

NATIONAL POLICY ON SUSTAINABLE COMMUNITY DEVELOPMENT
 DRAFT IMPLEMENTATION MATRIX IN PROGRESS¹

Implementation and Monitoring and Evaluation Framework						
i. To establish and implement a national sustainable framework for strengthened, “whole of government” and multi-sectoral collaboration, integration and networking in the practice of community development.						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Implement institutional arrangements for multi-sectoral action at the national, municipal and community levels to oversee, coordinate, develop, allocate resources and monitor community development interventions.	Seek Cabinet’s approval for the establishment of the multi-sectoral framework for the NPSCD	Cabinet note drafted	- Cabinet note	PU/Executive	2 wks	Cabinet approval
	Develop Draft TORs for the Multi-sectoral Committee for the Sustainable Community Development	Drafted TOR for MCSCD	- MCSCD TOR document	PU/CDD/NPSCDC	4 wks	Direction for the MCSCD Committee

¹ See last two pages of the matrix for Abbreviations’ Key

	(MCSCD) for their ratification.					
	Establish the Multi-sectorial Committee for Sustainable Community Development (MCSCD) at the national level, chaired by the MCDCA	MCSCD comprised	- MCSCD Commissioned	IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive	4-6 wks	Increased & effective strategic oversight and collaboration among multi-sectoral partners in planning, coordinating efforts for SCD
	Develop Draft TORs for the Regional Committee for the Sustainable Community Development (MCSCD) for their ratification.	TOR for RCSCD drafted	- RCSCD TOR document			Direction for the RCSCD Committees
	Establish the Regional Committee for Sustainable Community Development (RCSCD) with responsibility for coordinating inter-	Three RCSCDs comprised	- Three RCSCDs Commissioned	PU/CDD/NPSCDC	4 wks	Functioning RCSCD

	<p>agency action identifying key roles for partner agencies and ensuring implementation</p> <p>Develop Draft TORs for the Community Development Committee for the Sustainable Community Development (MCSCD) for their ratification.</p> <p>Establish the Community Development Committee (CDC) <i>(See Objective ii below)</i>.</p>	<p>TOR for CDC drafted</p> <p>CDCs constituted in at least one community in each municipal region as per phases outlined below.</p> <ul style="list-style-type: none"> Phase 1: Diego Martin, Chaguanas and Point Fortin, 	<p>- CDC TOR document</p> <p>- Three CDCs Commissioned (and Tobago)</p>	<p>IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive</p> <p>PU/CDD/NPSCDC</p>	<p>4 mths</p> <p>2 wks³</p>	<p>Structure and direction for the CDC Committees</p> <p>Functioning CDCs</p>
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³ Draft already completed.

		<p>and the Municipality of Tobago</p> <ul style="list-style-type: none"> Phase 2: San Juan/Laventille, Sangre Grande, Couva, Tabaquite/Talparo, Rio Claro/Mayaro Phase 3: Port of Spain, Arima, Penal/Debe, Princes Town; Siparia and Tunapuna/Piarco 	<p>- Five CDCs Commissioned</p> <p>- Six CDC's Commissioned</p>	<p>IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive</p> <p>IMTF/MCSCD/PU/CDD /PIU/MCDCA Executive</p>	<p>6 wks (Year 1)</p> <p>6 wks (Year 2)</p>	<p>Functioning CDCs</p> <p>Functioning CDCs</p>
		<p>-M&E Framework established and approved</p>	<p>M&E Framework document</p>	<p>PIU/PU/CDD/IMTF /NTU</p>	<p>6 wks (Year 3)</p>	<p>Direction for M&E of the NPSCD</p>

	Develop a comprehensive Monitoring and Evaluation Framework to evaluate the effectiveness of the sustainable community development process, interventions and impact	-Phase 1 ² of systems for implementation developed	Reporting formats to capture process and output indicators	PIU/PU/IMTF/CDD/HRS	8 wks	Continuous monitoring and evaluation of the sustainable community development, processes, interventions and impacts
2. Integrate the NPSCD with key policies, programmes and strategies of partner Ministries and agencies at the level of the MCSCD and RCSCD.	Provide technical support to the MCSCD in its role as follows: - Determine areas and strategies for collaboration relevant to SCD	-Clear areas for cross multi-sectoral collaboration developed	MCSCD Report	IMTF/MCSCD/PU MCDCA Executive	12 wks	NPSCD mainstreamed/aligned with the policies, programmes and strategies of all partners

² Monitoring and Evaluation systems can range from reporting templates, the establishment of data bases to capture reported information and external evaluations. Accordingly Phase 1 of the M&E Systems will involve the necessary paper based reporting formats designed to capture process and output indicators including the training of all necessary stakeholders to complete them.

	Identify appropriate human, material and financial resources required to support the collaboration on SCD	-Resources for collaborative projects identified and committed	Written commitments from MCSCD representatives	PU/IMTF/MCDCA Executive	12 wks	Effective implementation of collaborative projects
	- Identify the relevant agency/position/ Officer at the regional level with responsibility for leading collaboration on the NPSCD in the named regions	-Regional collaborators identified	Written commitments from MCSCD representatives	PU/IMTF/CDD/MCDCA Executive	4 wks	Human resources available for collaborative projects
	- Review and consider reports on community aspirations and priorities as they relate to the goals of SCD, with a view to ensuring that these inform the decision making processes	-Community priorities reflected in reports and recommendations submitted by MCSCD	Relevant MCSDC reports	PU/IMTF/CDD/MCDCA Executive	Ongoing	Bottom up approach to SCD incorporated at national level

	- Review and consider the monitoring and evaluation reports on the implementation of the NPSCD to inform future planning	MCSCD recommendations informed by M&E reports on the NPSCD implementation	Relevant MCSDC reports	PIU/IMTF/PU/CDD/ MCDCA Executive	Ongoing	Improved implementation of programmes and projects for SCD
3. Forge greater ties with the corporate sector for collaboration on sustainable community development i.e. partnerships among public, private and community sectors.	Develop proposal for collaboration with the Corporate Sector	Proposal developed and approved	Proposal	PU/CDD/IMTF/MCDCA Executive	5 wks	Clear framework/ structures for partnership with the corporate sector on SCD
	Develop MOA for collaboration with the Corporate Sector	MOA finalised and approved	MOA document	PU/LSU/CDD/IMTF/MCDCA Executive	3 wks ⁴	Clear parameters for relationship with the corporate sector on SCD

⁴ Draft in progress

	Develop protocols/code of ethics for relationships among relevant parties	Code of ethics finalised and approved	Code of Ethics booklet	PU/LSU/CDD/IMTF/MCDCA Executive	4 wks	Clear guidelines for relationship among the relevant parties
	Provide technical support and data to the corporate and community sectors	Informed interventions identified	Project proposals	Corporate sector representatives (CSR)/CDC/PU/PIU/IMTF	Ongoing	Informed interventions implemented
	Create avenues for corporate sector to be involved in the participatory processes at the Community level	Agreement obtained for participation mechanisms	Written assent from corporate sector	Corporate sector representatives (CSR)/CDC/PU/PIU/IMTF	Ongoing	Corporate sector obtain understanding of the issues and priorities of communities
	Provide M&E reports to the corporate sector on the process and impact of interventions	Corporate sector informed of the effectiveness and impact of interventions	Presentation document	PIU/PU/IMTF	Biannually	Effective implementation of corporate sector SCD initiatives

ii. To provide a clear framework for community mobilisation, leadership and participation in development.						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Promote representative community leadership and democratic principles in the process of sustainable community development.	Develop Terms of Reference for CDC	TOR finalised	TOR ⁵	CDD/PU and LSU	2wks	Representative community leadership
	Establish the CDC as the representative, coordination and oversight mechanism for the NPSCD at the community level.	Process for establishment of CDC finalised	Process for the establishment of the CDC	CDD/PU and LSU	6 wks	Organised and coordinated representation of communities through the establishment of the CDCs
		CDC established	CDCs in: Diego Martin, Chaguanas and Point Fortin, and the Municipality of Tobago	CDD/PU and Community Stakeholders (CSs)	2 mths	Well-regulated community

⁵ Draft already completed.

	Develop mechanisms for monitoring performance of the CDC	Mechanism for M&E developed Performance mechanisms developed	M&E template to collect baseline data Performance mechanisms	CDD/PIU and PU CDD/PIU and PU	1 mth Ongoing	Increased community participation Effective functioning of the CDC
2. Promote and facilitate the application of a participatory approach to community development with an emphasis on assets and promoting livelihoods.	Educate community and CDC on values, principles and processes of the NPSCD Facilitate the community/CDC in the conduct of the Community Based Assessment (CBA): - Develop Guide and Template for the CBA - Develop data gathering tools	Sensitisation sessions designed and delivered CBA guide finalised CBA template finalised CBA conducted	15 sensitisation sessions delivered CBA	CDD/HRS/PU CDD/PU and HR CDD/PU/PIU/CSs and Academia	4 mths 12 mths Ongoing	Self-reliant and resilient communities as a result of increased awareness of community assets

<p>3. Build the capacity of local organisations and community interests groups to engage in and lead development planning.</p>	<p>Host organisational leadership and development sessions with all local organisations and interests groups</p>	<p>Training assessment conducted</p> <p>Leadership and other capacity building sessions designed and hosted</p>	<p>Completed leadership and development training for local organisations and interest groups</p>	<p>CDD/HRS/NGOs and Academia</p>	<p>3 mths</p> <p>3 mths</p>	<p>Community leadership capacity for SCD built</p>
<p>4. Facilitate the institutionalisation of a strategic planning approach to community development that would encourage cohesion and collaboration in development.</p>	<p>Adopt an evidence-based strategic planning approach as the engagement strategy of the Community Development Division.</p>	<p>Cabinet approval obtained for:</p> <ul style="list-style-type: none"> - Revision of CDD's Work processes - New approaches structured into CDD work programme <p>Training designed and held</p>		<p>CDD/PIU/Policy Unit</p> <p>CDD/PIU/HRS/Policy Unit</p> <p>CDD/PIU/HRS/Policy Unit</p> <p>CDD/PU/PIU and HRS</p>	<p>12 mth</p>	<p>Strategic planning adopted in the process of community development as well as collaborative relationships among communities and other partners established</p> <p>Processes re-engineered and</p>

	<p>Train and facilitate the community/CDC in the value process and formulation of the Community Sustainability Framework (CSF)</p> <p>Establish a policy that would link the MCDCA grant giving at the community level in accordance with communities' CSFs</p>	<p>CSF's established in specific communities</p> <p>Grants policy revised</p>	<p>No. of Training sessions held</p> <p>Grant Policy</p>	<p>CDD/PU/PIU</p> <p>CDD/PU/Grants</p>	<p>3 mth</p> <p>12 mths</p>	<p>capacity developed to support the objectives of the NPSCD</p> <p>Communities understand the value of and have the capacity to develop CSF</p> <p>Resources targeted to meet community needs</p>
5. Facilitate linkages among communities and other development partners as part of the process of	Develop a data bank on all service providers related to community development	Data bank developed	Data bank established	CDD/CS/IT	Ongoing	Informed decisions made by communities

empowerment, growth and self-sufficiency.	Encourage partnerships between communities, NGO's, Academia etc., for the SCD initiative	Communities have easy access to data Formal engagement of community stakeholders	Programme of engagement for stakeholders established	CDD/PU/CS	3 mths	Collaborative relationships among communities and other partners established
6. Maintain an up-to-date registration and accreditation system for community based organisations.	Establish a robust registration and accreditation system for CBOs	Registration system developed Registration system adopted	Robust registration system	CDD/PIU/Policy Unit	Ongoing	Finalised listing of registered and accredited CBOs

iii. To facilitate the establishment and maintenance of standards and professionalism in community development practice						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Support relevant stakeholders in the development of a legislative framework for the establishment of a professional body for community development practitioners (CDPs).	Establish a Task Force to research, design and advise on the legal requirements for the development of a professional body for CDPs	TOR Task Force developed	TOR	CDD/PU/Academia/HRS/LSU	1 mth	Standardisation of the Community Development practice and profession
		Task Force established	Task Force	CDD/PU/Academia/HRS/LSU	4 mths	
		Report and proposal developed and approved by Cabinet	Report and proposal for professional standards body developed and approved	CDD/P U	2 mths	
2. Establish ongoing linkages with academia for: <ul style="list-style-type: none"> Theoretical and evidentiary guidance to the process of sustainable community development 	Obtain representation from academia on the MCSCD	MCSCD TOR finalised	TOR	CDD/PU/Academia/THA	3 mths	Evidence based decision making and smart practices in the field of Community Development
		Cooperation Framework developed	Cooperation Framework established	CDD/PU/Academia/THA	3 mths	
	Develop frameworks for cooperation with universities for ongoing					

<ul style="list-style-type: none"> • Research activities which provide evidence on critical community developmental issues. • The provision of professional development training and a range of courses (certificate, bachelors, masters) in sustainable community development • The placement of students on practicum and other arrangements for mutual benefit to student learning objectives and the advancement of the 	<p>dialogue on research needs of the SCD process</p> <p>Capacity building for professional development needs for CDPs</p> <p>Encourage universities to consider specific SCD courses</p> <p>Student intake</p> <p>Establishment of programme of work</p>	<p>Professional development needs identified</p> <p>SCD Courses established</p> <p>Practical field experience of students</p> <p>Practical field experience of students</p>	<p>Training plan developed</p> <p>No. of CDP's trained</p> <p>No. of student participants</p> <p>No. of students evaluated</p>	<p>CDD/PIU/PU/HRS/Academia, THA</p> <p>CDD/THA/HRS/PU; Academia</p> <p>CDD/THA/HRS/PU ; Academia</p> <p>CDD/THA/HRS/PU; Academia</p>	<p>3 mths</p> <p>3 mths</p> <p>3 mths</p> <p>3 mths</p>	<p>Pool of educated and experienced community development practitioners established</p>
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	Seek approval for implementation	Approval granted	Approval	HRS/CDD/PU and THA	24mths	Staff hired
4. Continue to host the CDPF biennially, as a platform for the professional development of local community development practitioners and for ensuring that Trinidad and Tobago continues to lead the Caribbean as the centre for professional development in the field of community development.	Consider appropriate issues and structure for CDPF-IV in 2019 that would advance the cause of the NPSCD Establish a multi-sectoral team for the continued hosting of the CDPF	Cabinet endorses CDPF continuance	Cabinet Approval	PU/CDD and THA	1mth	A continuous platform re-affirmed to obtain views from community practitioners for further the community development practice
		CDPF-IV Project Proposal developed	CDPF-IV Proposal	PU/CDD and THA	1mth	
		CDPF-IV Conducted	CDPF IV	PU/CDD and THA	1mth	
		TOR for the Multi-Sectoral	TOR		1wk	
		Multi-Sectoral Team established	Multi-Sectoral Team	PU/CDD/THA and other Inter-Agency partners	1mth	
5. Facilitate the ongoing professional development of	Develop a data base of reputable and valuable	Data base developed	Data base	IT/CDD/THA	Ongoing	Increased capacity building and

<p>community development practitioners through regional or international training and exposure in the field of sustainable community development.</p>	<p>regional and international community development conferences and fora that would be invaluable to the development of local CDPs</p>					<p>knowledge among community practitioners.</p>
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iv. To implement data driven, evidence based and innovative programming for delivery of well targeted, effective community development programmes.						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Forge linkages with relevant Ministries, academia as well as establish networks among researchers and practitioners for the exchange of data, skills and knowledge, ideas and best practices relevant to community development.	Develop the in-house capacity by providing the relevant staff training and infrastructure at the MCDCA to house, utilise and disseminate data relevant to SCD as received from its own efforts and from partner Ministries and agencies	Staff trained in data management	No. of staff trained	HRS/IT/CDD/THA/PIU/PU	6 mths	Enhanced collaborative approach among all partners
		Infrastructure (hardware and software) purchased and installed	Infrastructure installation	IT/CDD/THA/PIU/PU	12-24 mths	
	Develop inter-Ministerial and inter-agency agreements for the provision of data relevant to SCD	Agreements obtained	Signed agreements	LSU/PU/CDD/THA/ MCDCA Executive	4 mths	
		Community specific data hub established at the MCDCA	Data hub		12 mths	Enhanced use of data for community interventions

2. Develop a database accessible to all community development practitioners, which contains community profiles and community development information, research, evidence-based strategies, and M&E reports.	Establish a comprehensive database that is accessible and user friendly	Comprehensive database that is accessible and user friendly established	Database	IT/CDD	12mths	Greater and easy access to data on communities to inform decisions and community actions
	Strengthen the community profiles produced by the MCDCA for all communities	Strengthened and updated Community profile.	Detailed community profiles	CDD/THA/PIU/PU	12mths	Increased community interest and participation in the use of evidence in project planning;
	Merge the CBA exercise with the development of community profiles	CBA and community profiles merged	Detailed CBAs	IT/CDD/THA/PIU/PU	6mths	Greater and easy access to data on communities to inform decisions and community actions
	Build the capacity of MCDCA to store these profiles digitally for access by CDPs	Infrastructure for electronic storage installed and training conducted	Digital infrastructure and training	CDD/PU/PIU and CSs	6mths	Greater and easy access to data on communities to

						inform decisions and community actions
3. Incentivise innovative programming for sustainable community development.	Develop an award mechanism for funding and rewarding innovative community development interventions.	Awards plan developed and finalised	Awards distributed	CDD/THA/PU and CSs	6mth	Increased community interest and participation in innovative programming
4. Encourage and support enhanced access to ICT by communities and development practitioners.	Develop a plan for improved access to ICT for SCD including innovative arrangements with providers.	ICT Plan developed	ICT Plan	IT/CDD/THA/Corp. Comms/ PU	12mth	Greater access to ICT in communities
5. Work with the National Transformation Unit to develop an M&E framework and to integrate community development indicators into the National Performance Monitoring System.	Develop a comprehensive M&E framework for the NPSCD	M&E Plan finalised	M&E Plan	PIU/CDD/PU and MPD	12mths	M&E framework that is fully integrated into the National Performance Monitoring System (NPMS) in collaboration with the NTU

v. To utilise the Community Mediation programme as well as facilitate the establishment of other structures and mechanisms for conflict resolution and management in community development.						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process.	Work with the Community Mediation entities (e.g. Community Mediation Services Division; Dispute Resolution Centre; etc.), to develop a conflict mitigation and resolution mechanism for communities.	Conflict mitigation and resolution mechanism developed	Conflict mitigation and resolution mechanism established	CDD/THA/Mediation entities/ LSU	4mths	Minimisation and resolution of conflict at the community level
		MOA signed	Agreement between parties	CDD/THA/Mediation entities/ LSU	3mths	
2. Promote efficient and effective conflict resolution and management mechanisms as an integral part of the community development process.	Encourage the use of community mediation services as a primary means for resolving conflict within communities.	community mediation promoted widely as primary option to resolve conflict within communities	No. of conflict situations being resolved at the community level	CDD/THA/Corp.Comms/ Mediation entities	Ongoing	Increased awareness of the services offered by community mediation
3. Promote a culture of peace in communities among	Peace building and maintenance initiatives	Peace building initiatives implemented	No. of schools and communities	CDD/Corp.Comms/	Ongoing	Minimisation and reduction of conflict

children, youth, families and organisation.	implemented within schools and communities on an on-going basis.		engaged in peace building initiatives	Mediation entities		situations within communities
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vi. To promote values, attitudes and behaviours that empower communities and engender a spirit of responsibility and volunteerism in community development.						
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
1. Inculcate a sense of responsibility for surroundings, the environment, neighbours and communities through programmes beginning at the early childhood level through volunteerism.	Work with Ministry of Planning and Development (MPD) and the Environmental Management Authority (EMA) to develop a sensitisation plan regarding environmental factors targeted at communities and the CDC for SCD. Utilise the Best Village Programme and Schools to inculcate and demonstrate	Environmental sensitisation plan developed	Environmental Sensitisation Plan	CDD/THA/MPLD/EMA/ PU	3mths	Increased awareness and sensitivity towards the environment
		Environmental sensitisation sessions conducted	No. of environmental sensitisation sessions	PMBVTC/MoE/CDD/ EMA/PU	3mth	
		Strategies for encouraging and attracting volunteerism developed	Clear volunteerism strategies No. of participating volunteers	PMBVTC/MoE/CDD/EMA/ PU	3mths	
		Plan for inculcating responsibility for the environment developed;	Plan for inculcating responsibility for the environment	PMBVTC/MoE/CDD/EMA/ PU	3 mths	Increased awareness and sensitivity towards the environment

	care for surroundings and the environment.					
2. Develop structures and mechanisms for organised volunteering.	Develop protocols and processes for engaging volunteers to the SCD process in communities.	Protocols and processes for engaging volunteers to the SCD process in communities developed and implemented	Protocols and processes for engaging volunteers	CDD/THA/Corp.Comms/ PU	4mths	Organised structure established to maintain and continuously engage volunteers
3. Develop mechanisms to incentivise volunteerism in community development.	Conduct appropriate research and develop a plan for inculcating responsibility for participation in community development, for immediate surroundings, community and children of the nation.	Rewards scheme for community volunteers implemented Rewards and recognition for community volunteerism distributed	Rewards scheme document No. of persons rewarded and recognised for community volunteerism service.	CDD/THA/Policy Unit/HRS CDD/THA/PU/HRS	3mths	Increased in community volunteerism Increased reward and recognition initiatives towards greater community volunteerism

vii.	To integrate a sustainable development approach in the practice of community development to ensure the holistic treatment of development issues					
Recommendations	Interventions (Input)	Output	Indicators	Actors	Time Frame	Outcomes
<p>1. Facilitate community awareness and interest in pursuing human and social development in a holistic manner including addressing issues of healthy lifestyles, personal growth and development, protection of vulnerable groups, access to quality education and development, healthy family relationships and good citizenship.</p>	<p>Provide sensitisation training for CDCs in risk and protective factor for community growth and development</p> <p>Partner with agencies to support community priorities identified in the CSF that are outside the capacity/reach of the community</p>	<p>Trained CDCs</p> <p>Community priorities identified in the CSF, and supported by partner agencies</p>	<p>No. of CDCs trained</p> <p>Clear community priorities identified</p>	<p>CDD/THA/Policy Unit/ NGO's/CBO's/FBO's/ Social Sector agencies</p>	<p>ongoing</p>	<p>Improved community understanding of human development needs and interventions</p> <p>Improved capacity to address human and social needs</p> <p>Improved programming for SCD at the community level</p> <p>Improved delivery of services in the community</p> <p>Safe communities</p>

2. Facilitate and support community engagement in initiatives that will contribute to economic development within communities including entrepreneurship, employment generating activities, community based tourism, agriculture, development of cooperatives etc.	Support communities in the assessment of local capacity for Community Economic Development (CED)	Local economic potential of communities assessed	Assessment report on local economic potential	DCDEDL/MOLSED/MRDLG/Academia/CDD/PU	6mths	Improved knowledge of Community Economic Potential
	Partner with entities for assessment of economic potential of communities	Economic potential of communities assessed	Assessment indicator	DCDEDL/MOLSED/MRDLG/Academia/CDD/PU	Ongoing	Improved avenues for income generating projects
	Identify linkages with Local Economic Development Plan of the Municipality	Linkages with local economic development identified	Identified linkages pursued	CDD/THA/PIU/PU	6mth	Enhanced provision of goods and services
	Explore opportunities with corporate partner	Opportunities with corporate partners explored	Identified Opportunities pursued	CDD/THA/PIU	Ongoing	Increased involvement in entrepreneurial activities
	Encourage innovation and entrepreneurial activities	Programme of activities towards training, funding	Nos. participate	CDD/THA/PU/Corporate Sector/Social sector Ministries	3 mths	

	Build capacity for financial management	and incentivising innovation and entrepreneurial activities Financial Management training conducted financial management developed	Programme reports Capacity for financial management developed	DCDEDL/MOLSED/MRDLG/Academia/CDD/PU/MSDFS/CB/CU//CDD/THA and PU	ongoing	Prudent management of household financial resources
3. Support, facilitate and promote the development of culture and the arts and civic mindedness (community as a cultural hub).	Work with practitioners in culture and the arts for potential opportunities consistent with community priorities	Programme of activities implemented towards the development of culture and the arts and civic mindedness	Cultural and civic opportunities identified, promoted and explored	Culture Division/THA/PMBVTC/CDD	3 mths Ongoing	Increase avenues for cultural expression Increased local opportunities for nurturing talent
4. Support, facilitate and promote the sustainability of the environment through community action, by	Work with relevant agencies for nurturing environmental sensitivity and action.	Partnership established with relevant agencies towards nurturing environmental sensitivity	Partnerships established and actions undertaken towards nurturing	PMBVTC/CDD/THA/MOLSED/EMA/MoE/ Corporate Sector.	Ongoing	Improved demonstration of environmentally

<p>advocating undertaking and supporting measures that seek to promote and encourage positive VABs towards the environment, such as environment preservation and protection, pollution reduction, and maintenance of clean, safe and healthy surroundings.</p>	<p>Work with relevant agencies to foster values, attitudes and behaviours.</p>	<p>Partnership established with relevant agencies and action undertaken to foster environmentally friendly values, attitudes and behaviours.</p>	<p>environmentally sensitive community Partnerships established and actions undertaken.</p>	<p>PMBVTC/CDD/THA/ MOLSED/EMA/MoE/ Corporate Sector.</p>	<p>Ongoing</p>	<p>sensitive within communities Improved display of clean and well-kept communities</p>
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Abbreviations' Key

CBO's	Community Based Organisations
CB	Central Bank
CU	Credit Unions
CDC	Community Development Committee
CDD	Community Development Division
CED	Community Economic Development
Corp. Comms	Corporate Communications
CPO	Chief Personnel Officer ⁶
CSR	Corporate sector representatives
CSs	Community Stakeholders
DPA	Director Personnel Administration
EMA	Environmental Management Authority
FBO'S	Fixed Based Operators
HRS	Human Resource Services
IMTF	Inter-Ministerial Task Force
IT	Information Technology
LSU	Legal Services Unit
MCDCA	Ministry of Community Development, Culture and the Arts

⁶ Abbreviations used in the body of the text continue to next page

MCSCD	Multi-sectorial Committee for Sustainable Community Development
MoE	Ministry of Education
MOLSED	Ministry of Labour and Small Enterprise Development
MPD	Ministry of Planning and Development
MSDFS	Ministry of Social Development and Family Services
NGO's	Non-governmental Organisations
NPSCDC	National Policy on Sustainable Community Development Committee
NTU	National Training Unit
PIU	Planning and Implementation Unit
PMBVTC	Prime Minister's Best Village Trophy Competition
PU	Policy Unit
THA	Tobago House of Assembly