



REPUBLIC OF TRINIDAD AND TOBAGO
MINISTRY OF TRADE
AND INDUSTRY

STRATEGIC PLAN

2016 - 2020

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EXECUTIVE SUMMARY

The Ministry of Trade and Industry (MTI) is mandated to expand exports, particularly in the Non-Energy sector; facilitate and attract investment; support the development of globally competitive businesses to contribute to sustainable growth and diversification of the economy; while ensuring consumer protection and empowerment.

In this regard, the MTI carefully considered the Government of the Republic of Trinidad and Tobago's Official Policy Framework for Trade and Industry, gathered information on stakeholder needs and developed a comprehensive Plan to chart its course during the 2016 to 2020 period.

The MTI's Strategic Plan 2016 to 2020 provides a framework to strategically fulfill its mandate and to become an adaptive institution that continuously improves performance and service delivery. The Strategic Plan was developed on the basis of consultations with both internal and external stakeholders of the MTI and it lays the foundation for a successful partnership between the public and private sectors in the pursuit of economic restructuring and transformation.

The effects of an extended period of declining oil and gas prices and lower production levels have placed significant strain on Trinidad and Tobago's public and private sectors. Given Trinidad and Tobago's dependence on energy revenues, there is a requirement for all players to work together to strengthen existing opportunities while creating new opportunities for sustainable growth and development. Moreover, the MTI recognises the organisation it needs to be to effectively contribute to Trinidad and Tobago's economic transformation.

Thus, the MTI Strategic Plan 2016 to 2020 focuses on both achieving the MTI's mandate and ensuring organisational change. The Plan is organised into eight chapters as described below.

Chapter 1 presents the current portfolio responsibility of the MTI, defines its organisational structure and identifies its affiliate state institutions.

Chapter 2 confirms that the rationale for the strategic planning exercise is rooted in the MTI's full appreciation of the value of adopting and applying strategic thinking and planning concepts as it strives for institutional effectiveness and relevance in the dynamic environment in which the Non-Energy sector operates.

Chapter 3 presents the strategic framework. The Vision and Mission Statements and the core values are:

Vision Statement

"A dynamic, client oriented organisation delivering integrated, quality services for business growth, trade and investment expansion and consumer empowerment"

Mission Statement

“To work as an innovative team, championing business growth, trade and investment for enhanced global competitiveness and promoting consumer interests for improved wellbeing”

Core Values

Respect

Trust

Results Oriented

Commitment and Dedication

Professionalism

Integrity

The Strategic Analysis in **Chapter 4** presents the results of the SWOT and Stakeholder Analysis.

Chapter 5 outlines the key Goals, overarching Strategies and implementable Measures underlying the Strategic Plan. The Goals are:

Goal 1: Diversified and Competitive Businesses

Goal 2: Increased Investment

Goal 3: Expanded and Diversified Regional and International Trade

Goal 4: Enhanced Protection and Empowerment of Consumers

Goal 5: Transformed MTI Performance and Service Delivery

Chapter 6 defines the Organisational Strategy for implementation of the Strategic Plan which involves a two-pronged approach: the Sectoral Strategy which focuses on the development of the Non-Energy sector and the Institutional Strategy which focuses on institutional strengthening as key for managing and implementing the Sectoral Strategy.

Chapter 7 highlights the monitoring and evaluation framework. It functions at various levels across the MTI and over varying time periods. This allows for effective goal achievement through evidence based decision-making.

Chapter 8 emphasizes continuous consultation with all stakeholders to ensure the Strategic Plan remains relevant to the needs of stakeholders.

Chapter 9 secures the commitment and dedication of MTI’s key internal stakeholders to achieving the Goals, Strategies and Measures outlined within the Strategic Plan.

1 THE ORGANISATION

This chapter defines the management structure (administrative and technical) of the MTI and its affiliate entities based on its current portfolio. The Organisational Chart is presented at Appendix I.

1.1 FUNCTIONS OF THE MINISTRY

The MTI is the official public sector agency responsible for leading and overseeing implementation of government policy for business development, trade, investment and consumer empowerment. Its current portfolio responsibilities listed in the Trinidad and Tobago Gazette of September 23, 2015, are as follows:

Incubating Local Industries

Commerce

- Anti-Dumping
- Competition Policy

Consumer Affairs

- Consumer Empowerment
- Consumer Protection
- Consumer Research

e-Commerce

Export Processing Zones

Industry

Industrial Parks

Metrology

Piarco Aero Park

Product Information

Product Quality Development

Technology Park

Trade

- Trade Agreements
- Trade Policy

Venture Capital Incentive Programme

1.2 THE OFFICIAL POLICY FRAMEWORK FOR TRADE AND INDUSTRY

The mandate of the MTI is further defined in the Official Policy Framework of the Government of the Republic of Trinidad and Tobago (GORTT). The areas in the Framework relevant to the MTI are:

“Reviving growth and sustainable development of the Manufacturing and Services Sector:

- Ensure that appropriate strategies are developed in partnership with local manufacturers to create and sustain a more enabling environment to facilitate increased global competitiveness of local businesses.
- Implement a system of constant dialogue and feedback with all stakeholders in the commercial, manufacturing and industrial sectors to proactively address challenges such as shortages of skilled labour, difficulties in obtaining foreign exchange, reduction of bureaucracy, speedy processing of customs documentation, trade liberalisation and other regulatory issues affecting competitiveness and the ease of doing business.
- Encourage and facilitate linkages between local manufacturers and exporters with the diaspora in Canada, the USA and the UK, as a catalyst to entry and penetration in these markets.

- Create synergies between our energy, manufacturing, services and creative sectors to promote diversification of the economy.
- Assist manufacturers to gain entry into the huge Latin American market, through trade facilitation, negotiation of market access, investment treaties, promotional tours, trade diplomacy and Government to Government arrangements.
- Improve and streamline operations at our air and sea ports for easy import and export of materials and goods.
- Complete and fully operationalise the Tamana Intech Park and the Piarco Aero Park, upgrade all existing industrial estates and establish new industrial estates in designated new growth areas throughout Trinidad and Tobago.

Promotion of regional integration and international trade:

- Revive and rebuild the CSME process, which has stalled.
- Pursue bilateral agreements with Guyana, Suriname and Belize, among other CARICOM countries, in the Agriculture and Energy sectors.
- Facilitate the controlled movement of skills and labour within the region.
- Maximise benefits under the Economic Partnership Agreement with the European Union.
- Support regional initiatives and joint action for diplomacy and commercial relations with extra-regional markets in South and Central America, Asia and Africa.”

Sustainable Growth and Diversification

The industries itemized below are identified as having the ingredients for successful market penetration. The MTI has been assigned responsibility for the development of the Maritime Services and the Creative Industries Sectors; however, support is extended to all sectors through various initiatives.

- “Agriculture and Agro-processing
- Maritime Services -- shipbuilding, ship repair, dry-docking and yachting services
- Fishing and Fish Processing
- Aviation Services – aircraft maintenance and repair
- Creative Industries -- film, music, entertainment, fashion and design
- Financial Services – making Trinidad and Tobago the regional financial centre
- Software Design and Applications – making Trinidad and Tobago a technology and innovation centre”

1.3 ORGANISATIONAL STRUCTURE

To achieve the MTI’s mandate and the National Policy Agenda for trade and industry, the MTI has an established organisational structure to support planning, implementing and decision-making.

The MTI structure is designed to allow for strategy delivery, efficient processes and the achievement of planned outcomes. The structure comprises:

1. Minister's Office
2. Office of the Permanent Secretary
3. Directorates
4. Support Units
5. State Agencies

1.3.1 MINISTER'S OFFICE

The Minister of Trade and Industry has overall responsibility for defining the policy for trade, business development, investment and consumer empowerment.

1.3.2 OFFICE OF THE PERMANENT SECRETARY (OPS)

The OPS is responsible for executive management of the MTI and its achievement of defined goals.

The Office of Permanent Secretary is the most senior with overall responsibility for the activities of the MTI. A second Permanent Secretary has been temporarily assigned.

The Deputy Permanent Secretary provides technical support to the OPS.

1.3.3 DIRECTORATES

The Directorates are responsible for formulating policy, developing strategies and ensuring execution of the technical mandate of MTI. The five directorates of the MTI are as follows:

1. Business Development Directorate (BDD) – the BDD plans and executes the business development portfolio of the MTI in order to contribute to the country's macroeconomic business development performance measures.
2. Consumer Affairs Division (CAD) – plans and executes the consumer guidance, protection and empowerment initiatives of the MTI in order to contribute to a fair business environment.
3. Investment Directorate (ID) – formulates and implements the investment portfolio of the MTI in order to contribute to the country's macroeconomic investment performance measures.
4. Policy and Strategy Directorate (PSD) – provides strategic planning, policy development and coordination functions for the MTI. Through project management services, the PSD also ensures the efficient mobilisation of resources and execution of strategic projects such as the Single Electronic Window (SEW).
5. Trade Directorate (TD) – formulates and develops trade policy, legislative briefs, agreements and strategies for the planning and execution of the MTI's trade portfolio in order to contribute to the country's macroeconomic trade performance measures.

1.3.4 SUPPORT UNITS

The Support Units provide essential services to the core directorates and the overall MTI through the development and management of corporate-wide activities. The Support Units are as follows:

1. Accounting Unit (AU) - oversees and coordinates all financial operations of the MTI. The Unit ensures that accurate financial information is reported in a timely manner.
2. Corporate Communications and Events Management Unit (CC&EMU) - provides information to key internal and external stakeholders on a timely basis. The Unit also enhances the MTI's corporate image and manages the MTI's relationship with key stakeholders.
3. Corporate Services Unit (CSU) – provides office management, procurement and facilities management services.
4. Legal Unit (LU) – provides legal advice and support to the MTI.
5. Fair Trading Unit (FTU) – ensures that the business environment is fair and free from uncompetitive business practices that hinder growth and development.
6. Human Resource Unit (HRU) – manages the selection and development of the human capital of the MTI.
7. Information Management and Support Unit (IM&SU) – provides technical and network support services to the MTI. The department is also responsible for transforming the MTI through information and communication technology (ICT).
8. Internal Audit Unit (ISA) - ensures conformity of the MTI with financial rules and regulations, instructions, policies and contract plans.
9. Monitoring and Evaluation Unit (M&EU) – ensures evidence-based decision making across the MTI and its Agencies
10. Trade Licence Unit (TLU) - administers the import and export of goods in accordance with applicable Laws and Government Policy.

1.3.5 STATE AGENCIES

The implementation of the MTI's policies is primarily facilitated through the work of its state agencies. The roles, responsibilities and services provided by these state agencies are outlined below:

1. Statutory Boards and Other Bodies:

- i. Betting Levy Board (BLB) develops and improves every aspect of horse and dog racing, including the breeding of racehorses and dogs and the provision of benefits for jockeys and stable lads, and monitoring compliance with any rules relating to the operation of pool betting offices and pool betting outlets, including their opening and closing hours. The Betting Levy Board Act No. 35 of 1989 came into force on November 15, 1989, upon proclamation by the President of the Republic of Trinidad and Tobago. It has since been amended by Act No. 31 of 1991, and the Finance Act No. 5 of 1995.

- ii. Fair Trading Commission (FTC) is an independent statutory body responsible for implementing the Fair Trading Act. The main objectives are to promote and maintain effective competition and fair trading practices throughout the economy, and to ensure that competition is not distorted, restricted or prevented, either by private business conduct or by public policy.
- iii. Trinidad and Tobago Bureau of Standards (TTBS) is a corporate body established on July, 1974 and governed by the authority of the Standards Act No. 18 of 1997. It has a statutory responsibility to promote and encourage the development and maintenance of standards for the improvement of goods produced or used in Trinidad and Tobago, except food, drugs and cosmetics.
- iv. Trinidad and Tobago Racing Authority (TTRA) regulates and controls racing and the operation of race courses. The Authority plays a critical role in the administration of horse racing, in particular, in ensuring that the integrity of the sport is upheld.

2. Wholly Owned Enterprises:

- i. *Export-Import Bank of Trinidad and Tobago Limited (EXIMBank)* facilitates the expansion of exports by providing trade finance products and credit insurance that would enable business enterprises to take advantage of global trade opportunities.
- ii. *Evolving TecKnologies and Enterprise Development Company Limited (eTeck)* manages and optimizes the use of its existing industrial parks on a commercial basis and develops and improves the infrastructure and operations of new modern economic zones through, inter-alia, public private partnerships that can expand and diversify Trinidad and Tobago's economic base. The Company also manages the assets of the Hilton Trinidad and Conference Centre and Magdalena Grand Beach Resort.
- iii. *InvesTT Limited (invesTT)* acts as a "one-stop-shop" for investors ensuring that they are provided with all the knowledge, tools, linkages and facilitation needed to efficiently navigate the way to new business opportunities in Trinidad and Tobago.
- iv. *Trinidad and Tobago Creative Industries Company Limited (CreativeTT)* stimulates and facilitates the business development and export activities of the creative industries in Trinidad and Tobago in order to generate national wealth. The company is responsible for the strategic development of the three niche subsectors under its purview, namely, Music, Film and Fashion.
- v. *Trinidad and Tobago Free Zones Company Limited (TTFZ)* is governed by The Trinidad and Tobago Free Zones Act Chapter 81:07 and is responsible for the operation of Free Zones in Trinidad and Tobago.

3. Majority Owned Enterprises:

- i. *ExporTT Limited* is designated the sole National Export Facilitation Organisation of Trinidad and

Tobago and is strategic in the implementation of the trade agenda of the Ministry of Trade and Industry. Its mandate is to assist in the development of an internationally competitive and vibrant export sector.

4. Indirectly Owned Enterprises:

- i. National Flour Mills Limited (NFM)* is a local manufacturer in flour and feed milling industries. The Company commenced trading activities in 1966 and provides services such as flour milling, rice milling, animal feed production, dry mix blending and the packaging related thereto. NFM is a publicly traded Company and is partly owned by the GORTT.

5. Other Related Agencies

- i. Trinidad and Tobago Coalition of Services Industries (TTC SI)* is a national umbrella body that brings together all services sector organisations and associations. It functions as a focal point to lobby, channel and address trade in services issues and services development issues, which are critical for the sector to thrive in the competitive global environment.

2 STRATEGIC PLANNING EXERCISE

This section provides the rationale underlying the Strategic Plan and the steps taken in developing the Plan over the nine month period, December 2015 to September 2016.

2.1 RATIONALE

Trinidad and Tobago is considered a small energy rich economy that has periods of high economic prosperity and periods of stymied economic growth. The high periods of economic prosperity have been associated with sharp inflows of foreign exchange earned from revenues in the Energy Sector and a less competitive Non-Energy Sector. This phenomenon has proven to be a challenge for some energy rich economies such as Trinidad and Tobago.

Trinidad and Tobago's energy sector has significantly contributed to the expansion of foreign reserves through tax revenues received from local and international energy companies. As a result of the energy sector's revenues, Trinidad and Tobago has become the most industrialised economy in the English-speaking Caribbean. It is ranked as a high income economy with one of the highest levels of Gross National Income (GNI) per capita in Latin America and the Caribbean at US\$20,070.¹ Although there are notable benefits of Trinidad and Tobago's energy resources, the dependency on resources with volatile pricing makes the economy very susceptible to economic shocks. In order to stabilise Trinidad and Tobago's economic performance and to secure the sustained growth of the economy over the long term, the development of the Non-Energy sector has been championed by successive Governments, private sector and civil society.

A closer look at Trinidad and Tobago's economic indicators revealed that growth in 2014 and 2015 was revised from -1.0 per cent to -0.6 per cent and -0.2 per cent to -0.6 per cent respectively. The economy is expected to contract by a further -2.3 per cent in 2016.

More specifically, the Non-Energy sector is expected to register negative growth of 1.8 per cent in 2016, deteriorating from the sector's 1.2 per cent growth recorded in 2015. Although the contribution of the Non-Energy sector to real GDP is forecast to rise slightly to 65.4 per cent in 2016 from 65.1 per cent in 2015, the rise is as a result of the comparatively weaker performance expected in the Energy sector² rather than strength in the Non-Energy Sector. The performance of both sectors suggests a critical dependence of the Non-Energy sector on the Energy sector.

Further analysis of the Non-Energy sector in 2015 showed that the Services sub sector, the largest Non-Energy sub sector, is projected to contract by 1.2 per cent in 2016 after registering positive growth of equal magnitude (1.2 per cent) in 2015.

¹ "Data, Trinidad and Tobago," The World Bank, accessed on April 20, 2016, <http://data.worldbank.org/country/trinidad-and-tobago>

² "Review of the Economy 2016," Ministry of Finance, accessed on October 3, 2016, <http://www.finance.gov.tt/wp-content/uploads/2016/09/Review-of-the-Economy-2016-for-web.pdf>

The sub-sector's share of real GDP is forecast to rise to 57.2 per cent in 2016, from 56.6 per cent in 2015 with industries such as Finance, Insurance & Real Estate, Distribution and Restaurants making the largest contributions to the sub sector's performance.

Real economic activity in the Manufacturing sub-sector, the second largest Non-Energy subsector, is forecast to decline by 5.7 per cent in 2016, a turnaround from the 1.6 per cent expansion achieved in 2015. The sub-sector's contribution to real GDP is projected to fall to 7.8 per cent in 2016, from 8.1 per cent one year earlier.

A contraction of 6.0 per cent is anticipated in the remaining Non-Energy sub-sector,

The performance of these sub-sectors highlights the need to build a viable Non-Energy sector that can operate independently of the energy sector.

In addition to the review of Trinidad and Tobago's economic performance, the MTI assessed its performance in providing the required support to the Non-Energy sector through the execution of the initiatives outlined in its previous Strategic Plan and Action Plans. The assessment showed that the MTI must continue to improve project management; monitoring and evaluation; succession planning and employee morale.

In this regard, the Strategic Plan 2016 to 2020 is premised on a two-pronged approach to goal setting:

- a “*Sectoral Strategy*” - which focuses on the Non-Energy sector, placing priority on competitiveness and economic growth; and through an Integrated Programme for promoting business, trade, investment and consumer empowerment
- an “*Institutional Strategy*” - which focuses on the MTI and speaks to institutional strengthening of the MTI and its key affiliate agencies as the main instrument for managing and implementing the Sectoral Strategy. This aspect of the strategy emphasises the development imperatives of good governance and Institutional transformation.

The Sectoral Strategy is supported by Goals 1 to 4 outlined in Chapter 5 of the Strategic Plan while the Institutional Strategy is specified in Goal 5 also outlined in Chapter 5.

2.2 METHODOLOGY

The steps outlined below have been taken in developing the strategic plan of the MTI and for the implementation thereof:

1. A review of the National Policy Agenda outlined for Trade and Industry as at October 2015;
2. Review of the GORTT's Draft National Development Strategy 2016-2030 (Vision 2030) by the Minister of Trade and Industry;
3. An assessment of the MTI's performance under its previous Strategic Plan and Action Plans;
4. An analysis of the MTI and its environment utilising a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis and a Stakeholder Analysis;
5. A review of planning documents developed by the MTI dating back to 2007;
6. A review of information gathered at a Ministerial Stakeholder Consultation held on November 18, 2016 with the business community;
7. Consultations with management and staff within the MTI and its Agencies to identify lessons learnt in the execution of previous Cabinet approved Strategic Plans and to outline the strategic framework for 2016 to 2020;
8. Development of a Draft Strategic Plan and subsequent consultations with internal stakeholders to gather questions, comments and recommendations for improvement;
9. Identification of measures (projects) to accompany the draft strategic framework of the MTI;
10. A one-day management retreat to review the Draft Strategic Plan and Strategic Framework;
11. Revision of the Strategic Plan and the development of a work programme 2016 to 2020;
12. Consultations with all staff and submission of written comments by all MTI State Agencies;
13. Revision and finalisation of Strategic Plan; and
14. Submission of Strategic Plan to Cabinet for approval.



STRATEGIC FRAMEWORK

This Strategic Planning exercise is conceptualised within MTT's Vision, Mission and organisational Values as outlined hereunder.

3.1 VISION

“A dynamic, client oriented organisation delivering integrated, quality services for business growth, trade and investment expansion and consumer empowerment”

3.2 MISSION

“To work as an innovative team, championing business growth, trade and investment for enhanced global competitiveness and promoting consumer interests for improved wellbeing”

3.3 CORE VALUES

The MTT's core values were developed from team building exercises which were engaged by each department. The Core Values are designed to help shape the culture of the MTTI by outlining the attitudinal imperatives to be upheld by each member of staff.

RESPECT

- Value the opinions and contributions of all stakeholders
- Celebrate diversity and separate issues from personalities
- Treat each other with courtesy
- Empower team members and partners by constructive feedback
- Listen actively and attentively for information, discovery and transformation

TRUST

- Embrace the laws of natural justice
- Be open and transparent
- Share information honestly and generously
- Be accountable
- Acquire and practice conversational intelligence

RESULTS ORIENTED

- Set realistic goals and standards of performance
- Consistently recognise and celebrate achievements of our team and its members with fairness and equity
- Meet agreed deadlines and benchmarks

COMMITMENT & DEDICATION

- Act in a way that supports team cohesion, adhering to the tenets of the departmental Team Charter
- Accept responsibility for delegated roles
- Complete tasks effectively and efficiently to meet or surpass agreed standards

PROFESSIONALISM

- Be driven by service quality and the needs and satisfaction of our internal and external customers
- Apply skills and expertise to assigned tasks
- Pursue opportunities for continuous learning and sharing of knowledge
- Exercise flexibility
- Be willing to assume different roles on the basis of requirements of the task
- Dress and conduct ourselves in an appropriate manner at all times
- Seek to exercise professionalism in the conduct of the MTI's affairs

INTEGRITY

- Maintain good team reputation
- Take responsibility for outcomes of activities
- Keep processes transparent - consistent in thought, words and deeds
- Practice confidentiality and ethical behaviour

4 STRATEGIC ANALYSIS

As one of the Ministries mandated to positively contribute to sustainable growth and diversification of the economy, there are a number of internal and external factors that significantly hinder success.

The main areas which affect and will continue to influence the MTI's capacity to successfully fulfil its mandate are categorised as follows:

INTERNAL:

- Institutional structure and operational norms and procedures that determine whether the MTI, as an institution (comprising its internal units and allied state entities), is organised for effective operations.
- Human resource capacity and management, related to the quality of skills, competencies and effective management of same.

EXTERNAL

- Macro-economic situation and the position of Non-Energy business, trade and investment and consumer issues in the development agenda.
- A number of entities involved in supporting the development of business, trade and investment and consumer empowerment and the nature of relationships with the MTI.
- The dynamic global environment with respect to uncertainty in business and investment expansion, export promotion, trade negotiations, concerns of environmental and climate change impacts and consumer concerns about food safety and poor customer service.

The MTI's internal and external environments were examined using the SWOT Analysis which highlights the main strengths, weaknesses, opportunities and threats of the MTI.

These results reflect the internal and external realities and the factors which condition the environment within which the MTI operates. They also provide the evidence and justification for ensuring both the adequacy and continuity of budgetary support, including building in-house capacity for project and programme implementation.

The findings from the analysis have informed the Goals, Strategies and Measures outlined at Chapter 5 of the Strategic Plan. The MTI will continually consider the internal and external factors when assessing its contribution to national development.

MTI's practices are directed to create a more business and investment friendly environment as well as to foster conditions for the emergence of productive and profitable enterprises, business associations and industries that would result in increased revenues, employment creation, poverty reduction, improved livelihood and environmental sustainability. The MTI will also work towards building a stronger institution through employee and managerial development and support.

4.1 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Good working relationships between and among staff, Agencies and stakeholders • Stakeholders committed to the work of MTI • Strong e-government capabilities and potential at MTI • Comfortable physical working environment • Leadership commitment to achieve goals • Strong ICT infrastructure • Several communication channels to keep staff informed 	<ul style="list-style-type: none"> • No succession planning • Managerial mentorship and supervisory deficiencies • Unsatisfactory work ethic • Technical staff are not sufficiently abreast of current affairs • Inefficient processes in service delivery • Limited professionalism • Weak management of ICT infrastructure and services • Lengthy delays in the implementation of policy decisions • Insufficient staff training and guidance • Lack of effective communication skills • Insufficient dialogue on technical and strategic matters • A number of unfilled vacancies in key areas of the organisation • Sub-optimal utilisation of MTI staff • Insufficient emphasis placed on gathering data for evidence based decision-making
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Agencies exist to execute the policies of the MTI • Increased technical cooperation from international donor agencies • Foreign missions are able to support the trade and investment promotion and facilitation engagement of the MTI with the rest of the world • Development of the National Vision 2030 Plan to provide further guidance in developing the Non-Energy sector • Geographical location allows for the exploitation of trading and investment relationships with the Americas • Opportunities arising from the expansion of the Panama Canal to explore trade and maritime sector development • Market access provided through negotiated Trade Agreements including the CARIFORUM-European Union Economic Partnership Agreement (EPA), Partial Scope Trade Agreements with Panama and others • Preferential access to markets by T&T as a result of CARICOM membership • Macroeconomic environment provides impetus for hastening diversification efforts • Strong traditional links with the rest of the Caribbean, including Cuba, the United States and Canada, and the United Kingdom through our West Indian diaspora, as well as our ancestral connections with India, Africa, Europe, China and the Middle East which provide access to markets and provide MTI with market access routes for exploitation 	<ul style="list-style-type: none"> • Misunderstanding of MTI's mandate by stakeholders • Reduced engagement/support from key stakeholders • Insufficient communication and collaboration among ministries/ agencies on trade and industry issues • Reduction in Government revenues leading to a reduction in project funding • Lack of current economic data to inform decision-making • Limited foreign exchange to import raw materials and products which can impact on MTI's efforts to grow trade • Political developments in Europe and elsewhere which may affect existing agreements • Insufficient and uncertified labour force in targeted sectors • High crime rates negatively impact business and investment and affect efforts to grow the non-energy sector • Overburdened judicial system which delay legislative matters that directly relate to trade and industry • International markets' introduction of more stringent food safety certification as pre-requisites for some T&T exported goods. • Outdated trade and industry legislation to govern the evolving trade and investment sector

4.2 MTI STAKEHOLDER ANALYSIS

Technical officers within the MTI held consultations with its Stakeholders and its Agencies to gather information on sector needs. These findings are presented at Appendix II.

The following main conclusions emerged from the SWOT and Stakeholder Analyses:

Stakeholders generally agree that the MTI:

- has an important role to play in managing the trade environment, facilitating business, investment expansion and consumer protection. However, organisational deficiencies inhibit the efficiency and effectiveness with which clients and other stakeholders are supported and serviced;
- must be more proactive in its engagements with its clients and other stakeholders to ensure that the MTI's interventions are relevant and efficiently delivered;
- needs to substantially strengthen the information services to enhance communication and coordination, as well as, to enable greater participation of stakeholders in the decision-making processes; and
- needs to develop more formalised arrangements (Memoranda Of Understanding, etc.) to advocate and lead in the development of trade and industry.

MTI employees:

- recognise the need for institutional alignment and operational strengthening in a number of areas, if the Organisation is to be respected as an effective facilitator of business, trade, investment and consumer protection activities;
- recognise the importance of building inter-Ministry/ Agency coordination and commitment for more effective collaboration in areas that affect the performance of the MTI; and
- see the need to urgently upgrade its ICT management and services as an essential prerequisite for effective stakeholder engagement, service delivery excellence, timely decision-making and for building a platform for change management.

The MTI recognises from its Stakeholder Analysis some critical areas to be addressed, namely, the urgent need to:

- provide a policy and strategic framework within which the mandate and activities of the agencies could be aligned for greater relevance and effectiveness with enhanced opportunities for inter-agency collaboration; and
- strengthen the governance and coordination structures between the MTI and other entities including the Tobago House of Assembly (THA) in order to build a cohesive development framework, enhance client relations and deliver efficient support and services (this is consistent with the MTI's major advocacy role to achieve broader objectives).

GOALS, STRATEGIES AND MEASURES

Within the next five years, it is expected that the business, trade and investment environment of Trinidad and Tobago will exhibit characteristics consistent with that of a dynamic, diversified, globally competitive economy that contributes to:

1. generating economic activity and incomes that stimulate growth and aid in poverty reduction;
2. securing, reliable and sustainable standards of living; and
3. utilising the natural resource base wisely while protecting the environment.

These are also essential building blocks of sustainable development.

Emphasis therefore must be maintained on enabling an environment of continuous learning and innovation among stakeholders in order to foster and sustain improvements in competitiveness and overall business success.

Positioning the Non-Energy sector to contribute to the achievement of these development objectives will require targeted and sustained interventions in some key strategic areas, including improving physical infrastructure for economic activity; prudent investment; promoting and fostering an entrepreneurial culture; improved market access and critically incorporating environmentally friendly principles in all aspects of business activities. Success in these and other areas will lead to expanded output, an increase in the relative share of the contribution of the Non-Energy sector to GDP and enhanced opportunities for creating economic linkages.

In keeping with the foregoing general development agenda, the Goals that the MTI is pursuing over the 2016 to 2020 planning cycle are identified as follows:

Goal 1: Diversified and Competitive Businesses

Goal 2: Increased Investment

Goal 3: Expanded and Diversified Regional and International Trade

Goal 4: Enhanced Protection and Empowerment of Consumers

Goal 5: Transformed Ministry Performance and Service Delivery

GOAL 1: DIVERSIFIED AND COMPETITIVE BUSINESSES

The viability of the Non-Energy sector is dependent on the ability of businesses to produce goods and services competitively. In this regard, the MTI is focused on targeting issues that negatively shape the business environment and firms' ability to sustainably produce goods and services at competitive prices and quality. The Strategies under this Goal are geared to modernise outdated legal, regulatory and

administrative frameworks that can boost confidence, fairness and quality; improve government service delivery through business process reengineering and automation; provide the right technical assistance and infrastructure to target the growth and development of sectors and businesses.

The following Strategies achieve Goal 1:

Strategy 1.1: Legislative, Regulatory and Administrative Frameworks revised or developed to create an Enabling Business Environment

This Strategy is geared to modernise outdated legal, regulatory and administrative frameworks to increase the confidence of the business environment. The measures to be executed under this Strategy are:

1. Proclaim the remaining Parts of the Fair Trading Act
2. Develop the competitive business regime through the enhancement of fair trading practices
3. Enact legislation to permit the temporary importation of goods under the Istanbul Convention (ATA Carnet)
4. Implement the Metrology Act and Metrology (Quantities of Goods) Regulations
5. Develop and implement a National Quality Infrastructure
6. Develop and implement Strategic Plans for the Music and Film Sectors
7. Develop and implement a Manufacturing Sector Policy
8. Develop and implement a Yachting Policy
9. Develop and implement a National Policy on Imported Used Goods
10. Develop and implement a Local Content Policy for the Creative Industries
11. Develop and implement a National Corporate Social Responsibility Policy
12. Develop and implement an e-Commerce Policy

Strategy 1.2: Government Services utilised by the business community improved to reduce inefficiencies

This Strategy focuses on correcting inefficiencies in services by automating and reengineering Government services utilised by the business community. The Measures under this strategy are as follows:

1. Implement the Strengthening of the Single Electronic Window for Trade and Business Facilitation
2. Digitise records in the Trade Licence Unit as well as other regulatory agencies
3. Advocate for the improvement of the Construction Permitting Process, Property Registration, Establishing a Commercial Bench and e-filing Services in the High Court, Secured Transactions and Collateral Registry (STCR) System
4. Improve the interoperability of processes and systems involving key Ministries and Agencies

Strategy 1.3: Technical assistance and infrastructure support provided

This Strategy ensures that the right technical assistance and infrastructure are provided to businesses. Measures are as follows:

1. Implement a Fashion distribution, capacity building and marketing and promotion plan
2. Implement a Film distribution, capacity building and marketing and promotion plan
3. Implement a Music distribution, capacity building and marketing and promotion plan
4. Manage the execution of selected private sector projects under the Enabling Competitive Business Strategy
5. Implement a Framework for the strengthening of the Maritime Sector
6. Establish a Standing Committee to execute projects designed to develop and grow the Non-Energy Sector
7. Support the execution of the Entrepreneurial Talent Grant Initiative

At the end of the implementation of the Strategic Plan 2016 to 2020, it is expected that Goal 1 would contribute to:

- Improved ease of doing business
- Increased number of businesses enhancing and producing innovative products, processes and services
- Improved quality of goods and services of international standards produced in Trinidad and Tobago

GOAL 2: INCREASED INVESTMENT

The MTI deems the increase of quality investments a fundamental component of growing the Non-Energy sector. Such investments are focused on growing priority sectors, increasing foreign direct investment inflows and creating jobs. As such, this Goal is focused on delivering the policies and projects that target improving the investment climate and growing investments, while providing the right infrastructure and technical assistance to attract local and foreign investors.

Strategy 2.1: Legislative, Regulatory and Administrative Frameworks revised or developed to attract investment

This Strategy improves the regulatory environment. The measures under this Strategy are as follows:

1. Develop and Implement an Investment Promotion Act to replace the Foreign Investment Act.
2. Develop and Implement a Special Economic Zones Policy and Legislation
3. Develop Regional Development Areas (RDA) and Approved Activity Companies (AAC)
4. Revise the Approved Small Company Status Initiative Framework
5. Update Trinidad and Tobago's model Investment Promotion and Protection Agreement (IPPA)
6. Negotiate Investment Promotion and Protection Agreements with countries such as Panama, Colombia and Chile

7. Develop an Integrated Investment Promotion Strategy
8. Develop and Implement an Investment Promotion Plan for targeted sectors
9. Develop and Implement an Investor Targeting, Facilitation and Aftercare Services Plan which will incorporate, inter alia, scrutiny of potential and closed investments
10. Develop Value Proposition Strategies for Tamana Intech Park and the Piarco Aero Park
11. Develop select Prospectuses for the seven designated sectors for investment promotion
12. Contribute to the development and implementation of the Regional Investment Promotion Strategy (RIPS)

Strategy 2.2: *Technical assistance and infrastructure provided to investors*

Infrastructure and technical assistance is provided to local and foreign investors to ensure the business have the right tools to operate successfully. The following measures are undertaken:

1. Operationalise the Point Fortin Business Park
2. Populate Tamana Intech Park
3. Populate Piarco Aero Park
4. Develop Phase II of Tamana Intech Park
5. Develop new parks - Agro-Processing, Mixed Use and Industrial Parks
6. Advocate for State Lands and other investment necessities for commercial development
7. Conduct capital works on State-Owned Hotels

At the end of the implementation of the Strategic Plan, it is expected that Goal 2 would contribute to:

- Expanded growth in targeted sectors
- Increased foreign direct investment inflows
- Increased foreign exchange earnings
- Increased employment opportunities

GOAL 3: EXPANDED AND DIVERSIFIED REGIONAL AND INTERNATIONAL TRADE

The MTI recognises the importance of exports from the Non-Energy sector to aid in economic growth and transformation. This Goal outlines Strategies to increase and diversify exports in existing and new markets. As a result, the MTI is working with the business community to develop policies that provide support to existing exporters and potential exporters. Strategies are being designed to review and modernise National Trade Laws to complement Trinidad and Tobago's Trade Policy while providing the legal, regulatory and administrative frameworks required for growing exports. Additionally, the Strategies target export-ready companies and companies with export potential to assist in exploiting existing and new export markets.

In order to secure markets for Trinidad and Tobago's goods and services, the MTI is pursuing and implementing a number of Trade Agreements and strengthening the market penetrability of Trinidad and Tobago's goods and services, through the execution of a trade support and facilitation programme.

Strategy 3.1: Legislative, Regulatory and Administrative Frameworks developed and implemented to grow exports

This Strategy captures the interventions dedicated to providing the legal, regulatory and administrative frameworks specific to growing exports. Measures have been designed to target export-ready companies and companies with export potential. The following measures will be executed under the Strategic Plan:

1. Review and Modernise National Trade Laws to complement Trinidad and Tobago's Trade Policy, inclusive of the amendment of the Antidumping and Countervailing Duties Act and Regulations
2. Develop and implement a National Export Strategy
3. Modernise and strengthen the Standards Regime for goods and services
4. Develop and implement a National Services Policy
5. Develop and implement a Trade Negotiating Strategy for Energy Services
6. Develop a Trade Mission Strategy
7. Formulate and advocate Trinidad and Tobago's position on strategic initiatives in the Council for Trade and Economic Development (COTED)
8. Develop and implement a Strategic Implementation Plan for Trinidad and Tobago's EPA Obligations
9. Develop National Positions and Implement the Regional Strategic Plan for Services Sectors

Strategy 3.2: Trade Agreements negotiated

In order to secure markets for Trinidad and Tobago's goods and services, the MTI is pursuing a number of Trade Agreements:

1. Implement and expand Trinidad and Tobago–Venezuela Trade Cooperation Arrangement
2. Implement trade agreements as a member of CARICOM with Costa Rica, Cuba, Dominican Republic, Colombia and Venezuela
3. Implement the Partial Scope Trade Agreement between Trinidad and Tobago and Panama
4. Implement the Partial Scope Trade Agreement between Trinidad and Tobago and Guatemala
5. Complete regional consultations and Implement Trinidad and Tobago - El Salvador Partial Scope Trade Agreement
6. Negotiate and implement trade agreement between Trinidad and Tobago and Chile
7. Pursue and maintain trade arrangements with Canada, USA, and UK
8. Support the development of commercial relations with extra-regional markets in South and Central America, Asia and Africa

Strategy 3.3: Trade support and facilitation program executed

To strengthen the market penetrability of Trinidad and Tobago's goods and services, the following measures are being undertaken:

1. Develop and implement the Aid for Trade Strategy
2. Develop and implement a Capacity Building and Training Plan for Exporters, in particular for medium-sized businesses

3. Develop and execute an Implementation Plan for the World Trade Organisation (WTO) Agreement on Trade Facilitation
4. Formulate and advocate Trinidad and Tobago's positions on projects implemented by the Association of Caribbean States (ACS) on trade matters
5. Establish Trade Ambassador Office
6. Establish commercial offices in select markets
7. Establish a new US\$ Line of credit for Trade Financing through EXIMBank
8. Expand existing financing facility for exporters for the purchase of raw material
9. Expand discounting facility for exporters
10. Establish a financing facility for exporters for the purchase of machinery and equipment
11. Pursue market studies on the Trinidad and Tobago diaspora in Canada, USA and UK
12. Provide Country Promotion & Marketing Assistance for targeted markets

At the end of the implementation of the Strategic Plan, it is expected that Goal 3 would contribute to:

- Improved export capacity
- Diversification of exports
- Increased exports to traditional markets
- Increased exports to non-traditional markets

GOAL 4: ENHANCED PROTECTION AND EMPOWERMENT OF CONSUMERS

Consumer protection and empowerment is critical to ensuring a business environment that is ethical and conducive to local trade and commerce rather than high imports of non-value added consumer products and services. In this regard, the MTI is undertaking a revision of the legislative and administrative frameworks that outline the rights and responsibilities of consumers. The MTI is also pursuing extensive consumer research and educating consumers and businesses on their rights and responsibilities.

Strategy 4:1 Legislation, regulation and administrative frameworks developed to empower consumers and encourage ethical business practices

To ensure consumer protection and empowerment, the MTI is undertaking a revision of the legislative and administrative frameworks that outline the rights and responsibilities of consumers. In this regard, the following measures are being undertaken:

1. Develop and implement Consumer Legislation
2. Develop and implement a National Consumer Policy
3. Update Computerised Consumer Complaints Management System
4. Establish a redress mechanism to treat with Consumer Complaints

Strategy 4.2: Research and education programme executed to enhance consumer protection and empowerment

Under the Strategic Plan 2016 to 2020, the MTI is executing a comprehensive awareness and outreach campaign to educate consumers as well as business on the rights and responsibilities of consumers.

In this regard, the following measures are being undertaken:

1. Develop and implement a plan for consumer related research
2. Develop and implement a consumer education plan

At the end of the execution of this Strategy, the MTI expects that there would be:

- Increased consumer protection
- Increased consumer awareness and empowerment
- Increased compliance with consumer legislation
- Decreased unfair business practices

GOAL 5: TRANSFORMED MINISTRY PERFORMANCE AND SERVICE DELIVERY

The achievement of the MTI's Strategic Framework is dependent on the commitment, dedication and capabilities of its human resource. Under this Goal, the MTI's recruitment process is enhanced to ensure the right calibre of employees join the MTI's team and that the team is supported and encouraged to deliver superior outputs through the development of Service Standards. In addition, as communication is deemed to be one of the critical issues to be addressed by the management and staff of the MTI in order to improve performance, emphasis is being placed on improving communications with both internal and external stakeholders. Information Technology and other Communication mechanisms will be applied to improve awareness and increase knowledge sharing.

Another significant strategy is the development and implementation of research systems to gather and analyse data on the Non-Energy sector. The tracking and assessment of the business environment and the impact of the various programmes implemented within the Non-Energy sector are critical to ensuring a more data-driven policy making environment and a repository of trade and business intelligence.

Strategy 5.1: Performance management systems revised and implemented

The staff issues outlined within the MTI's SWOT Analysis highlight a number of areas for improvement in the management of the human resource of the MTI. Two main areas addressed under this Strategy are the recruitment and the performance management processes. The MTI's recruitment process is to be enhanced to ensure the right calibre of employees join the MTI's team and that the team is supported and encouraged to ensure high-levels of achievement.

The measures to be achieved under this Strategy are as follows:

1. Develop and implement a Change Management Strategy
2. Develop and implement a Procurement Management Capacity
3. Develop and implement a Succession Planning Strategy
4. Develop and implement a Monitoring and Evaluation Framework
5. Develop Service Standards for the MTI and its Departments/Units
6. Review and update the MTI's Recruitment process
7. Review and effectively utilise the Performance Management Appraisal System within the MTI
8. Develop and implement a Capacity Building and Training Plan
9. Review and implement the Rewards and Recognition Plan
10. Develop and implement a Mentorship Plan
11. Implement the Business Continuity Management Plan
12. Implement the MTI's Project Management Protocol
13. Monitor effectively the performance of State Agencies under the MTI
14. Re-engineer with the necessary approvals, critical operational processes in human resource, accounts, audit and corporate services

Strategy 5.2: Internal and external communications programmes developed and implemented

Throughout the assessment of the MTI, communication was deemed one of the critical issues to be addressed by the management and staff. As a result, emphasis has been placed on improving communications within the MTI. Both Information Technology and other Communication mechanisms are to be implemented to improve awareness and increase knowledge sharing.

The measures to be achieved are as follows:

1. Develop and Implement a Communications Policy inclusive of a Stakeholder Engagement Strategy
2. Develop and Implement an Information, Communications and Technology Enhancement Plan
3. Implement a Leadership and Advocacy Plan

Strategy 5.3: Research systems to gather and analyse data on the Non-Energy sector developed and implemented

The tracking and assessment of the business environment and the impact of the various programmes implemented within the Non-Energy sector are critical to informing the work of the MTI. The Strategy ensures that the MTI becomes a more data-driven policy making environment and a repository of trade and business intelligence.

The measures to be achieved are as follows:

1. Develop and implement a comprehensive research and data management system
2. Develop and implement an online knowledge management system
3. Conduct studies on Domestic Investment
4. Conduct assessments on implemented trade agreements
5. Conduct a study on Trinidad and Tobago's manufacturing exports in the Non-Energy sector
6. Conduct studies on the services sector
7. Conduct a study to identify new trade partners
8. Conduct research on Industrial Parks, Free Zones and other types of SEZs
9. Conduct annual evaluations on selected projects such as investment facilitation

It is expected that Goal 5 would contribute to:

- Improved management performance
- Improved employee performance and satisfaction
- Improved information and knowledge sharing
- Improved customer satisfaction



CRITICAL SUCCESS FACTORS

LEADERSHIP:

- Political will and support
- Clear Organisational Chart and Intra-Agency Functional Cooperation Protocols
- Well-developed and understood decision-making channels and processes
- Well-defined and communicated administrative protocols and procedures
- Clearly articulated and communicated Public Relations 'Messaging', Strategy and processes
- Robust Internal and Stakeholder Accountability Procedures

STRATEGIC PLANNING ORIENTATION AND RESULTS-BASED PROGRAMMING CAPACITY:

- Work Programme approved and institutionalised
- M&E Systems and Procedures established and institutionalised
- Effective Use of Analytical Tools, e.g., Integrated Assessment, Stakeholder Assessment, Participatory Methods, Cost of Production
- Information Dissemination and Stakeholder Feedback

ADEQUATE HUMAN RESOURCES:

- No prolonged Vacancies (in excess of 3 months) in key positions
- A Performance Appraisal system linked to the MTT's Strategic Goals and Programmes
- Benefits and opportunities clearly communicated to employees
- Formal structured Professional Development - Succession Planning Strategy
- Well defined system for skills enhancement

ADEQUATE AND SUSTAINABLE FINANCIAL RESOURCES:

- Timely access to resources
- Well defined and communicated Resource Mobilisation Strategy
- Project preparation and execution

WELL-EQUIPPED AND MANAGED WORK ENVIRONMENT:

- Comfortable office space and lunch-room facilities
- Updated and user friendly procedural manuals
- Effective ICT platforms and employee literacy

MONITORING, EVALUATION AND REPORTING

Monitoring and Evaluation principles, tools and techniques have been utilised in the development of the MTT's Strategic Plan.

The MTT will use the following processes to track, assess and report on the MTT's initiatives on a quarterly and annual basis over the Strategic Planning period:

1. Monitoring and evaluation framework that identifies indicators and targets for the Strategic Framework and Work Programme of the MTT.
2. Project plans to manage the execution of the MTT's Measures by ensuring the adoption of project management best practices.
3. Regular collection, analysis and dissemination of performance information within the MTT.
4. Utilisation of information to inform decision making and stakeholder updates.

Implementation of the Strategic Plan is the business of the entire MTT: all Divisions, Units and Individuals. However, specific responsibility for tracking and reporting on performance and outcomes reside with the Monitoring and Evaluation, Project Management and Business Alliance Units.

The Monitoring and Evaluation (M&E) Unit coordinates the monitoring and evaluation initiatives in line with the National Monitoring and Evaluation Policy. The Project Management Unit oversees project implementation utilising the guidelines outlined by the Ministry of Finance while the Business Alliance Unit utilises the State Enterprises Performance Monitoring Manual to ensure that the MTT's State Agencies are transparent, accountable and align to the MTT's mandate.

It is critical, therefore, that these Units have unhindered access to the data and information to discharge their responsibilities.



8 CONCLUSION

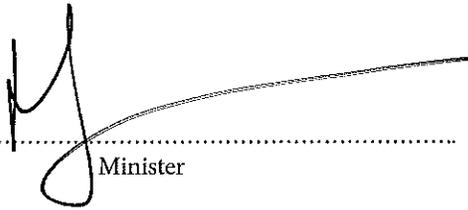
The development of this Strategic Plan has been an invaluable learning experience for staff at every level of the MTI as well as the managers of the MTI's Agencies. The exercise identified areas for change, which if implemented, can significantly improve MTI's ability to achieve its Goals. This will ultimately result in more meaningful impact on the economic restructuring and transformation of the economy. The strategic planning process also underscored the need for more effective consultation and engagement with stakeholders, whose insights and understanding inject relevance.

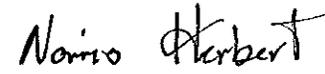
The Goals, Strategies and Measures identified in this Strategic Plan are to be progressively implemented on a phased basis over the 2016 to 2020 period. The feedback provided by a robust monitoring and evaluation system ensures success and corrective action that can enable wider success.

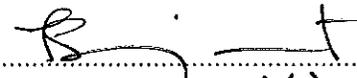
During the period of implementation of the Strategic Plan, the MTI will consult continually with its stakeholders to ensure identified strategies and measures are meeting their needs and contributing to growing business, trade and investment. The achievements will be reviewed and modified, as appropriate, with a focus on achieving the Goals of the MTI.

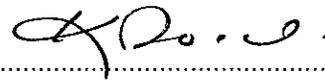
9 SIGNATORIES

I hereby sign this Strategic Plan as a commitment to providing support for the achievement of the Goals outlined within this Plan. I will do my part to ensure that the measures outlined for my Directorate/Unit/ Agency is completed within the timeframe outlined within the Work Programme 2016 to 2020.

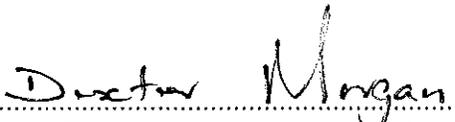

Minister

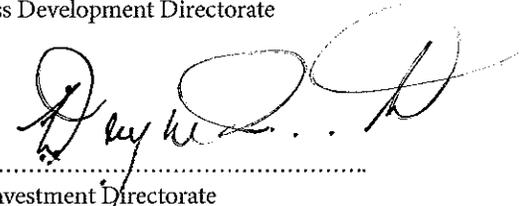

Permanent Secretary

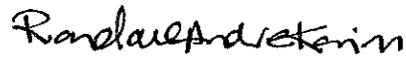

Permanent Secretary (As)

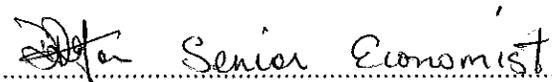

Deputy Permanent Secretary

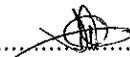

Director, Business Development Directorate

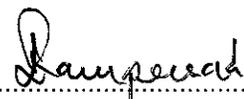

Director, Consumer Guidance & Protection


Director, Investment Directorate

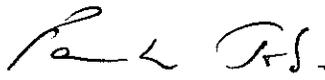

Director, Policy and Strategy Directorate


Director, Trade Directorate


Director, Legal Services
State Counsel III


Accountant IV


Manager, Communications


Administrative Officer V

Manager, Human Resources

Manager, Information and Communications Technology

Auditor II

Senior Anti-Dumping Investigator

CEO, EXIMBank

CEO, CreativeTT

CEO, exporTT

CEO, TTBS

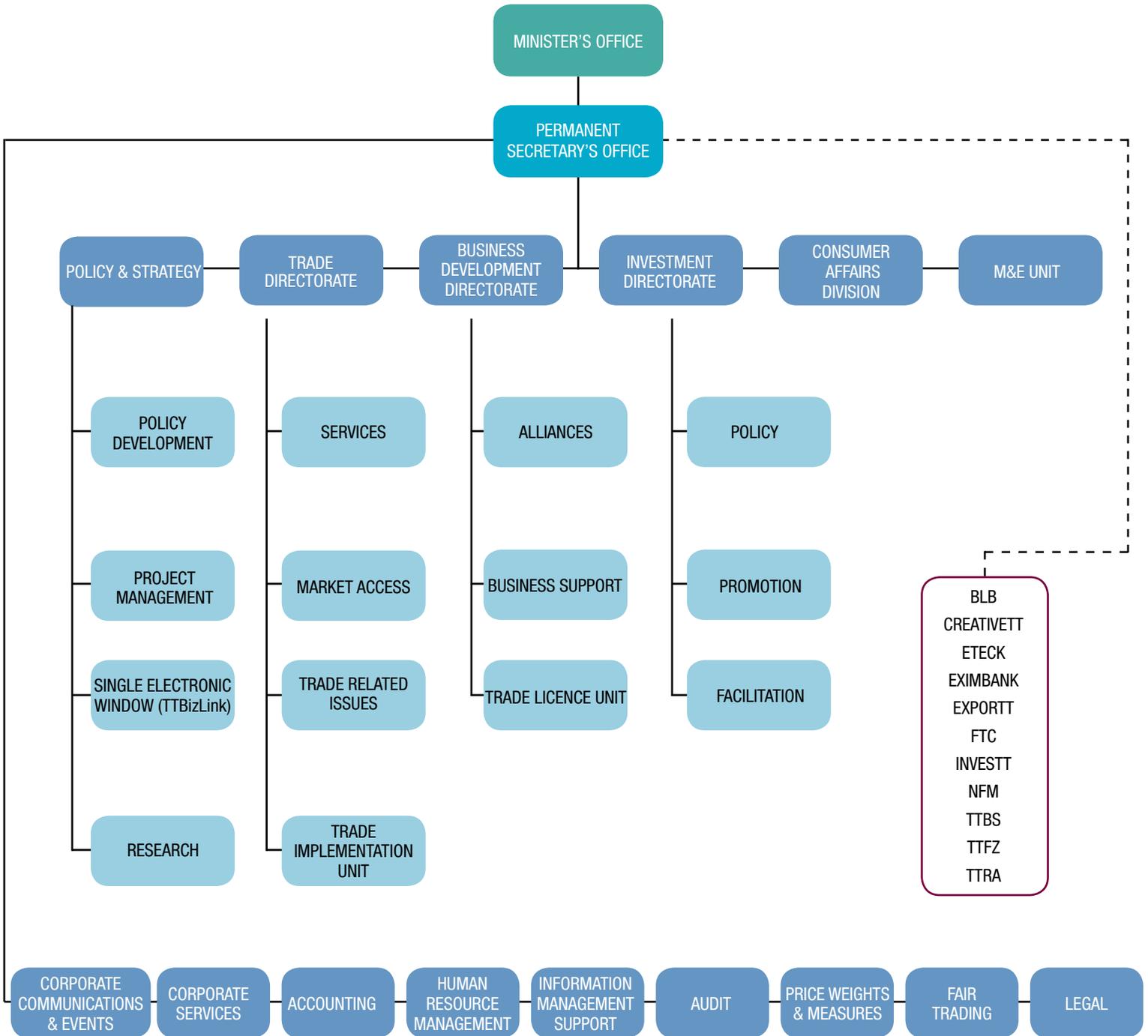
President, invesTT

CEO, eTeck

CEO TTFZ

APPENDICES

ORGANIZATIONAL STRUCTURE



STAKEHOLDER ANALYSIS

STAKEHOLDER	ISSUE	IMPACT	ACTIONS TO BE TAKEN BY THE MTI
Manufacturers	Shortage of foreign exchange (US Dollars).	Restricts the ability of some businesses to purchase raw materials and other goods and services.	The MTI will advocate with the Ministry of Finance and the Central Bank of Trinidad and Tobago to assist manufacturers.
Importers	Depreciation in the TT: US exchange rate.	Increased cost of raw material.	The MTI will advocate with the Ministry of Finance and the Central Bank of Trinidad and Tobago to assist importers.
Exporters	Lack of access to adequate export financing.	Unable to take advantage of opportunities in global markets.	EXIMBank mandated to expand export financing facilities.
Wholesalers	Generally low productivity levels of the workforce.	Negatively impacts the productivity index and causes a less than optimal level of output.	MTI will liaise with the Ministry of Labour and Small and Micro Enterprise Development on this matter.
Retailers	Increased Traffic Congestion.	Increases the cost of transport and distribution.	The MTI will advocate with the Ministry of Works and Transport.
Distributors/ Traders	Shortage of skilled labour in selected industries and sectors.	Stymied production levels.	The MTI will collaborate with the Ministry of Labour and Small and Micro Enterprise Development and the Ministry of Education to provide capacity building workshops that will provide training in selected sectors.
Associations and Chambers	The Ministry is inefficient at implementing signed trade agreements.	Exporters unable to benefit from market access opportunities.	The MTI will make a concerted effort to negotiate and implement signed agreements within established timeframes.
	Untimely Value Added Tax (VAT) Refunds.	Creates cash flow shortages.	The MTI will advocate with the Ministry of Finance for business process reengineering and the automation of processes.
	Decline in oil and gas prices.	Reduction in Government revenue and expenditure to stimulate the economy.	The MTI will promote the diversification of the non-energy sector.

STAKEHOLDER	ISSUE	IMPACT	ACTIONS TO BE TAKEN BY THE MTI
Investors	High level of bureaucracy in Government offices and a lack of coordination among Government agencies in processing related transactions.	Time loss and increased costs.	The MTI will encourage interoperability among Ministries and government agencies.
	Inability to secure work permits for foreign experts.	Increased unproductivity, time losses and costs.	The MTI will collaborate with the Ministry of National Security to advance the use of the work permit module on TTbizLink.
	High Crime Rate.	Uncertainty for firms and increased.	The MTI will advocate the interest of investors with the Ministry of National Security.
	Low levels of investor aftercare services.	Insufficient reinvestment.	invesTT is mandated to ensure good investor aftercare services.
CARICOM Secretariat	Insufficient intra-regional trade with CARICOM members.	Under-utilisation of Common market arrangements, among other Member States of the region especially the LDCs.	The MTI will advocate with CARICOM and exporters for the utilization of trade agreements.
Staff	Mismatch of people's skills and abilities with their roles and responsibilities within the organisation.	This leads to a lack of enthusiasm, low performance and sub-standard output.	Departments will conduct a review of employee assignments.
	Untimely resolution of HR issues, such as salaries, tenure, terms and conditions of contract, gratuity payments.	This leads to low morale and high staff dissatisfaction.	Departmental Service Standards will outline the timeframe in which responses are to be delivered to staff.
	Lack of innovation in resolving issues which arise at the MTI.	Issues persist for an extended period of time.	The MTI performance management and reward and recognition system will help improve staff willingness to implement innovation and problem solving techniques.
	Communication is basically top-down with little or no room for participation in the decision-making process by middle and low level staff in the organisation.	Low morale, high turnover and lack of support by staff of the various initiatives, plans and strategies being developed and implemented by the MTI.	All levels of staff were involved in developing the Strategic Plan 2016 to 2020. The Plan will require staff ownership and participation in its implementation.



REPUBLIC OF TRINIDAD AND TOBAGO
**MINISTRY OF TRADE
AND INDUSTRY**