberts - "I have had the opportunity to experience both sides of the spectrum, where, as a burgess in this region I experienced distress and dissatisfaction from not being able to obtain timely and efficient goods and services from the Regional Authority. And

as a practitioner, I experienced equal pain and trauma when the body I have the honour to lead, has grave difficulty because of inadequate funding, low productivity and a myriad of other reasons why we are unable to effectively deliver goods and services to our burgesses and this is their right.”

His Worship the Mayor Alderman George Hadeed -“So while our town is expanding, our administration is limping behind needing much more resources than what is currently allocated. This has created a significant disparity in our ability to meet the needs of our community effectively. Notice I said needs, not wants. Our burgesses’ needs must be met more efficiently and we know that local government reform is the key to more productivity.”

Patricia St Bernard (Female, African, 50’s) -“I am addressing the issue of social services. I am the Deputy Regional Director of the Sangre Grande Regional Services Office which is part of the Ministry of Social Development. ... So I propose to re-establish the agency to its original state whereby a cadre of social workers will be employed and sent to the office along with social work assistants so that we can ensure that the delivery of services reach Toco area, the Cumuto/Manzanilla area; those areas that currently do not have a social worker to service, so we can effectively deliver the service to the Sangre Grande Regional Corporation under reformation of local government.”

Simone Gill, Councillor, Valencia (Female, African, 30’s) – “Social services in Sangre Grande, I understand that we are going to acquire some sort of social service aspect under the corporations. I am pleading, we are a disaster stricken area, when it comes to landslips, Cumuto, Valencia, Mazanilla, Toco, we are disaster stricken and to wait on national self-help to acquire grants for these persons is a lengthy process and it is one where if a person’s roof flies off we have to wait 3, 4 months to get material to fix the roof. I am pleading with the minister and the body to please allow self-help...especially for the disaster victims...let it be placed in the corporation’s ambit.”

The Minister supported the sentiment of the respondents:

Minister Franklin Khan - “This Government spends a lot of money on social service support I’m sure in this audience many of you know people who should get that support and not getting it or not getting it on time and worst you know people who getting it and shouldn’t be getting it. You understand and we can better deal with those things if the delivery is being done closer to you and we have to limit our expectation.”

IV. HUMAN RESOURCES

Human Resources – How will Corporations go about becoming fully resourced in a manner that is transparent and fair to all? Who will be responsible for recruitment, disciplining and removal of staff? How are ‘works contracts’ to be awarded and managed to ensure better delivery?

- Inadequate compensation of councillors is a deterrent to many qualified individuals who wish to serve; The absence of a system of Pensions and Gratuities for present and past councillors;
- Local contractors are often overlooked in the award of Municipal works contracts;
- Lack of equity and transparency in the hiring of daily, weekly and monthly paid staff;
- Inadequate human resources in specialist areas key to delivery and to development;
- Under the current system, the local government work force is unsustainable because it depends on contract and not full-time employees
- Changing the work culture of those currently employed in local government service

The question of employment was a big issue among stakeholders at the consultations. This was reflected under three main points (1) staffing at the corporations (2) Employment with regards to contracts and (3) stimulating employment (particularly youth employment) in the Municipalities. Burgesses were keen on local government delivering much needed employment opportunities, a better calibre of corporation employees and an increase in levels of productivity; contractors welcomed the opportunity to receive contracts in their communities and; corporation employees a more efficient delivery of services through trained and qualified personnel.

Francis Pierre, Building Inspector – (Male, Indian 50’s) - In our corporation and I’ve been in Local Government for 20 years, we don’t have the required staff...first we have to build capacity, so we will start doing what we can do at this level before we take on additional responsibilities.

Female Participant (Indian, 30’s)- “My main issue is that I do hope that you take into consideration when this is being done, of the number of employees attached to these regional corporations because somewhere along the line they should be absorbed and their means of livelihood should not be ended abruptly.”

Kaiwan Braithwaite (Male, African, 30’s)-“I will start with employment. Sangre Grande have a serious problem with employment. There are a lot of educated youths in Sangre Grande...moms just make the point, there are persons with Environmental certificates, degrees in Forestry and whatsoever and we do all that is necessary... If you watch, most of the youths between 18 and

30 are not working in Sangre Grande. They are only employing elders. How can you employ someone who is 50 years old? Reiterating your point, you said I'm young and strong, so why not employ me who can give some service to our country?"

Dr. Surujrattan Rambachan, MP (Male, Indian, 60s) - "I want to suggest that full-time Councillors should be the order of the day. I don't think the part-time Councillor thing works at all. Full-time Councillors are required if the extent of the development on transformation proposed is going to take place. I also think that the problem of local government is as much constitutional and legislative as it is about competent human resources but this will include: the qualities of the CEOs who are now in the local government system."

Cuthbert Sandy (Male, African, 50s) - "I think local leadership needs to be strengthened in a big way ensuring that elected leaders and selected ones have some level of education first of all. It must be at least a minimum tertiary level. Elected leaders need to be supported to acquire leadership skills."

Male Participant (Indian 50s) - "One of the things is that Chief Executive should also ensure that when contract works are undertaken it should be executed by bonafide contractors in accordance with the contractual agreement and not Corporation officials. Everybody know what does be going on, Corporation officials functioning as subcontractors and contractor agents, that is happening all over, I am speaking from experience."

Anthony Watkins - (Male African 60s) - "Great to say that we are going to have local contractors providing services but often when we make that call to find suppliers of services inadequately prepared to engage in a formal process and I would like to flag to the local corporation that we have to begin to prepare and develop our local service suppliers so that when the time comes they are ready legally and organizationally to be able to meet some of the contracting obligations."

His Worship the Mayor Alderman Gopaul Boodhan - "It is our hope that a reform of the structure of Local Government systems would provide a more efficient management of human resource and also create greater employment opportunities. Furthermore, the privatisation of certain sectors within the regional corporation should be looked into under the similar nature of how we have contracted garbage services so we could get a more efficient and productive operation."

His Worship the Mayor Alderman George Hadeed - Productivity is critical to the success of any business, be it private or public. We cannot continue to work for 2 hours and go home to our

children and boast of a short day's work and then demand that our children get the same kind of 'wuk'"

During his presentation Minister Khan assured audiences that the new dispensation would call for "a whole suite of new skills" most of which would be 'locally' sourced. He also introduced the concept of the Employment Exchange to be implemented in the Corporations.

Minister Franklin Khan – "The Local Government Reform would be (addressing) some of the issues: that would be employing new people, would be employing new skills and as far as possible we will try to recruit people from the area."

And on the issue of Contracts, the Minister reiterated:

"If the box drain is given to Santa Cruz or San Juan contractor or somebody from your corporation, the chances are that the workers would be from here. When they get their pay they will buy in local groceries, local shops so you have the multiplier effect in the community. So by and large, we will want to institute a system where corporations work within the confines of the constitution remit you have to understand that anybody is entitled to work anywhere in Trinidad and Tobago, so we will have to devise a system where it will have some sort of rating process to give preference to local contractors under local jurisdiction."

The Tables that follow 'drill down' into each of these main areas of concern and seeks to illustrate both the context and manner in which they were raised, as well as how the Minister and his team chose to address them in response.

5.6.1 ACCOUNTABILITY

Minister Franklin Khan - "With regards to accountability, we hope to have a unit in the Ministry of Finance that will monitor the finances and expenditure and the accounting system that is in place. The regional corporation will still be under the General's review and the Auditor General's audit. We also plan to open in the Parliament what we call an Accounting office, which will monitor on an online basis the expenditure coming from central government and from local government. At the end of the day, there will be tighter fiscal control under this new system and what the Ministry of Local Government currently provides because the Ministry of Local Government does not provide fiscal control; it provides administrative and project control and that is where there can still be leakages in the system. The new accounting system through the Ministry of Finance, the Auditor General and through the accounting office of Parliament, I think we will have tighter fiscal control and get better value for money and stop the wasting and everything that took place over the last five years."

"you need a central audit division that is external to the Corporations. That is why you have external auditors and that has gotten a lot of traction in the Committee.

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
ARIMA	<p>Brennan Pattison (Male African 30s) "What I want to see with local government is a lot more accountability from people and burgesses living in the area. A lot of persons do a lot of craziness; they build structures without approvals, we see persons who mash up their driveways without...doing all these things and there is little accountability, little penalties. There is not much enforcement of the laws in the borough; there are a lot of bylaws in the borough that is not enforced, the mayor knows that. We need to see the burgesses in the areas being more accountable."</p>	<p>His Worship the Mayor Alderman George Hadeed "As a corporation, as a nation, we must recognise that our level of input and output must match our remuneration. The success of our borough corporations will result in the success of our communities. We must take pride in our workmanship, our craft and our town, which is why we have launched 2016 as the year of "Arima Pride." This is the year every man, woman and child in Arima will take pride in our efforts and work towards building a hometown that deserves city status."</p>
CHAGUANAS	<p>Mr Seebaran – (Male, Indian 70s) Accountability – what can be done to make borough officials willing to level with the people? When my application for use of this auditorium for a public education purpose, it was turned down. I asked the secretariat for reasons why and she told me that the borough had no compulsion or obligation to provide me; a citizen, with any reason why.</p>	<p>Catherine Joefield, Former Alderman Local Government (Female, African, 40s) "I agree with what you have outlined here but I would like to see firstly the CEOs of the corporation being held accountable for the tax payer's money. Because what we are witnessing in our country today where you have many allegation of corruption coming out of various ministries, there is no doubt that under the Ministry of Local Government several corruption activities has taken place."</p>
COUVA/TABAQUITE/ TALPARO	<p>Joe (Male Indian 20's) "What measures are being considered to treat with underperforming incompetent</p>	<p>Alif Mohammed (Male, Mixed decent 30's) "The Ministry of Local Government is to be shifted to the Ministry</p>

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	officials within the local government representatives? <i>(crowd applauded)</i> "	of Finance; a suggestion is that we have more audits, more accountability. Sitting in the corporation one statutory meeting, we had fraud squad lock the building and that made news and from my understanding some of the resolutions passed by council, as I said being the lone PNM there, there are thirteen (13) UNC plus their two (2) Aldermen, if they pass a resolution that is an illegal resolution, everyone all members are held accountable. So I could be doing the right thing and end up in a jail for the night. So would there be more accountability in the Ministry of Finance bi-annually or monthly or audits, especially for audits and all contracts?"
DIEGO MARTIN	Richard Young (Male, Chinese, 60's) "What I wanted to suggest is that, you talked about accountability and one of the missing aspects of accountability is not described as finance accounting and I think you need to consider a shared services model which is an international practice where you put all your accounting and the finance together under one unit owned by the regional corporations."	Chairman Katty-Ann Christopher "...It means we must replace some of our lengthy processes with efficient and accountable systems. It means that our Councils must be able to provide or administer services with autonomy as much as possible."
PENAL/DEBE	Trevor Sudama (Male Indian 60's) "Now, in your reform system, the issue really is these permanent staff, there have been many and there'll be a larger number of technical people and so on. To whom are they accountable? Will it be to the regional corporations or will it be to some other body? How will we assess their performance? I'm not sure how that will work."	
PORT OF SPAIN	Male Participant (African 60s) "Now, Minister Khan, I think management on the whole not only for Local Government but management for Trinidad and Tobago would need serious consideration because you see the 'thieving' thing, I think that this government has to make sure that it does not continue from what it had from previous governments, you understand what I am saying. "	
PRINCES TOWN	Allister Mitchell (Male, African, 30s) "We would like to see some accountability where if someone comes and say listen I have a very serious problem that it doesn't take two years or three years. If you know that this is supposed to have a response by one week	

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	<p>or two weeks and it doesn't come we would like to know why. We would also like to see that level of accountability extend to the Town hall type meetings as you were speaking about where people would be able to present their questions and get answers."</p>	
PT. FORTIN	<p>Cuthbert Sandy (Male, African, 50s) "You talked about accountability Minister and I was very pleased. I suspect that there are inefficiencies and ineffectiveness of the current local government system. We are saying now that we are going to be giving them greater responsibility. It is, therefore, imperative to improve accountability. We need to implement a system of council reporting so that the community can be fully informed about their council's performance..."</p>	
RIO CLARO/ MAYARO	<p>Julianna Archer, Mayaro (Female African 50s) "...seeing that there is an issue of accountability can there be a central audit unit? And they can have independent officers placed in each Corporation because you see that whole thing about accountability it needs to be handled by an independent group of individuals not individual. A group of individuals within the agencies so if we see any sort of discrepancies they can then call an alarm and notify their head agency."</p>	
SAN JUAN	<p>Joe (Male, African, 60s) "Another thing I think we would love to see here is the ability to tell a parliamentarian or Councillor sorry we do not want you anymore and if 50 of us get signatures and we walk down to the town hall and we have a meeting and it is decided you gone. If you are going to do something really important that you call us all and we go and we ballot and depending on what it is that is what determines the outcome."</p>	

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
SAN FERNANDO	<p>Peter Cudjoe (Male African 50s) “... for the last five years Trinidad & Tobago has seen a great wealth in the country and we don’t know where that went. What checks and balances would be put in place under this new idea of local government being disseminated among the citizens to make sure that we get value for money?”</p>	<p>His Worship the Mayor Alderman Haji Kazim Hosein “‘It means that we are moving away from a ‘one size fits all’ approach in local government, to an understanding that we the people of San Fernando will be responsible and accountable for finding solutions. Can you imagine what great developments would take place in our city, if our local contractors, entrepreneurs and business large and small got the first shot at participating in the improvement of the city of San Fernando?”</p>
SANGRE GRANDE	<p>Marva Neptune-White (Female, African 50’s) “A word I would like to the Sangre Grande Regional Corporation workers and even Ministry workers to take pride in your job. You know we do not have a job and we are complaining and complaining and when we do get a work now you cannot find us working. So if everybody take pride in their job and be honest and truthful to themselves to give an honest day’s work for an honest day’s pay things would be done <i>(crowd applauded)</i>”</p>	<p>Honourable Christine Newallo-Hosein, MP. “To whom would local government be accountable and there is that strong accountability process coming up.”</p>
SIPARIA	<p>Francis Bertrand (Male African, 50’s) “...the question of Local Government, one of the fundamental conflicts has always been the question of the CEO and the councillor, who is really in charge? The administration says you come here for 3 years and you leaving and the Councillor say they are the ones accountable to the people. So fundamentally, I think Councillors should have the authority to appoint a CEO and you live or die by the CEO you put in power. If you appoint your friend and he/she can’t deliver the people would deal with that.”</p>	

5.6.2 POLITICS

Minister Franklin Khan - “... that is a very, very critical, critical part of the governance process because what you can have happening in the context of party politics; if Arima has 7 Councillors and they are all PNM when the budget comes to Council, it’s Caesar unto Caesar. You have to sit down and divide up the spoils as to which electoral district gets what and we will assume that you will be fair to your own. However, if you have a divided Corporation like Sangre Grande which is 5-3 and some in Mayaro which is 4-2, you have the situation where the minority Councillors are not treated fairly at Council at all. And the resource

allocation is normally skewed towards the people who hold the Chairmanship and the office. . We in central government will not apply a big stick centralised policy over the various corporations because of their political affiliation because we would be destroying the same principles that we are articulating now. We are looking at what we can do with that legislatively, but the jury is still out on that...”

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
ARIMA	<p>Ian Forde (Male, African, 50s) “There are some benefits of Central Government control. In Trinidad and Tobago, we cannot seem to get away from party politics and very often there are claims of neglect.”</p>	<p>His Worship the Mayor Alderman George Hadeed “Local government reform has had a long history with successive Governments; it is my hope that we can make this a reality under the leadership of our Honourable Minister of Rural Development and Local Government and our Honourable Prime Minister, the right Honourable Dr. Keith Rowley.”</p>
CHAGUANAS	<p>Rudy Edwards (Male African 60’s) “...in connection with this reform on Local Government reform, I would like to look at it from the very fundamental level where we begin by selecting the most suitable person to represent us at the election for the Local Government representative. What I would like to see is a reform of the procedure, the process by which we select that representative to function at the Local Government level.”</p>	<p>Catherine Joefield, Former Alderman Local Government (Female, African, 40s) “When you empower the council which is putting the whole Local Government Authority to the council on a whole, what then is the role of the CEO? The CEO who represents your Ministry although you said that there will be no Local Government but what becomes of the role of the CEO? What becomes of the role of the Heads, the branch of the Local Government from the CEO and her officers as specified in the ACT? What becomes of that role?”</p>
COUVA/TABAQUITE/ TALPARO	<p>Darryl Thompson (Male Indian 50’s) “...you mentioned an example of a quarry development and the right of the local constituencies to object. Where there is a conflict between what Central Government wants for development and what the local community wants, how is that conflict going to be resolved?”</p>	<p>Mr David Abdullah (MSJ) (Mixed, 50s) “...you said nothing about the role of Village and Community Councils and therefore if you are talking about power from Central Government and putting power in the hands of people, you cannot simply be putting power in the hands of Regional Corporations or Boroughs or City Corporations, it also has to be putting power in the hands of village and community councils (<i>crowd applauded</i>)”</p>
DIEGO MARTIN	<p>Paula Henry (Female, Mixed, 40s) “I think it is important that we are talking about the autonomy of local government. What representation does local government have in central government to make sure that we are getting our questions answered?”</p>	

PENAL/DEBE	<p>Tyrone Clarke (Male, African 30s) “...You know what she does tell me, we didn’t vote UNC, Lower Lachoos Road is a PNM place. As you say Mr. Speaker this environment here is a UNC seat, so don’t matter what Government in place when we go to these people like Shanty, Sahid Hosein know, the treatment we get at Lower Lachoos Road because we small little on David Williams ground. Everything does be denied and Shanty look her right there, she does tell we flat allyuh don’t vote for UNC. So if this is a UNC State what will happen to us - why treat us so because you are entitled to vote who you want not who you vote. It is your duty to do things in the community; why deny us that is all I have to say.”</p>	
PORT OF SPAIN	<p>Mr Asad Mohammed (Male Indian 50s) “I think that Local Government is also highly politicised. I support completely the idea of having elected Mayors and Chairmen because too often you find a party person being an Alderman and coming on board as the Mayor or Chairman. I think that if we have an elected representative it would mean better democracy in the area.”</p>	
PRINCES TOWN	<p>Tikchan Jaisaree (Indian Male 70’s) “Mr Minister, you spoke about political interference and manipulation; that is like telling us the sun will stop shining in six (6) months and rain will not fall again. Not in this country of ours Mr Minister, so I am very sceptical about what you said.”</p>	
PT. FORTIN	<p><i>The issue of politics was not raised in Point Fortin</i></p>	<p>Mayor Clyde Paul “We are leading the way and it is not by accident our motto this year is “Transforming to sustainability pointing the Way”. We’ve been doing that ever since we became a borough but today it’s more poignant as we continue the drive for the kind autonomy that we require to take us where we want to go, the kind of autonomy that our leaders in the past Chin Kit and Blake saw.”</p>

RIO CLARO /MAYARO	<p>Tamara Sudama, Rio Claro (Female Indian 30s) “...you brought up the point with minority interest and people who will be holding all this responsibility who are elected are linked to some political party. We expect these parties to produce a calibre of candidates who will be representing us. But it all comes down to political will; everyone will think their project is more important than the other so my thing is what if we take the politics out of the Local Government? We have persons who are unbiased, who are professionals in these areas and they are the ones who are responsible for allocating projects.”</p>	
SAN JUAN	<p>Joe (Male, African, 60s) “I think also maybe it might be good if there could be a role for those who do not have any active affiliation with a political party to be elected representative. You know for whatever reason you are not active in any particular party but you would love to serve and I have seen that where I lived before outside of Trinidad and Tobago. I think that that would really energise a lot of people who do not really want to be labelled in a particular way.”</p>	
SAN FERNANDO	<p>Jennifer Marryshow (Female African 40s) “I have one question which is what will be the role and function of the administration after the local government reform? I ask this due to past experience that most of the time, you find that the administration is more political than the Councillors, that is why we never used to get anything done really because of political affiliation they will not do certain things to make you look good in your area.”</p>	
SANGRE GRANDE	<p>Pastor Gabriel Henderson (Male, Indian 70’s) “Minister I do not want to reiterate what you already said, apparently you were peeping from my notes. But I just want to emphasize political interference and I know Mr. Martin Terry Rondon has been forcing all the time to have this eliminated. I heard him say he does not put political symbols in place when he is doing local government work, so I want to emphasize unity in all the corporations as you have mentioned</p>	<p>Chairman Terry Rondon “We at the Sangre Grande Regional Corporation, 12 of us; I control a mixed council but I make sure equity, I make sure that I do it right. I make sure when I leave that council on the evening, I say, “Thank you Father, I have done a good job.” I am not seeing any symbol that can tell you some want to play but not under my watch. My duty is to make sure each one of you gets what belongs to you. That is my duty at the</p>

	before.”	<p>Sangre Grande Regional Corporation.”</p> <p>Honourable Christine Newallo-Hosein, MP. “...questions have been proposed to us, the opposition, on whether the consultation will be addressing issues such as the abolishment of the Local Government Ministry, would the corporation be linked to the Ministry of Finance, what type of changes will there be to the national policy framework and what are the plans that are in place for the regional areas? Will there be a transfer of central government staff to local government and if so, has there been a consultation with the staff, the unions and other key stakeholders?”</p>
SIPARIA	<p>Debbie Cameron (Female African 50’s) “Sir I have observed some things in this town of Siparia, pertaining to the Siparia Regional Corporation that is very disturbing to me. Before you all leave here tonight, I would like for you all to tell me, the real role and functions of the CEO of the Siparia Regional Corporation and any other Corporation. I have some questions; why should a CEO decide the fate of the re-election of the Representative, due to her actions? Refusing assistance to several community activities when the politician supports same. “</p>	
TUNAPUNA/PIARCO	<p>Ricardo Barren (Male, African 40’s) “And as far as executive authority which is what you would have mentioned as well relates to developmental work in communities, be it within or without what structure or process in place or is being proposed to determine what community project gets priority over another? Basically, how do you guard against communities where friends or family of Council members may be getting, you know their area may be getting preference over another?”</p>	<p>Chairman Edwin Gooding “At present our council has full responsibility for everything that takes place at the corporation and the region but in many instances if not all, council does not have the authority or autonomy to so act. This obviously creates what I consider a dysfunctional system where many times decisions that can be made quickly and have major beneficial impacts for burgesses cannot be taken or are not taken because of bureaucracy and or failure by those who have the power to execute the wishes of council.”</p>

Prime Minister Dr The Honourable Keith Rowley

"The boundaries for local government are for the authority for which local government will be held responsible and you elect people to serve in local government. The people who are elected to serve in the parliament are a different job. You elect people to go to parliament."

5.6.3 EFFICIENCY/SUSTAINABILITY

Minister Franklin Khan – (Social Services) "This Government spends a lot of money on social service support I'm sure in this audience many of you know people who should get that support and not getting it or not getting it on time and worst you know people who getting it and shouldn't be getting it. You understand and we can better deal with those things if the delivery is being done closer to you and we have to limit our expectation."

"With regard the social service delivery, we haven't really finalised how it will operate. Suffice it to say, if it does go that way we are not putting the social service responsibility to local government. In other words, there may be a realignment of staff, for example, coming out of Social Services and Family Affairs into the corporation. So instead of being accountable, they will be accountable to the corporation or to some extent to the Councillors."

(Taxes) "The setting of the tax raise and people's tax liability is a function of the Ministry of Finance. Local Government reform...all that I am saying is that the regional corporation will be empowered to collect and retain the land and building taxes. We will not be setting the rate. As we speak it is our intention to re-impose the land and property tax at the 2009 rate. I don't want to get involved in this property tax discussion here tonight but what you have happening ladies and gentlemen for the last five (5) years, no citizen of this country paid a cent in land and building taxes. That happens nowhere in the world!"

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
ARIMA	<p>Gerald St. Louis (Male, 60's African) "Mr Minister you spoke about additional responsibilities, you spoke of funding coming primarily from the raising of property taxes but if I am recalling correctly in terms of the national expenditure, property taxes is a very minuscule amount but I am seeing an explosion of responsibilities for local government bodies and I am wondering if the proposal to raise revenue locally by way of taxes will be any real difference in terms of the total expenditure required by the corporation if all those things that you mentioned have been taken</p>	<p>His Worship the Mayor Alderman George Hadeed "So while our town is expanding, our administration is limping behind needing much more resources than what is currently allocated. This has created a significant disparity in our ability to meet the needs of our community effectively. Notice I said needs, not wants. Our burgesses' needs must be met more efficiently and we know that local government reform is the key to more productivity." Pennelope Beckles "...the Arima velodrome for example, for years we've had the issues of the cycle track, of this and that, of not having enough funding and I think that of course clearly the objective behind the collection of</p>

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	into place.”	taxes is to give the borough a greater say in terms of avoiding the challenges..”
CHAGUANAS	<p>Kenneth Sukha (Male, Indian, 60s) “...the only request on Property Tax was by the Regional Authority to get the right to collect the Property Tax that the Board of Inland Revenue was collecting. That committee strongly recommended to Cabinet that that should be done and listed all the reasons why it should be done. The then Cabinet appointed Trevor Hamilton and Associates as was mentioned in your report but no mention is made that they also drafted the necessary legislation to put that into effect, which was handed to the then Prime Minister in December 2007 but by some mysterious means in 2009 the Property Tax Act did just the opposite and it took away the Property Tax powers of the Cities and Boroughs and gave it to Central Government. Now we are hearing this government saying that they are going to use the old rate. They cannot use the old rates under the new Act because it is a totally different tax base and totally different dates of evaluation but there is nothing that is put out in the public domain as to how they are going to do it.</p>	<p>His Worship the Mayor Alderman Gopaul Boodhan “Reform of the Local Government system is the pathway towards the fulfilment of the covenant between the Government and the people to mutually work towards the improvement of the quality of lives of all our citizens through the delivery of superior services and amenities as well as comparative with the local needs and expectations.”</p> <p>Catherine Joefield, Former Alderman Local Government (Female, African, 40s) “With respect to the delivery of goods and services, under this Corporation Mayor, Council, everybody should go (<i>crowd applauded</i>). The delivery of goods and services is 0%, even a simple box drain they cannot finish, a simple pavement.”</p>
COUVA/TABAQUITE/ TALPARO	<p>Female Participant (Indian, 30’s) “...we have the Point Lisas Industrial Estate and you mentioned there would be a subvention of the taxes also, the taxes collected and if you have anything in place for like Industrial Estates...”</p>	
DIEGO MARTIN	<p>Hyacinth Bartholomew (Female, African, 50’s) “In terms of the Minister speaking about social government, social development and social services. I would like to propose a serious consideration for building shelters as community centres cannot always suffice to accommodate fire victims, domestic victims, violence victims and persons displaced through homelessness under difficult circumstances not just in Diego Martin but throughout the regions in Trinidad.”</p>	<p>Chairman Katty-Ann Christopher “...It means that we must be able to provide basic needs to families. It means that the health, technical and administrative departments must be staffed with professional persons capable of carrying out their duties.”</p>

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
PENAL/DEBE	<p>Trevor Sudama (Male Indian 60's) "Now you mentioned about local government retaining property taxes and so on but you know some local government area are much richer than others, right. And I proposed that a formula be established to take into account population, geographical areas, the interim state of infrastructure and a host of other things on the basis of which will be the mainstay of funding for the relevant corporations."</p>	<p>Councillor Azam Piprawala (Male Indian 40's) "The regional coordination meeting, I think is one that should be maintained. However, as it still remains under the ambit of the ministry of local government and rural development I believe and I've heard chairmen of councils continuously say the Minister or perhaps the ministry itself must get involved at this stage now. It is becoming annoying to know that the officers must be present, further to that they will come to the meetings and say, 'I have nothing to report'. All the complaints that were listed in the meetings, they remain the same; three months passed, come on."</p>
PORT OF SPAIN	<p>Mr Asad Mohammed (Male Indian 50s) "I think it is important that property taxes which is the major form of financing Municipal and Local Government everywhere in the world it works, be allowed there but the last revaluation was not completely or not technically correct. The real problem is in the evaluation that exists in the one that is going to be imposed this year, a lot of discrepancies between old valuations and new valuations. In fact, the way it works out is that the poor subsidise the rich because the rich do not pay enough for their property taxes and services while the poor pay too much for their rates (<i>crowd applauded</i>)."</p>	<p>Mayor Alderman Keron Valentine "Is it possible at all that in the context of our model we can be brave enough to place the burden of responsibility for all tax collection on either the City or Regional Corporation and if we are to do so what is the time frame for such as we operate this evening. I am of the firm belief that our burgesses and our people ought to be getting much more than they now get under the present structure of our Local Government system when they vote and elect members to the council."</p>
PRINCES TOWN	<p>Tikchan Jaisaree (Indian Male 70's) "...you spoke about funding and tax collection with the new legislation that you're going to pass for the Local Government body. You didn't tell us where the taxes are coming from; you're going to increase my property tax to \$60,000.00 a year. Who is going to have to pay for that? The owner of the supermarket; you're going to increase his property tax to \$80,000.00 a year. He is going to absorb that or is that going to run down to the consumer? Give us some clarification on that, please"</p>	<p>Chairman Aiknath Singh "The factors that help drive Local Government are improving provisions availability and sustainability of public goods and services through delegation of authorities at a local level. They can only be successful and competently accomplished through transformation and modernization of the current system."</p>
PT. FORTIN	<p>Eric Danglede (Male, African, 40s) "In terms of paying our taxes, it's a very good idea that we should pay our taxes because without tax no</p>	<p>Mayor Clyde Paul "I want to thank you in advance for putting the Immigration Office and other decentralized central government offices in Point Fortin,</p>

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	country can develop and it cannot run. Now, we want to know that if we are going this way of paying the taxes, what mechanism you are going to put in place for people who are self-employed like me.”	we want to thank you for that. But then we want to have the kind of autonomy that is promised to any city that wants to grow.
RIO CLARO /MAYARO	<p>Wendell Perez (Male African 40s) “One of the things is Local Government and we’re talking about service how do we access in terms of we are hearing terms which are talking from a policy perspective but what we are talking about down to the ordinary citizen. How do we access that service and how are we informed of the services that are afforded through the Local Government? I mean that may sound very shallow but am saying that in the sense that one of the questions that were given to me and coming to hear by a student of the SEA Class, SEA next week Thursday is that: Mr. Perez what does Local Government do for me?”</p>	<p>Chairman Hazarie Ramdeen “Despite the numerous challenges faced by this corporation, we remain committed to providing a high quality of life for all citizens while promoting sustainable development of the region.”</p>
SAN JUAN	<p>Yvonne George (Female, African, 50s) “...the Government which is you all said that we all have to pay the same property tax. I built a house, within my timing I did not finish to pay no property tax, but now that I have to pay the same property tax as you all said, what would it be because I don’t know what to pay.”</p>	<p>Chairman Anthony Roberts “I have had the opportunity to experience both sides of the spectrum, where, as a burgess in this region I experienced distress and dissatisfaction from not being able to obtain timely and efficient goods and services from the Regional Authority. And as a practitioner, I experienced equal pain and trauma when the body I have the honour to lead, has grave difficulty because of inadequate funding, low productivity and a myriad of other reasons why we are unable to effectively deliver goods and services to our burgesses and this is their right.”</p>
SANGRE GRANDE	<p>Patricia St Bernard (Female, African, 50’s) “I am addressing the issue of social services. I am the Deputy Regional Director of the Sangre Grande Regional Services Office which is part of the Ministry of Social Development. After two years and because of uncertainty and short term contracts, most of the social workers migrated to other ministries. Some returned to their substantive posts. We have one social worker remaining and I have her here with me, Ms Gabriel</p>	<p>Chairman Terry Rondon “These people when I sat around a table with them, all we are talking about is improvement for the lives of the people, not only in the urban area, but in the rural area and this is something I am looking forward to. I am getting out, I am going, but I will feel the joy to know that something like this came through.”</p> <p>Honourable Christine Newallo-Hosein, MP. “As the Member of Parliament for Cumuto/Manzanilla you would understand and appreciate the Chairman had indicated earlier that</p>

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	<p>who services the Sangre Grande environs. We are making a plea, after several requests, I have made several requests to our Human Resource Division in Port of Spain because at our level we are not responsible for recruitment and selection of staff. So I propose to re-establish the agency to its original state whereby a cadre of social workers will be employed and sent to the office along with social work assistants so that we can ensure than the delivery of services reach Toco area, the Cumuto/Manzanilla area...those areas that currently do not have a social worker to service...so we can effectively deliver the service to the Sangre Grande Regional Corporation under reformation of local government.”</p>	<p>we are in a rural area and an area as rural as you can get and of course it is imperative for us to receive the necessary services to be easily accessed by our constituents. And so at the end of the day, we want to find out how do we the people hold the corporation accountable, we want to know how we can account. And so as a member of the opposition, we have given our commitment Minister, to work alongside government to ensure that the policies, planning and facilitation processes are accountable and transparent and that benefits the people of Trinidad and Tobago.”</p> <p>Simone Guild, Councillor, Valencia (Female, African, 30’s) Social services in Sangre Grande, I understand that we are going to acquire some sort of social service aspect under the corporations. I am pleading...we are a disaster stricken area, when it comes to landslips, Cumuto, Valencia, Mazanilla, Toco, we are disaster stricken and to wait on national self-help to acquire grants for these persons is a lengthy process and it is one where if a person’s roof flies off we have to wait 3, 4 months to get material to fix the roof. I am pleading with the minister and the body to please allow self-help...especially for the disaster victims...let it be placed in the corporation’s ambit.”</p>
<p>SAN FERNANDO</p>	<p>Tracey Caesar (Male African 50s) “Local government is about delivering service to the people, people want service and I am saying that the Local Government Consultation and the whole project with Mr Young should involve people, service is supply chain business, get some supply chain people in that whole project.”</p>	<p>His Worship the Mayor Alderman Haji Kazim Hosein “If we were responsible for the development of San Fernando can you imagine how many job opportunities would open up within our city, and more importantly, our citizens would have a very real say in the local development of this city. The things that we can dream of for San Fernando no one can dream for us and what is more important is that we the citizens of this wonderful city of San Fernando have the energy, skills and will put in the hand to work to make our dreams a reality.”</p>
<p>SIPARIA</p>	<p>Vidya Deokeesingh, (Male Indian 40’s) “We would like to see the consulate services come to our community. I’m referring to the second slide you had there, Power from the Towers to Ours. We would like to see the consulate services coming down here</p>	

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	<p>reaching out to our community: Immigration, Licensing Authority, the Erin port to be developed into a modern fishing processing plant, reviving of the coconut industry, reviving of the citrus industry.</p> <p>I want to suggest that we bring in the different utility services: WASA, T&TEC, and TSTT as a payment centre. Rather now people have to leave here and go to San Fernando.”</p>	
TUNAPUNA/PIARCO	<p>Krista Ferguson (Female, African, 60’s) “Over forty (40) years I am a village Councillor. We think that village Councillors make better Councillors, even MPs. We have three (3) in the corporations right now. You know why? They are accustomed to people. They serve people. But some people go in, they don’t know how to serve people and I am talking from up down.”</p>	<p>Alicia Hospedales – Former MP Arouca/Maloney (Female, African, 30s) “... in reference to the delivery of social services by the regional corporation. I am still trying to wrap around my mind exactly how that would be done because you have a ministry with responsibility for delivery of social services. An entire unit of the ministry that focuses on social welfare specifically where the workers are trained to deliver the service so I am trying to understand how is this going to be implemented in the framework of the local government reform.”</p>

Prime Minister Dr The Honourable Keith Rowley

“Those who need the help will get it and the same thing with the social services. You give the city corporation the responsibility for dispensing social services. The social service workers working for the corporation, they must know who are the children who are orphans, they must know who the elderly people are unattended, they must know which programmes that are geared to helping those people and those people and those people alone should be accessing those programmes. So you should not have politicians with food cards in their pocket to give out from their car trunks, understand.”

5.6.4 HUMAN RESOURCES

Minister Franklin Khan - “Well, that would depend on the legislation, it is early days still. We know the problems if you go into Service Commission, there are thousands of vacancies in the Public Service that are not been filled. I would prefer to have a system that sidesteps for want of a better word, I say that guardedly, the Service Commission. Remember the Service Commission is a constitutionally enshrined body to recruit and there is a limit to where we as politicians can go in that.

There is also the issue of the proliferation of contract labour in the Public Service; the Trade Union movement is making a fuss on that. We have made a commitment on that in terms of a policy position by the Ministry of Labour that we would want to move away from this contract that has proliferated the Public Service over the last two (2) decades. So there are a lot of issues, when you look at some of the issues that face in this country you wonder, what did we do since Independence to now you know? There are so many unsolved matters and on the face of it these matters - simple solutions should have been brought. As I said Trinidad suffers from inertia and it suffers from bureaucracy.”

(Staffing) “If there is need for additional staff we would look at it in the context of infrastructure.”

(Corruption/Productivity) “I can’t envisage a very strong audit function in the new structure which is a necessity and the issue of productivity. I have been saying it at all consultations. I didn’t harp on it too much today but there is a serious challenge in productivity, not only in the Regional Corporation but throughout Trinidad and Tobago and ladies and gentlemen, sometimes I say, sometimes God knows what he is doing when he drop the price of oil because it is a wake-up call to Trinidad and Tobago you know. No longer can this country depend on the bounty of the Almighty to survive you know. We have to survive now on our own resilience as a people and our own productivity. If we do not become more productive as a Nation, crappo smoke we pipe ok.”

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
ARIMA	<p>Male Participant (African 40s) “...you spoke about the capacity and training of people to make this thing deliver efficiently and effectively and my concern is that Local Government reform should also be going hand in hand with public sector reform which we know is something we’ve tried on so many occasions because even though we are going to be training new people and young people to bring proper and efficient deliverance of services we require of the Local Government as we envisage it, then all of them would not be coming in at one time and based on how the public sector operates is no training, they put you in a position and you start to work”</p>	<p>His Worship the Mayor Alderman George Hadeed “I want to highlight this major point to bring home the fact that there is a need for a work culture change: “I want a Borough wuk!” “Ah get through wukking in the Borough boy!” “Life nice, it real easy.” The changing of this ingrained culture is imperative if we are to have success with local government reform. Productivity is critical to the success of any business, be it private or public. We cannot continue to work for 2 hours and go home to our children and boast of a short day’s work and then demand that our children get the same kind of ‘wuk”</p>
CHAGUANAS	Bernard Bailey (Male, African, 40s)	His Worship the Mayor Alderman Gopaul Boodhan

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	<p>“In terms of reforming Local Government, one must go into the culture of Local Government and you touched on it, Mr Chairman. Let us take for example a daily paid in the corporation and those who are monthly paid, I have seen in one of my previous interregnum in this corporation, I have noticed where a daily paid checker literally ran, managed effectively the accounts department but he ended up in a cubby hole, no room for development, no room for promotion, he was trapped at daily paid. We are saying if local authorities have more autonomy to hire all staff and to promote them accordingly to merit etc. Mr Chairman, it would lend to a better and smoother run organisation.”</p>	<p>“It is our hope that a reform of the structure of Local Government systems would provide a more efficient management of human resource and also create greater employment opportunities. Furthermore, the privatisation of certain sectors within the regional corporation should be looked into under the similar nature of how we have contracted garbage services so we could get a more efficient and productive operation.”</p>
<p>COUVA/TABAQUITE/ TALPARO</p>	<p>Male participant (Indian 30s) “As Chairman Mr. Henry Awong had mentioned earlier we at the CTTRC our configuration is thirteen (13) UNC councillors, two (2) UNC aldermen, two (2) ILP aldermen and one (1) PNM councillor and probably this is the first time we have such a level of diversity and representation across the board and this is mainly because of the introduction of the proportional representation by the Peoples Partnership Government prior to the 2013 Local Government election. Are you all going to retain the proportional representation in your remodelling of Local Government?”</p>	<p>Mr Henry Awong Chairman Couva/Tabaquite/Talparo Regional Corporation “Minister, you made reference to employing adequate staff and so on at the Regional Corporations, how would those persons be employed? Would it be done through the normal thing through the Service Commission or would the council through the corporation have the authority to hire those persons?”</p> <p>Ramchand Rajbal Maraj, Alderman CTTRC (Male, Indian, 40’s) “Mr Roberts mentioned some time ago, there will be some sort of overseeing by central government although you are talking about total decentralization and devolution of power to regional bodies and if that is the case, then we are a bit fearful that the CEOs will still be appointed from central government and I want you to allay the fears of many of the local government practitioners by that.”</p> <p>Alif Mohammed (Male, Mixed decent 30’s) “Mr. Minister, would there be a criteria set for candidates for Local Elections? Reason being you have candidates coming into winning the election, selected and then elected, coming into Local Elections and then they cannot function because of their background, no matter what... . If there is no criteria would there be more seriously, more training sessions for local government representatives, as it is very much need.”</p>
<p>DIEGO MARTIN</p>	<p>Horish Atness</p>	

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
	<p>(Male, African, 50's) "I don't want to sound anti-labour, but I believe that it is about time that certain departments within the regional corporation, when they come out to work they do a full day's work for a full day's pay and the way I see of getting it done is for whenever a crew is in an area working that at least two or three persons sign an approval of what they have done because you are seeing regional corporation workers, whether they be road supervisors or whatever department, they just come, look around and do as though nothing is happening and then they leave within an hour or so and nothing is being done."</p>	
<p>PENAL/DEBE</p>	<p>Male Participant (Indian 50s) "One of the things is that Chief Executive should also ensure that when contract works are undertaken it should be executed by bonafide contractors in accordance with the contractual agreement and not Corporation officials. Everybody know what does be going on, Corporation officials functioning as subcontractors and contractor agents, that is happening all over, I am speaking from experience."</p>	<p>Premchand Sookoo, Chairman of Penal/Debe Corporation "...three (3) terms as a Councillor should be pensionable. What you say; pensionable? Because as we all know ladies and gentlemen, if a Member of Parliament whether he full time or part time, once he or she completes two (2) terms in office, they are entitled by law, by law to get a pension."</p>
<p>PORT OF SPAIN</p>	<p>Joe (Male African 50s) "We would love to see the end of appointed office with every Local Government Official being elected and this coming be banga season half arrived we expect that Local Government will create many of the jobs and economic opportunities and add substantially to the GDP."</p>	
<p>PRINCES TOWN</p>	<p>Richard Moore (Male African 30s) "Mr Franklin Khan, now that Princess Town Regional Corporation has all these new developments like HDC development and they are understaffed. What do you all have in plan to deal with that? Because plenty of the work that the Corporation is doing right now cannot facilitate everyone. What you all have in plan for that because they are understaffed now, bad."</p>	

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
PT. FORTIN	<p>Cuthbert Sandy (Male, African, 50s) “I think local leadership needs to be strengthened in a big way ensuring that elected leaders and selected ones have some level of education first of all. It must be at least a minimum tertiary level. Elected leaders need to be supported to acquire leadership skills. We will need to provide clear guidelines on how councillors and aldermen conduct themselves in council meetings and in their interaction with the community.”</p>	
RIO CLARO/MAYARO	<p>Louis Castillo (Male African 50s) When is time for employment in the Corporation it sad. When we tell the Minister we need some employment the Minister say boy my hands are tied; but a dispatcher in the corporation could pull in his whole family, right. The Councillor could go and hire a whole village; ... we also have the Minister of Killdeer, you understand, because Killdeer gets everything; we have the Minister of Killdeer too, right. So I want to know what is for the reform; and what are the employment practices and how we will be looking into this. Because at the end of the day the more youths get employed is the less man I have to give twenty (20) dollars out there, right and that is my concern.”</p>	<p>Chairman Councillor Hazarie Ramdeen “... we only have 4 Municipal Police in Rio Claro, 1 Acting Inspector, 1 Sergeant, and 2 Corporals. Recently we got 5 trainees but they are not trained to do police work. They are trained to do administrative work so they can’t go out on the field and when you look at all our properties I mean it’s plenty. I am kindly asking I am not here to complain but I am requesting if we could get the full complement of fourteen that 4 I spoke about and 10 Constables it will help us a lot. If you could assist Minister by giving our Chief Officers, we don’t have a Corporate Secretary and Financial Officers if we need legal advice, and is a strain on our Corporation. We have a Road Officer 3 and a WS 3 and we will be very happy with that.”</p>
SAN JUAN	<p>Anthony Watkins - (Male African 60s) “Great to say that we are going to have local contractors providing services but often when we make that call to find suppliers of services inadequately prepared to engage in a formal process and I would like to flag to the local corporation that we have to begin to prepare and develop our local service suppliers so that when the time comes they are ready legally and organizationally to be able to meet some of the contracting obligations.”</p>	

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
SAN FERNANDO	<p>Nicholai Edwards (Male African 20s) We have more or less a need for young people to receive employment. In terms of actually running for Councillors and actually being a part of the staffing. Also, I want us to consider internships that are not necessarily requiring for you to leave university with a degree but for people having internships in the local government sector because persons are studying governance and other mechanisms. We need to as well do more research at the local government level. We cannot wait just for a citizen to conduct surveys. We need to be able at the local government level to go into communities, find out what are their needs, transcribe it and make it readily available.</p>	<p>His Worship the Mayor Alderman Haji Kazim Hosein “Can you imagine what great developments would take place in our city, if our local contractors, entrepreneurs and business large and small got the first shot at participating in the improvement of the city of San Fernando? Can you imagine how our city would flourish? We work together, we play together, we pray together, some of us went to school together, some of us marry into families that we know, some of us lime in the same places. If we were responsible for the development of San Fernando can you imagine how many job opportunities would open up within our city”</p>
SANGRE GRANDE	<p>Kaiwan Braithwaite (Male, African, 30’s) “I will start with employment. Sangre Grande have a serious problem with employment. There are a lot of educated youths in Sangre Grande...moms just make the point, there are persons with Environmental certificates, degrees in Forestry and whatsoever and we do all that is necessary... If you watch, most of the youths between 18 and 30 are not working in Sangre Grande. They are only employing elders. How can you employ someone who is 50 years old? Reiterating your point, you said I’m young and strong, so why not employ me who can give some service to our country?”</p>	<p>Honourable Christine Newallo-Hosein, MP. “...we speak about how early you have to get up to leave Matelot to come down, so what are the tax concessions you will extend to councillors to allow them with their vehicles to be able to reach wherever they have to go because they are in fact travelling officers.</p>
SIPARIA	<p>Councillor Doodnath Mayrhoo (Male Indian 50s) “...the power that you are giving to the chairman and the Councillors, it is very clear that it seems as though that the Councillor and the chairman will expect a salary that is on par with the ministers because it is a lot of work for the Councillors and chairman come after this reform.”</p>	<p>Leo Doodnath - Chairman “My issue is that we have only general ideas; what exactly will be the additional responsibilities of Corporations? Will the provision of social and other Governmental services be added to our portfolio? What aspects of Government are going to be decentralized? What about staffing? Who is going to manage the transition?”</p> <p>Dr. The Honourable Surujrattan Rambachan, MP (Male, Indian, 60s) “I want to suggest that full-time Councillors should be the order of the day. I don’t think the part-time Councillor thing works at all. Full-</p>

CORPORATIONS	Burgesses	Mayor/CEO/Chairman/Councillors
		<p>time Councillors are required if the extent of the development on transformation proposed is going to take place.</p> <p>I also think that the problem of local government is as much constitutional and legislative as it is about competent human resources but this will include: the qualities of the CEOs who are now in the local government system.”</p>
TUNAPUNA/PIARCO	<p>David Taitt (Male, African, 50s)</p> <p>“We also would like you to put internal auditors in the Corporations because a lot of people say it is not the Corporations and for instance they would say Tunapuna/Piarco Regional Corporation; they say Tunapuna/Piarco Regional Corruption. What we want is the corruption within the Corporation because there is a lot of corruption in the Corporations because we, our taxes paying and our taxes are fed up fuelling corruption, inefficiency etcetera.”</p>	

6.0 Recommendations from the Floor

Many of the participants made reference to specific documents during their individual contributions and these have since been documented and compiled in Appendix 8.9.

There were specific recommendations coming from the floor, the strongest of which are listed below:

1. Allow for the direct election of ALL members of the council and end the practice of appointing aldermen.
2. Allow for the right to recall concerning all elected Local Government Officials.
3. Investigate possible mechanisms that will encourage greater civic participation by burgesses in electoral politics and ameliorate the status quo of party politics at the level of local government.
4. Re- Classification of Elected Local Government Officials as FULL TIME EMPLOYEES and the adjustment of compensation packages to reflect this change.
5. Provision of Training and Technical Guidance to Mayors, Chairmen and Councillors to ensure that they are best equipped to do their jobs.
6. Amend the Integrity in Public Life Act and other relevant legislation to include CEO and Deputy CEO filing with the Integrity Commission.
7. Enshrine the right to local government representation in our National Constitution.
8. Consider Fixed Dates for Local Government Elections.
9. Establish the post of Deputy Ombudsman at the Office of the Ombudsman to handle grievances specific to Local government.
10. Create a similar post in the Office of the Auditor General.
11. Also provide for parliamentary oversight (Public Accounts Committee) to ensure that all parties are held accountable to a higher authority.
12. Introduce as recommended the necessary legislation to make Municipal Corporations responsible for the collection and disbursement of Land & Building Taxes.
13. Create a mechanism of disbursement (like the one that provides for Tobago annually) which will assist with any shortfalls that may occur with respect to 'local' revenue collection.
14. Councils should account publicly for their stewardship inclusive of both their achievements as well as their plans for growth and revenue expansion.
15. It should be made a legal requirement for all Corporations to publish their accounts annually.
16. Corporations should also be encouraged to create some sort of portal (online or otherwise) through which the public may gain access to all contracts / projects so that draw-downs as well as project delivery can be monitored and scrutinized.
17. Re-engineer the concept of the Village Council with a view to integrating them into the decision making cycle.
18. Expand Participatory Democracy by legislating for mandatory public meetings on a monthly or bi-monthly basis for the purpose of updating the burgesses as well as to provide a public forum for their concerns.

19. Proceed with the recommendation to increase the number of Municipal policemen assigned to each corporation to one hundred (100) in the initial instance.
20. Incorporate the Municipal Police as part of the Police Service Commission to ensure adequate oversight and management.
21. Assign some part of the Municipal Police force to deal with issues of Praedial Larceny in rural areas.
22. Harmonization of Boundaries across all public agencies to ensure more efficient delivery of public goods.
23. Confer on the Corporations the authority to deal with a number of services – from building plan approvals to the registration of small businesses.

7.0 Conclusion

With the submission of this Final Report, the Consulting Firm has now delivered on all the deliverables agreed to in the original Request For Proposal (RFP). Specifically, these are:

- Organising fourteen (14) Consultations in Trinidad;
- Providing assistance in preparation of relevant brochures;
- Distribution of Brochures before Consultations;
- Informing media of Consultations;
- Event production & management;
- Rapporteurs and recording;
- Reporting on Consultations at conclusion.
- Broadcast and Streaming of Consultations;
- Social Media interactivity and Promotion; and
- Analysis of Social Media Engagement.

Additionally, the objectives set out in the consultant's original proposal have all been achieved, viz:

To Produce, Promote, Present and Record Consultations that:

- Create widespread public awareness and support for the issues and benefits of transformation and decentralization through Local Government Reform
- Create national awareness and support for the transitioning of the Ministry of Rural Development and Local Government
- Present the Government as committed / genuine, progressive, game-changing, interactive, engaging, accessible, transformational, dynamic and expert.
- Reach, engage, inform and hear the public

The public has expressed a great deal of encouragement and confidence in this collaborative consultative process. There is a level of genuine support and appreciation that transcends race, age, political ideology, geography and intellectual capacity.

Based on the feedback forms, 99% of those who attended these public consultations agree that the current system has failed, and there is a recognition that the public's best interest will only be sufficiently addressed and served through the devolution of power from central to local authority, and the empowerment of communities and individuals. Furthermore, the general perception is that a stronger Local Government – like the one enjoyed in Tobago for example - is better for all burgesses. The time for sensible legislative reform is now.

8.1 Appendix: Sample Invitation



MINISTRY OF RURAL DEVELOPMENT
& LOCAL GOVERNMENT

Invites you to

LOCAL
GOVERNMENT
CONSULTATIONS

FRIDAY 29TH APRIL, 2016

Diego Martin North Secondary School, 6:00pm

Does our centralized system of government deliver
the services you and your community need,
when you need it, where you need it
and how you need it?

RSVP

Joanna Mendez
622-1979 Ext13351

JOIN THE CONVERSATION

ttlocalmatters.com



8.2 Appendix: Sample Press Advertisement



**MINISTRY OF RURAL DEVELOPMENT
& LOCAL GOVERNMENT**

LOCAL

**GOVERNMENT
CONSULTATIONS**

ARE YOU BEING SERVED?

**SAN FERNANDO
CITY HALL
DEC 16TH
— 6PM —
Doors open 5pm**

Does our centralized system of government deliver the services you and your community need, when you need it, where you need it and how you need it?

We want to hear from you, your input is important to shaping this process, so please email us your questions, suggestions and case studies at localgovsec@gov.tt Local Government Reform is about **YOU**.

PRIME MINISTER, THE HONOURABLE DR. KEITH ROWLEY
will be opening the Consultations in San Fernando.

PANEL INCLUDES:

MR. FRANKLIN KHAN,
Minister in the Ministry of
Rural Development and
Local Government

MR. STUART YOUNG,
Minister in the Ministry of
the Attorney General and
Legal Affairs

**JOIN THE
CONVERSATION**
ttlocalmatters.com

Be viewing at 8:00pm on CNMG or our
livestream on TT Local Matters youtube
channel from 6:00pm

8.3 Appendix: Sample Media Invitation / Release



The Government of the Republic of Trinidad and Tobago

MINISTRY OF RURAL DEVELOPMENT & LOCAL GOVERNMENT

MEDIA RELEASE

April 8, 2016

Local Government Reform Public Consultation comes to ARIMA

The Ministry of Rural Development and Local Government wishes to invite you to attend the latest installment in our series of public consultations on the subject of Local Government Reform.

Our next consultation session is scheduled to take place at the **Auditorium of the Arima NEW Government Primary School, Buena Vista, Arima on Monday, April 11, 2016 from 6pm.** This is the **NINTH** in a series of fourteen consultations (one for each municipal corporation) that are planned to take place throughout Trinidad.

This Consultation is intended to solicit the input of local stakeholders and the wider public as an approach to increased productivity, improved quality of governance and for the better delivery of social services. Integral to the proposed changes in local government is the move towards greater autonomy on the part of the municipal corporations.

Minister of Rural Development and Local Government, Senator the Honourable Franklin Khan, will lead the evening's itinerary, beginning with a short presentation outlining the proposed changes to the roles and responsibilities of the municipal corporations.

As a result of this session, Stakeholders – including the members of the public - will gain a greater understanding of the nine (9) key areas to be addressed in the transition. These are: Funding (revenue distribution), Executive Authority, New Responsibilities, Inclusion of local contractors and infrastructural development, Effective Municipal policing, Development Control, Disaster Management, Regional Development Plans and Involvement of Civil Society.

The media is hereby invited to provide coverage as well as to add its own invaluable input in helping to shape this process.

And please visit our website at www.ttlocalmatters.com for more information regarding the process of Local government reform as well as for photos and details with regards to live streaming.

Communications Unit

Kent House, Long Circular Road, Maraval, Trinidad and Tobago
Tel: (868) 628 – 5187 ext. 3352; (868) 628 – 4449 Fax: (868) 628 – 0432
Like and Follow us on Facebook: <https://www.facebook.com/RDLGTT>

8.4 Appendix: Brochure (Outside / Back)

NEW BOUNDARIES


We propose:


- 14 local Government bodies – 7 regions, 4 cities and 1 Borough;
- Expansion of the borough of Point Fortin to incorporate La Brea
- Expansion of the Borough of Arima to incorporate Wallerfield;
- Expansion of the City of San Fernando to include Point-a-Pierre;
- Expansion of the boundaries of the City of Port of Spain to include Westmoorings and parts of Laventille
- The elevation of the boroughs of Arima and Chaguana to City status


LEGISLATIVE PROPOSALS

To ultimately reduce red tape, supporting and inhibiting legislations will need to be amended:

1. The Municipal Corporation Act to give Corporations the level of autonomy and executive authority
2. Relevant taxation laws to allow local government bodies to retain certain taxes collected within their boundaries.
3. Section 69 of the Act to reflect the new Standing Committees to give greater oversight, accountability and transparency to all Council matters.

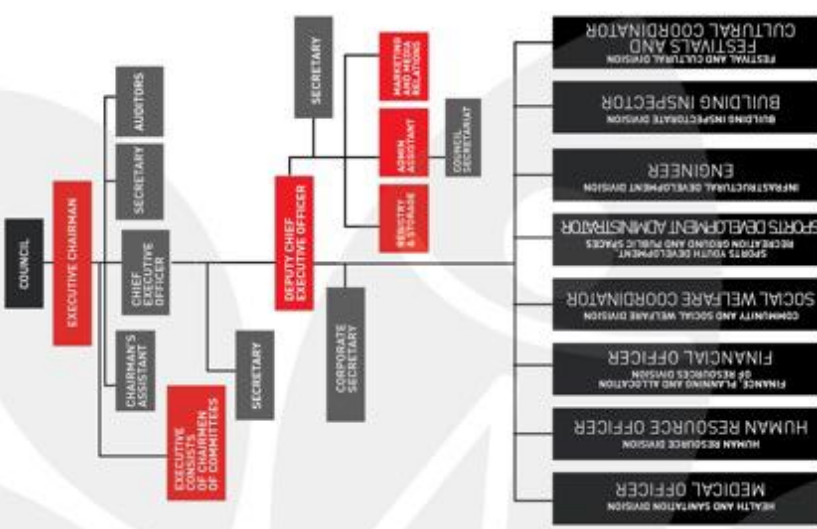








**MINISTRY OF RURAL DEVELOPMENT
& LOCAL GOVERNMENT**
Kent House
Long Circular Road,
Maraval,
Trinidad & Tobago.
1 868 622 1979


PROPOSED ADMINISTRATIVE STRUCTURE








**MINISTRY OF RURAL DEVELOPMENT
& LOCAL GOVERNMENT**





JOIN THE CONVERSATION
ttlocalmatters.com



BACKGROUND

Under the current system of Local Government, when a community in Trinidad needs to get something done, it has to get in line and take a place in one of the many clogged and narrow arteries that run to the centralised heart of Government. Like many communities across Trinidad, Tobago also used to go to the Central Government for just about everything. With the vesting of powers in the THA, by the THA Act #40 of 1996, Tobagonians now have authority and autonomy to manage their own affairs. Looking at the Tobago experience, we see an entirely different system of service delivery.

Beyond garbage collection, retaining walls and waterways, traffic and transport, community centres, empty lots and mosquitoes, almost every decision made by Central Government inevitably has an effect on our sense of well-being, autonomy, creativity, security and identity. Above all, centralisation of decision-making affects our need and ability to unite and to build stronger communities. So in a very real sense, sometimes Central Government is the problem more than the solution. Since 1962, successive administrations have consulted with the public on the benefits of decentralisation of government - the pitfall of centralised governance being documented for decades. Consistently, all these consultations have pointed to and have recommended stronger local governance.



THE PROBLEM

The major impediments preventing existing local government structures from delivering the services in your community (with any degree of efficiency or consistency) in a timely and cost-effective manner are:

- Political interference, manipulation and expediency
- Inadequate funding
- Inadequacy of supporting legislation
- An administrative structure that facilitates heavy bureaucracy
- An overall lack of transparency and equity

Local government has become less effective and burdened with bureaucracy because control, funding and authority is centralised in the Ministry of Local Government and Corporations are currently treated as departments of the Ministry.



THE VISION

Our vision is a self-sufficient, service-oriented local government system for people-centred development and to the accomplishment of any national vision. Our ability to fix or plan our own roads, build a retaining wall in the community, or launch a festival has direct impact on the quality of life in the community. Government's vision for Local Government seeks to remove the red tape and bureaucracies that prevent local government bodies from doing their work in an effective and efficient manner.

We envision quantum leaps in health & well-being; family and community life and security, development of public spaces and the environment; local culture, identity and creativity; entrepreneurship, employment and local industry. We propose the following reforms to revolutionize the current system and make this happen:

1. **Security of Funding** – Local Government bodies will be allowed to keep certain taxes and revenues collected within their boundaries to use for their own development.
2. **Executive Authority** – Local Government bodies in the 14 municipalities will be given a level of autonomy similar to that of Tobago House of Assembly.
3. **New Responsibilities** – Local Government bodies will be responsible for school maintenance, social welfare services, sporting programmes, agricultural and local tourism, to name a few.
4. **Local Contractors** – Local Government bodies will be responsible for developing the competencies, expertise and facilities that will create opportunities for local work to be done by local suppliers of goods and services.
5. **More Effective Municipal Policing** – Broader responsibilities and staff will be given to the Municipal Police, closing the gap between the community and officers of the law.
6. **Development Control** – The ability to fully participate in the planning and development of communities will be expanded beyond approval of plans and construction of dwelling houses and simple buildings.
7. **Infrastructure Works** – Implementation of local infrastructure projects will be completely restructured and decentralised to allow for efficient and timely implementation by Local Government bodies.
8. **Disaster Management** – Local Government bodies will be reformed to facilitate direct collaboration with Central Government agencies to plan for and become effective first responders in Natural Disasters.
9. **Involvement of Civil Society** – The Public and Civil Society will become more involved in the decision making process.
10. **Regional Development Plans** – Detailed Regional Development plans have been done for the fourteen (14) Municipal Corporations. These will serve as a guide for future Development

8.5 Appendix: Set Design and Venue Layout



8.6 Appendix: Table 1: Attendance by Session

Consultation	Attendees
Arima	150
Chaguanas	300
Couva/Tabaquite/Talparo	350
Diego Martin	350
Guaico/Tamana	350
Mayaro/Rio Claro	200
Penal/Debe	100
Port of Spain	300
Princes Town	250
Pt. Fortin	150
San Fernando	500
San Juan	150
Siparia	350
Tunapuna/Piarco	175
TOTAL	3675

8.7 Appendix: Table 2: Schedule of Consultations

	Date	Consultation	Location
1	Dec 16, 2015	San Fernando City Corporation	San Fernando City Hall
2	Jan 20, 2016	Couva / Tabaquite / Talparo Regional Corp	Preysal Government Secondary School
3	Jan 27, 2016	Sangre Grande Regional Corporation	Guiaco Government Secondary School
4	Feb 17, 2016	Siparia Regional	Plaza Siparia Conference Hall
5	Feb 24, 2016	San Juan Regional Corporation	San Juan North Secondary School
6	Mar 9, 2016	Chaguanas Borough Corporation	Chaguanas Borough Corporation Auditorium
7	Mar 16, 2016	Port of Spain City Corporation	Port of Spain City Hall
8	Apr 6, 2016	Princes Town Corporation	Princes Town West Secondary School
9	Apr 11, 2016	Arima Borough Corporation	Arima New Government Primary School
10	Apr 13, 2016	Penal / Debe Regional Corporation	Penal Government Secondary School
11	Apr 20, 2016	Point Fortin Borough Corporation	Point Fortin East Secondary School
12	Apr 25, 2016	Tunapuna / Piarco Regional Corporation	St Joseph Secondary School
13	Apr 27, 2016	Mayaro / Rio Claro Regional Corporation	Rio Claro East Government Secondary School
14	Apr 29, 2016	Diego Martin Regional Corporation	Diego Martin North Gov't Secondary School

8.8 Appendix: Typical run of Show (Programme)

LOCAL GOVERNMENT CONSULTATION (DIEGO) 2016			
Recording begins at 6:00PM local time - 2016			
	ITEM	TIME	DUR
1	SAFETY BRIEFING Corporal Elisabeth Lewis MTS - 5:55pm		
2	NATIONAL ANTHEM	5:57:00	0:03:00
3	PRAYER - Pastor John	6:00:00	0:03:00
4	MODERATOR INTROS Chairman DMRC Kathy Ann Christopher	6:03:00	0:01:00
5	Chairman DMRC Kathy Ann Christopher - WELCOME	6:04:00	0:06:00
6	MODERATOR INTRODUCES MINISTER	6:10:00	0:01:00
7	VIDEO PRESENTATION	6:11:00	0:01:00
8	PRESENTATION MINISTER KHAN	6:12:00	0:35:00
9	VIDEO: IMAGINE	6:47:00	0:01:00
10	PRIME MINISTER ARRIVES	6:48:00	0:05:00
11	Minister Introduces Wrap up video	6:53:00	0:01:00
12	WRAP-UP VIDEO	6:54:00	0:11:00
13	MODERATOR INVITES QUESTIONS	7:05:00	0:01:00
14	AUDIENCE PARTICIPATION SESSION	7:06:00	1:45:00
15	CLOSING REMARKS - MINISTERS/PRIME MINISTER	8:51:00	0:07:00
16	VOTE OF THANKS - MODERATOR	8:58:00	0:02:00
17	END OF PRESENTATION	9:00:00	0:00:00

8.9 Appendix: Documents and Sources Cited

- The Public Procurement and Disposal of Public Property Act, 2015
- Planning and Facilitation of Development Act 2014
- Belize City Council Act Chapter 85, Revised Edition 2000
- Draft Planning and Facilitation of Development Bill, 2013
- Draft White Paper on Local Government Reform, 2006
- Draft White Paper on Local Government Reform, 2009
- Tobago House of Assembly Act #40 of 1996
- Ministry of Local Government Website: www.localgov.gov.tt
- Local Government Reform Consultations Website: <http://ttlocalmatters.com/>
- Municipal Corporations Act No. 21 of 1990
- Policy on Local Government Transformation and Modernisation (Green Paper) October 2012 by the Ministry of Local Government.
- Trinidad and Tobago Association of Local Government Authorities' (TTALGA) Strategic Plan 2011-2016, version 1.5, May 24th, 2012
- 'Let's Do this Together' – PNM General Election Manifesto Document 2015
- Draft White Paper on Local Government Transformation and Modernization 2013
- Environmental Management Act Chapter 35:5, Act 3 of 2000
- Final Draft Development Plan: Strategic Planning Framework for Metropolitan Port of Spain, Volume 2 Implementation Plan San Juan Laventille Regional Corporation, (The Interplan Group) April 2010
- United Nation Development Program 2011, Evaluation report on Local Government
- Policy on Local Government Transformation and Modernisation, October 2012
- Eight Report of the Elections & Boundaries Commission under the Municipal Corporations Act, Chap. 25:04 and the Elections & Boundaries Commission (Local Government and Tobago House of Assembly) Act Chap. 25:50 for the purposes of Local Government Elections, 2016
- Small Building Code (GORTT), 2004.
- The Commonwealth Local Government Conference (CLGC) Souvenir Magazine, 14-17 May 2013, Kampala, Uganda – 'Developmental Local Government: Putting Local Governments at the Heart of Development'
- Commonwealth Local Government Handbook 2013/14 © publications United Kingdom (UK) Limited 2013

8.10 Appendix: Table 3: Media References

Media	Source	Title	Date	Link
Press	Trinidad Guardian	Take Charge of your own Affairs	Dec 18, 2015	http://www.guardian.co.tt/news/2015-12-18/take-charge-your-own-affairs
Press	Newsday	Local Government Consultations start next month	Oct 29, 2015	http://www.newsday.co.tt/politics/0,219171.html
Television	CNC3 Television	Local Government Reform	Feb 18, 2016	http://www.cnc3.co.tt/news/local-government-reform
Radio	103FM	Siparia to host Local Government Reform Consultations		http://www.103fm.net/siparia-to-host-local-government-reform-consultations
Press	Trinidad Express	Khan: Reform not stopping local government elections this year	May 1, 2016	http://www.trinidadexpress.com/20160501/news/khan-reform-not-stopping-local-government-elections-this-year
Press	Trinidad Guardian	New plan coming to help lawless minors	Jan 29, 2016	http://www.guardian.co.tt/news/2016-01-29/new-plan-coming-help-lawless-minors
Online	Caribseek.com	Local Government reform public consultations heads to Princes Town	Apr 5, 2016	http://news.caribseek.com/24414-local-government-reform-public-consultation-heads-princes-town-trinidad-and-tobago
Online	Caribseek.com	Rural Developemnt Ministry seeking to adopt THA model for local government in Trinidad	Apr 20, 2016	http://news.caribseek.com/24865-rural-development-ministry-seeking-adopt-tha-model-local-government-trinidad-and-tobago
Press	Trinidad Guardian	Corporations will collect property taxes	Apr 8, 2016	http://www.guardian.co.tt/news/2016-04-08/corporations-will-collect-property-taxes
Press	Trinidad Guardian	Holders of Degrees receiving Food Cards	Apr 15, 2016	http://www.guardian.co.tt/news/2016-04-15/holders-degrees-receiving-food-cards
Online	TTonline.org	Local Government reform public consultations heads to Port of Spain	Mar 14, 2016	http://www.ttonline.org/local-government-reform-public-consultation-heads-to-port-of-spain/
Press	Newsday	Khan: Local Govt elections still on, reform too	May 1, 2016	http://www.newsday.co.tt/politics/0,227199.html
Press	Newsday	Rowley: People get pay but don't work	May 1, 2016	http://www.newsday.co.tt/politics/0,227197.html
Online	loopTT.com	VIDEO: Ministry hosts consultations for local government reform	Apr 8, 2016	http://www.loopTT.com/content/video-ministry-hosts-consultations-local-government-reform
Online	pridenews.ca	Trinidad: Local Government Elections held by year end	Apr 21, 2016	http://pridenews.ca/2016/04/21/tt-local-government-elections-held-year-end/
Television	CCNTV6	Local Government Model to look to THA	Mar 10, 2016	http://www.tv6tnt.com/sevenpm-news/Local-Government-Model-to-Look-to-THA--2760-371739251.html
Television	C News	No party favours in Local Gov't Reform	Feb 25, 2016	http://ctntworld.com/cnews3/index.php?option=com_content&view=article&id=18656:no-party-favours-in-local-gov-t-reform&catid=137:c-news&Itemid=707
Television	C News	Rambachan's remarks at Local Government Consultation	Feb 19, 2016	http://ctntworld.com/cnews3/index.php?option=com_content&view=article&id=18574:rambachan-s-remarks-at-local-government-consultation&catid=137:c-news&Itemid=707

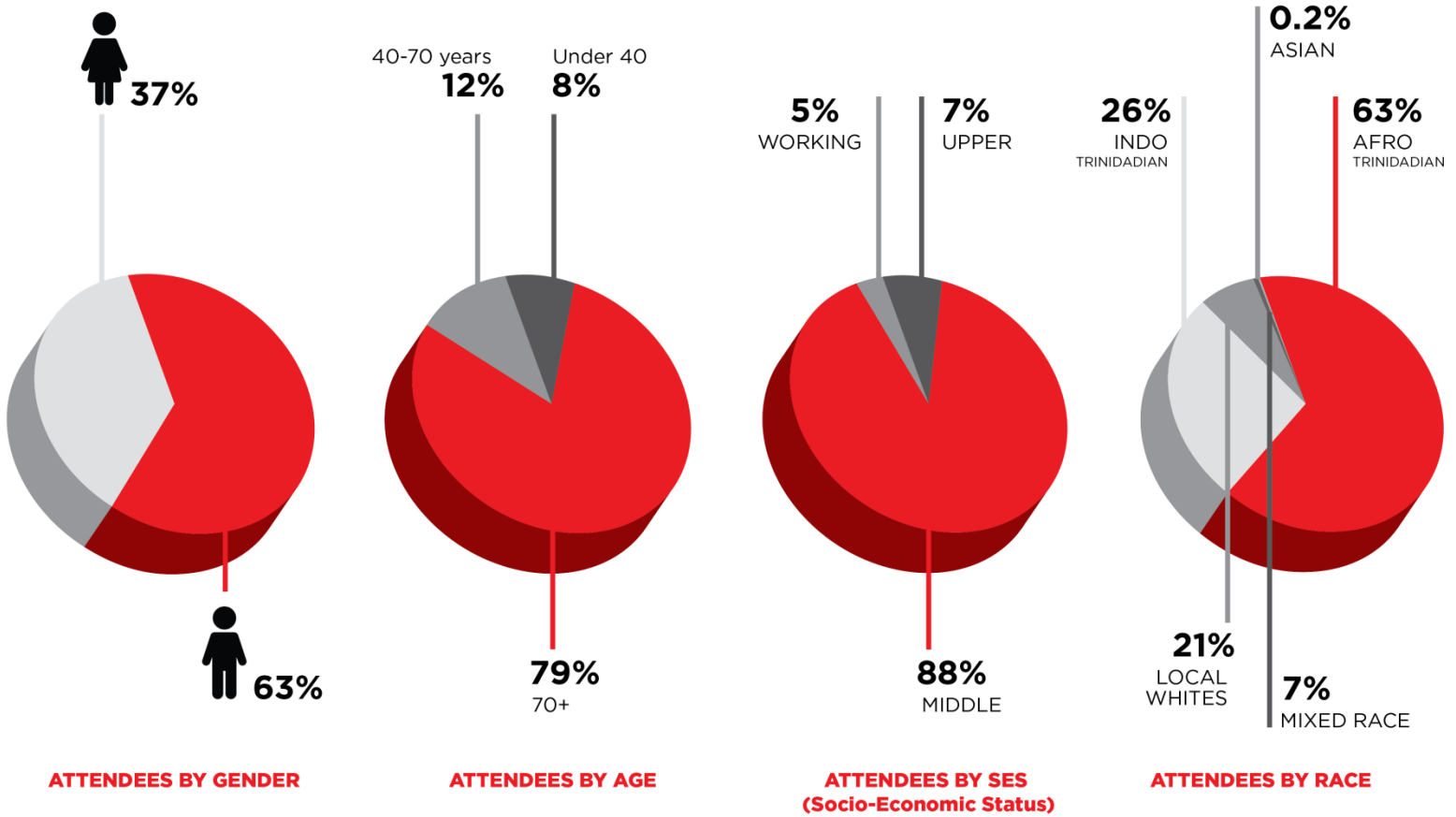
8.11 Appendix: Sample Feedback Form

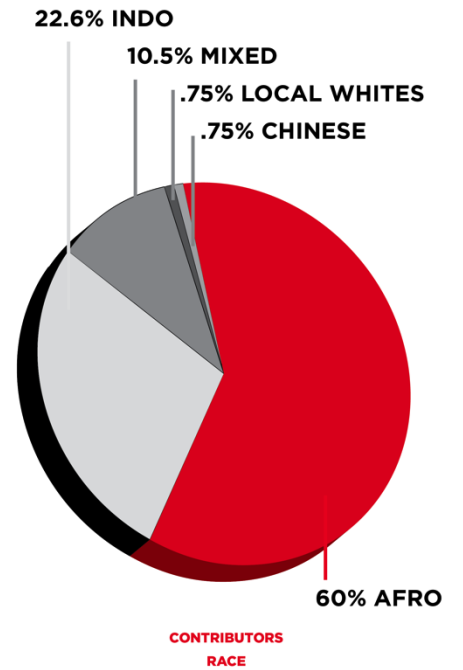
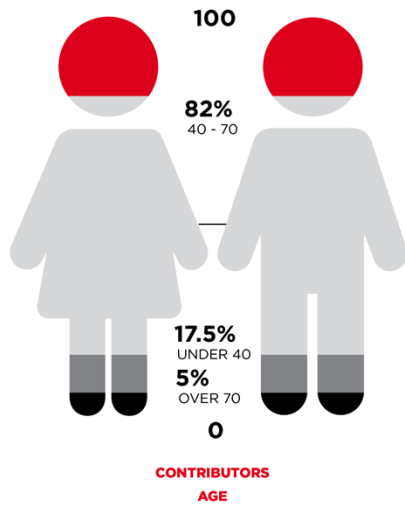
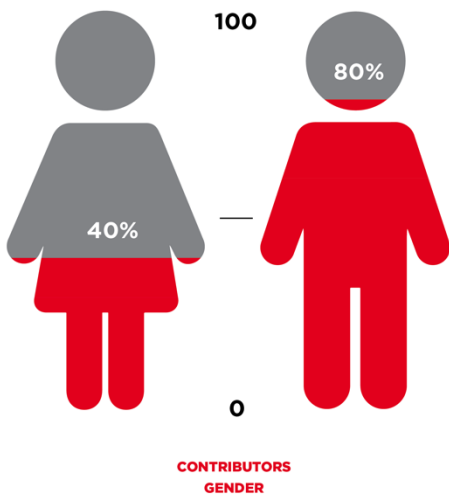


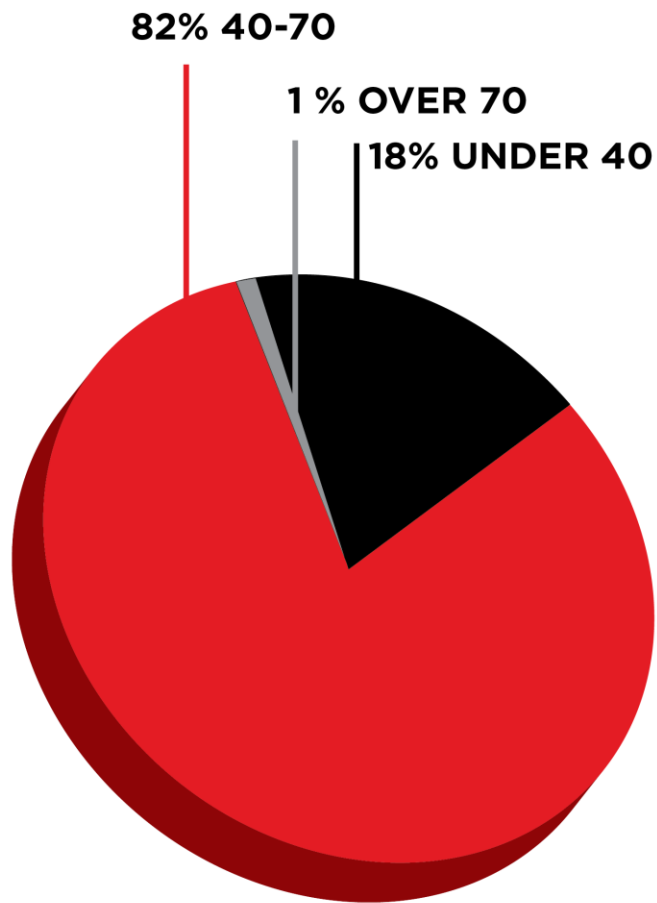
Feedback Form

1. What is your age group?	18-25 <input type="checkbox"/>	26-34 <input type="checkbox"/>	35-45 <input type="checkbox"/>	46-55 <input type="checkbox"/>	55+ <input type="checkbox"/>
2. What area are you from?					
3. How did you hear about the consultations?					
4. Should the Chairman or Mayor of your corporation be voted into office, and not appointed?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Don't Know <input type="checkbox"/>		
5. Do you know your local councillor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
6. Does your councillor have your best interest at heart?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
7. When you have concerns about roads, drains, social services or employment, do you reach out to your local councillor?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
8. Should taxation laws be revised so that local government can keep more revenue at the local level?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
9. Do you think your local government representatives need training to handle the new responsibilities that will come with reform?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
10. Should the boundaries of your corporation be adjusted in order to have access to social service and economic opportunities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
11. Should local contractors be given preference in local infrastructural/development projects?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
12. Will having 100 municipal police officers in your corporation increase safety in your area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
13. Presently, do you know the difference between local government and central government responsibilities in your area?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		

8.12 Appendix: Attendee Demographics

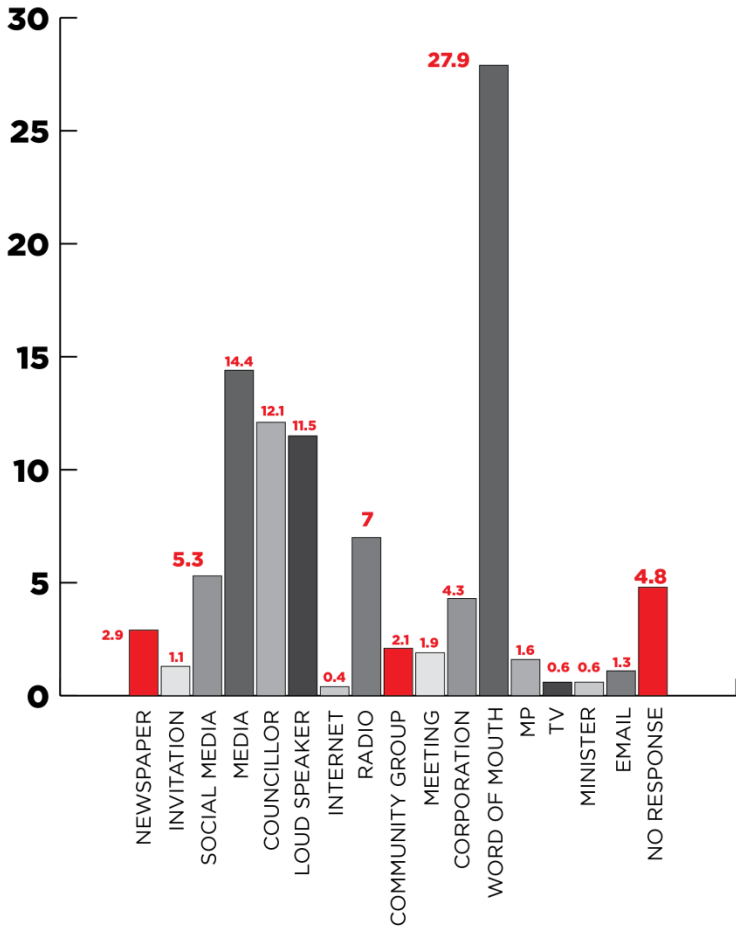




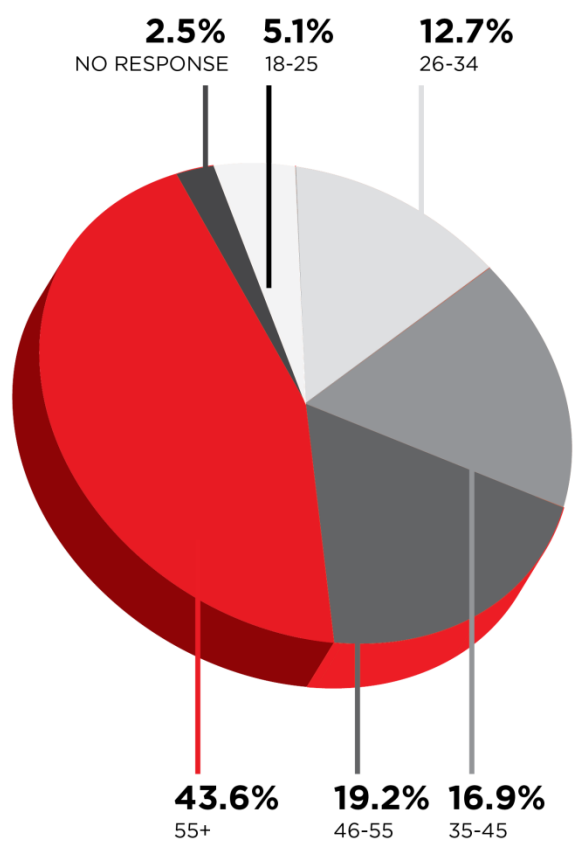


CONTRIBUTORS
AGE

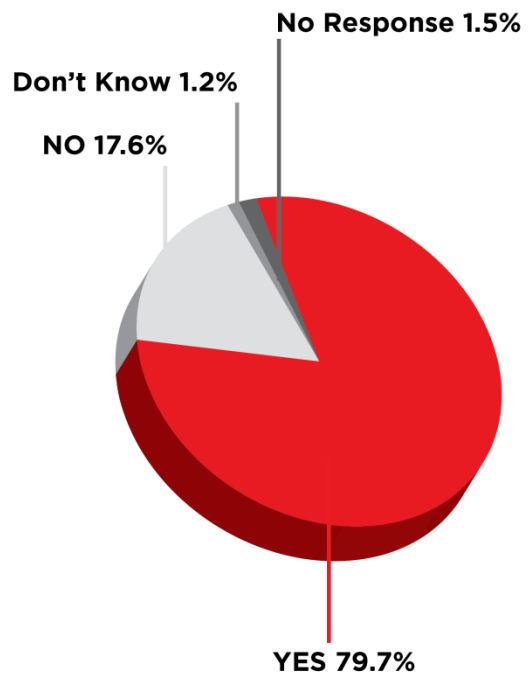
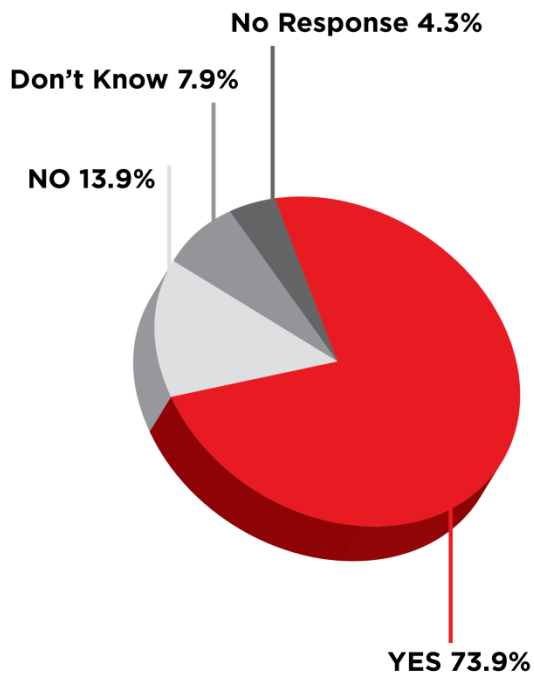
8.13 Appendix: Feedback Responses at a Glance



HOW DID YOU LEARN ABOUT THE CONSULTATIONS?

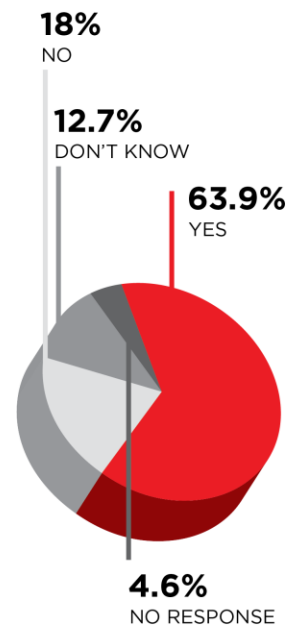
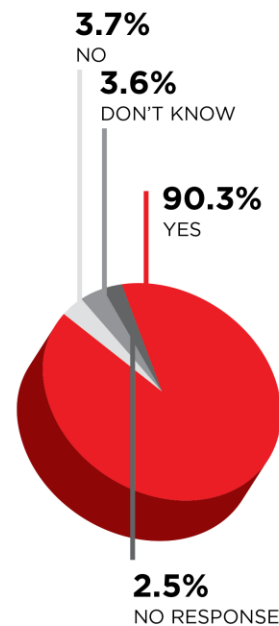
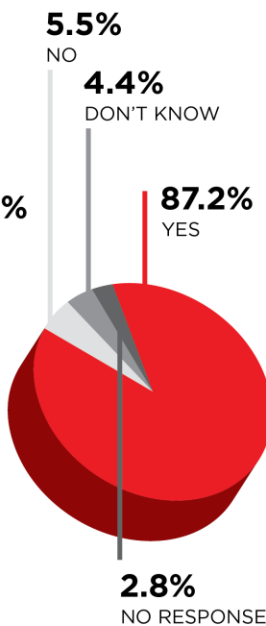
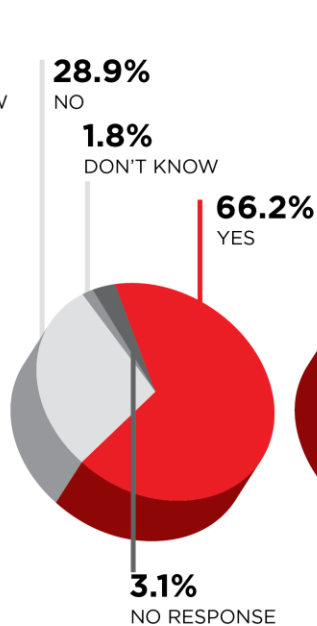
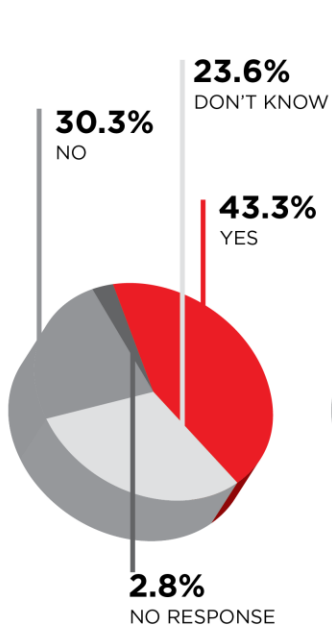


AGE OF RESPONDENTS



DO YOU THINK THAT THE CHAIRMAN OR MAYOR SHOULD BE AN ELECTED OFFICIAL?

DO YOU KNOW YOUR LOCAL COUNCILLOR?



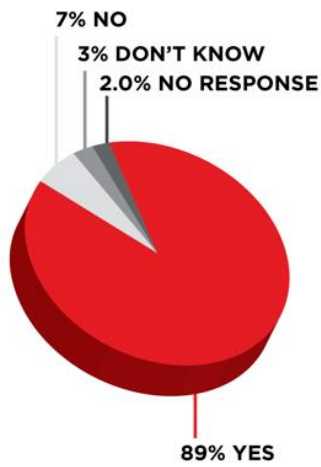
DOES YOUR COUNCILLOR HAVE YOUR BEST INTEREST AT HEART?

WHEN YOU HAVE CONCERNS ABOUT ROADS, DRAINS, SOCIAL SERVICES OR EMPLOYMENT, DO YOU REACH OUT TO YOUR LOCAL COUNCILLOR?

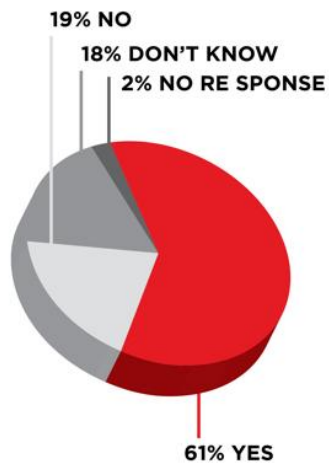
SHOULD TAXATION LAWS BE REVISED SO THAT LOCAL GOVERNMENT CAN KEEP MORE REVENUE AT LOCAL LEVEL?

DO YOU THINK YOUR LOCAL GOVERNMENT REPRESENTATIVES NEED TRAINING TO HANDLE THE NEW RESPONSIBILITIES THAT WILL COME WITH THE REFORM?

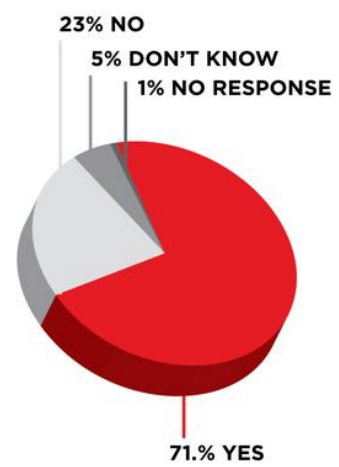
SHOULD THE BOUNDARIES OF YOUR CORPORATION BE ADJUSTED IN ORDER TO HAVE ACCESS TO SOCIAL SERVICE AND ECONOMIC OPPORTUNITIES?



SHOULD LOCAL CONTRACTORS BE GIVEN PREFERENCE IN LOCAL INFRASTRUCTURAL / DEVELOPMENT PROJECTS?



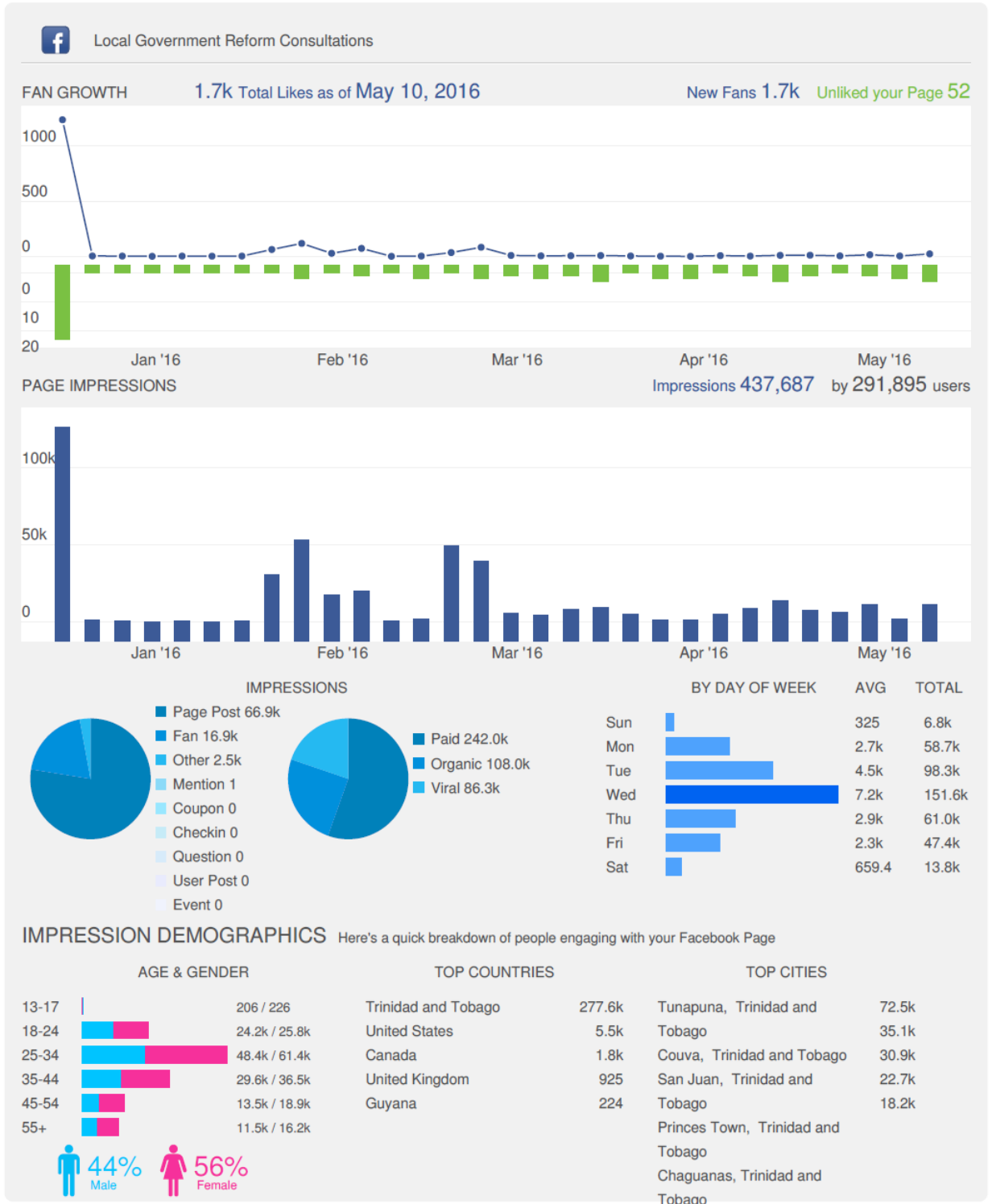
WILL HAVING 100 MUNICIPAL POLICE OFFICERS IN YOUR CORPORATION INCREASE SAFETY IN YOUR AREA?



DO YOU PRESENTLY UNDERSTAND THE DIFFERENCES BETWEEN LOCAL GOVERNMENT AND CENTRAL GOVERNMENT RESPONSIBILITIES IN YOUR AREA?

8.14 Appendix: Social Media & On-Line Reports

FACEBOOK PAGE REPORT from December 14, 2015 - May 10, 2016

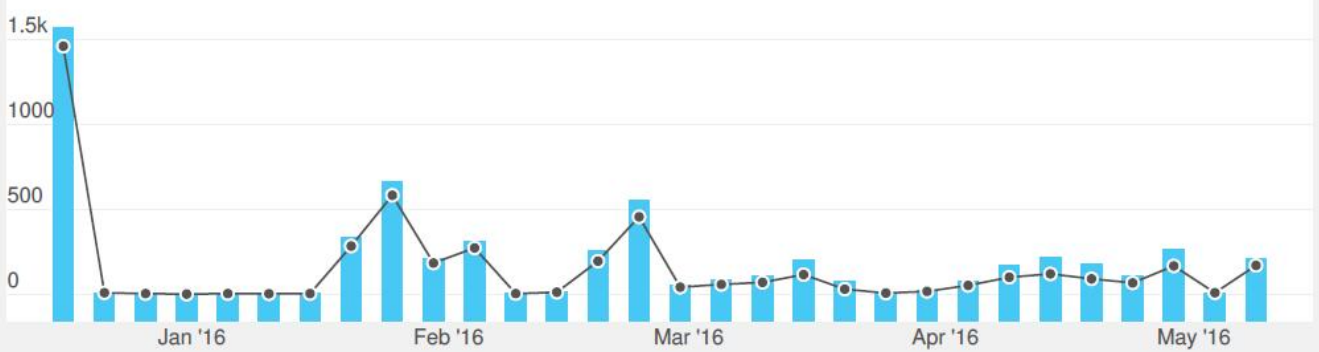


SHARING

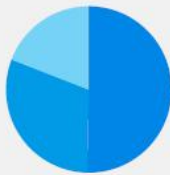
how people are sharing your content

STORIES

Stories Created **5,722** by **4,563** users



SHARE TYPE



- Other 2.9k
- Fan 1.7k
- Page Post 1.1k
- Mention 1
- Coupon 0
- Checkin 0
- Question 0
- User Post 0
- Event 0

BY DAY OF WEEK

Day	AVG	TOTAL
Sun	3.1	66
Mon	39.9	877
Tue	64.5	1.4k
Wed	102.7	2.2k
Thu	32	671
Fri	17.4	365
Sat	8	168

SHARER DEMOGRAPHICS

Here's a quick breakdown of people creating stories on your Facebook Page

AGE & GENDER

Age Group	Male	Female
13-17	1	2
18-24	131	128
25-34	336	490
35-44	243	379
45-54	164	245
55+	127	237



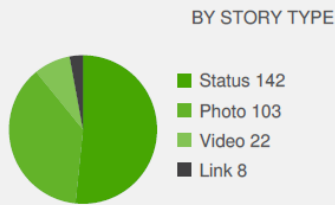
TOP COUNTRIES

Country	Count
Trinidad and Tobago	2.7k
United States	58
Canada	20
United Kingdom	9
Barbados	2

TOP LOCALES

Locale	Count
English (United States)	2.5k
English (United Kingdom)	298
Indonesian (Indonesia)	6
German (Germany)	4
Spanish (umbrella locale)	3

YOUR CONTENT a breakdown of the content you post



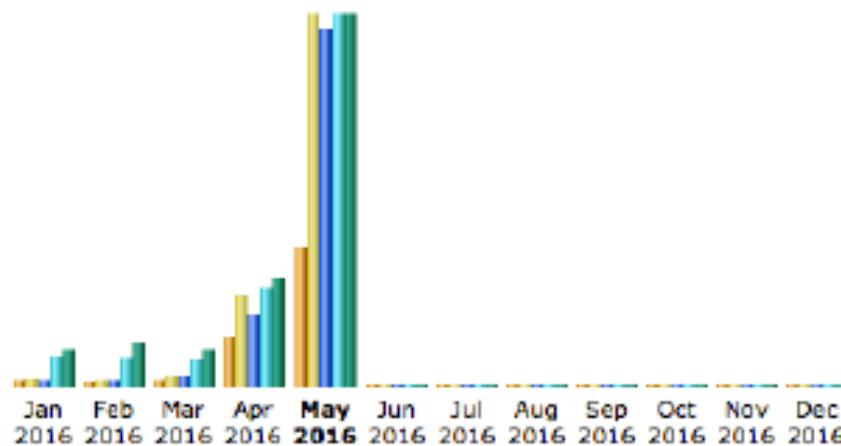
	AVG	TOTAL
Reach	256.57	70.56k
People Talking About This	5	1.37k
Engagement	5.53%	5.38%

CONTENT BREAKDOWN A breakdown of how your individual posts performed

DATE	POST	REACH	ENGAGED	TALKING	REAC	COMMENTS	SHARES	ENGAGEMENT
05/09/16	Over 5 months, we travelled across 14...	5.6k	429	130	85	9	55	7.72%
04/30/16	That completes the Local Government R...	284	7	1	1	--	--	2.46%
04/30/16	PM Dr. Keith Rowley speaks to the nee...	47	3	0	--	--	--	6.38%
04/30/16	Prime Minister Dr. Keith Rowley is ex...	50	4	1	1	--	--	8%
04/30/16	A resident suggests the building of c...	46	4	1	1	--	--	8.7%
04/30/16	Just some of the Diego Martin burgess...	308	18	4	4	--	--	5.84%
04/30/16	Minister Khan speaks to the need for ...	120	10	0	--	--	--	8.33%
04/30/16	A resident suggests establishing a pe...	118	11	1	1	--	--	9.32%
04/30/16	PM Dr Rowley emphasizes the need for ...	116	10	0	--	--	--	8.62%
04/29/16	Our panel tonight, L-R: Minister Khan...	1.1k	115	67	59	2	11	10.69%
04/29/16	Prime Minister Dr. Rowley has joined ...	134	15	11	9	1	2	11.19%
04/29/16	"If you want your boundaries changed,...	20	1	0	--	--	--	5%
04/29/16	"Regional development planning is als...	26	1	0	--	--	--	3.85%
04/29/16	[Photo]	9	1	0	--	--	--	11.11%
04/29/16	We've spent about \$2b a year on socia...	26	1	0	--	--	--	3.85%
04/29/16	Minister Khan: "We want a system that...	39	3	3	2	1	--	7.69%
04/29/16	We're live streaming on ttlocalmatter...	96	6	0	--	--	--	6.25%
04/29/16	Minister of Rural Development and Loc...	76	6	0	--	--	--	7.89%
04/29/16	Diego Martin Regional Corporation Cha...	96	5	0	--	--	--	5.21%
04/29/16	Deputy Speaker Esmond Forde is joinin...	83	6	1	1	--	--	7.23%
04/29/16	We're almost ready to kick off our fi...	36	1	0	--	--	--	2.78%
04/29/16	TONIGHT AT 6PM: We welcome Prime Mini...	254	15	8	7	--	4	5.91%
04/28/16	Thank you to Rio Claro and Mayaro for...	538	34	19	16	--	6	6.32%
04/28/16	Our Q&A in Rio Claro is still going s...	135	8	2	2	--	--	5.93%

Website Analytics Local Matters

Monthly Summary

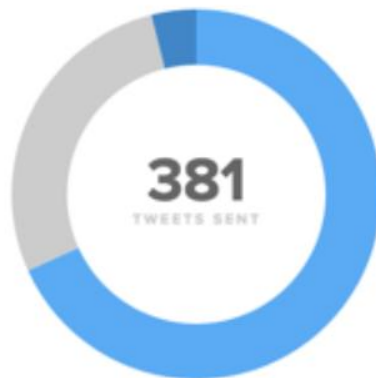


Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2016	331	451	1,633	11,119	275.54 MB
Feb 2016	222	326	1,867	10,187	315.70 MB
Mar 2016	239	523	3,359	9,739	279.18 MB
Apr 2016	2,712	5,053	26,112	35,827	820.20 MB
May 2016	7,872	20,878	130,330	135,113	2.76 GB
Jun 2016	0	0	0	0	0
Jul 2016	0	0	0	0	0
Aug 2016	0	0	0	0	0
Sep 2016	0	0	0	0	0
Oct 2016	0	0	0	0	0
Nov 2016	0	0	0	0	0
Dec 2016	0	0	0	0	0
Total	11,376	27,231	163,301	201,985	4.41 GB

Twitter Analytics

Your Content & Engagement Habits

SENT MESSAGE CONTENT



260

PLAIN TEXT

15

PAGE LINKS

106

PHOTO LINKS

YOUR TWEETING BEHAVIOR



10%

CONVERSATION

90%

UPDATES



15%

NEW CONTACTS

85%

EXISTING CONTACTS

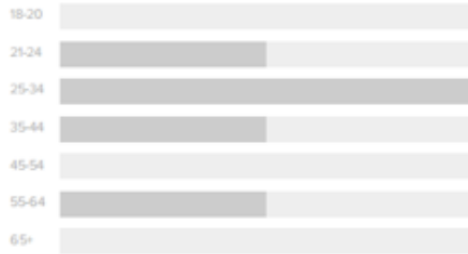
SENT/RECEIVED METRICS

TOTALS

Tweets sent	381
Direct Messages sent	1
Total Sent	382
Mentions received	35
Direct Messages received	1
Total Received	36

Audience Demographics

FOLLOWERS BY AGE



FOLLOWERS BY GENDER

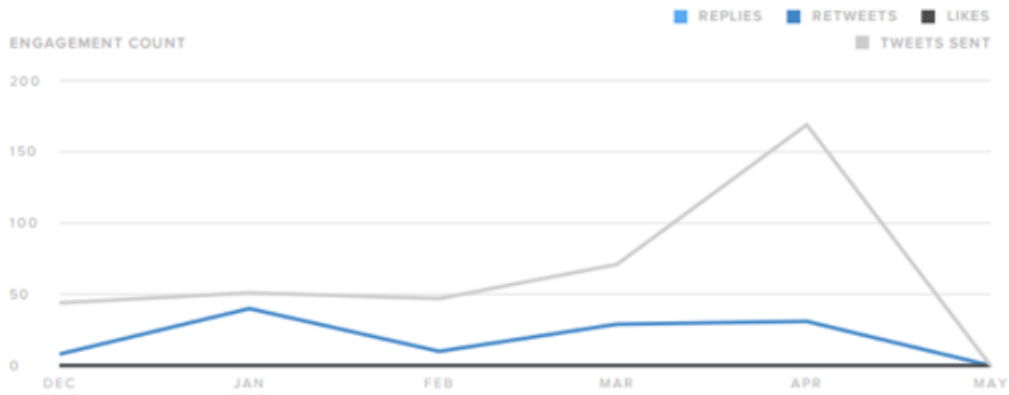


39%
FEMALE FOLLOWERS

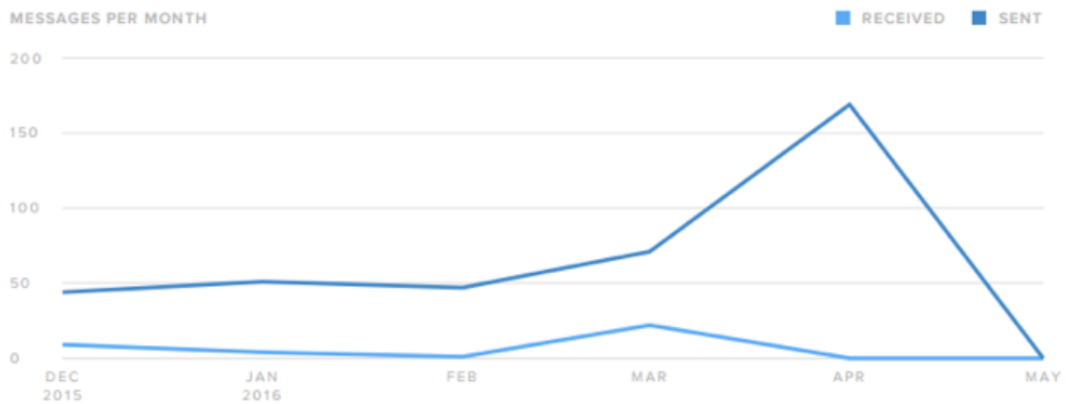
61%
MALE FOLLOWERS

Men between ages of 25-34 appear to be the leading force among your recent followers.

Audience Engagement



Posts & Conversations



DEC 2015 SUMMARY

Tweets
43

Tweet impressions
3,514

Profile visits
619

Mentions
9

New followers
23

JAN 2016 SUMMARY

Tweets
51

Tweet impressions
4,292

Profile visits
418

Mentions
4

New followers
12

FEB 2016 SUMMARY

Tweets
48

Tweet impressions
4,055

Profile visits
521

Mentions
1

New followers
10

MAR 2016 SUMMARY

Tweets
67

Tweet impressions
7,663

Profile visits
822

Mentions
22

New followers
16

APR 2016 SUMMARY

Tweets
169

Tweet impressions
12K

Profile visits
1,243

New followers
3
