



The Integrity Commission

OF TRINIDAD AND TOBAGO

38TH ANNUAL REPORT

TO THE PARLIAMENT
OF TRINIDAD AND TOBAGO

FOR THE YEAR 2025



LETTER OF TRANSMITTAL

March 04, 2026

Mr. Brian Caesar
Clerk of the House
Parliament of Trinidad and Tobago
Parliamentary Complex
Cabildo Building
St. Vincent Street
PORT OF SPAIN

Dear Mr. Caesar

Thirty-Eighth Annual Report to Parliament for the Year 2025

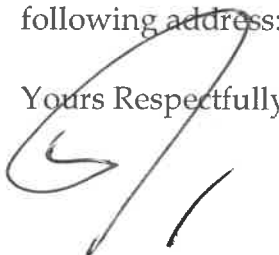
On behalf of the Integrity Commission of Trinidad and Tobago, I am pleased to submit the Thirty-Eighth (38th) Annual Report to Parliament outlining the activities of the Commission for the year ended December 31, 2025.

This Report is prepared and submitted in accordance with Section 10 of the Integrity in Public Life Act, Chapter 22:01, which provides that:

"The Commission shall, not later than 31st March in each year, make a report to Parliament of its activities in the preceding year and the report shall be tabled in the Senate and the House of Representatives not later than 31st May, so, however, that the reports shall not disclose particulars of any declaration filed with the Commission."

We advise that we have also submitted this report in electronic form, as requested, to the following address: coth@ttparliament.org.

Yours Respectfully



HADYN GITTENS
Chairman

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CHAIRMAN'S REMARKS

The year 2025 was one of significant progress and institutional strengthening for the Integrity Commission of Trinidad and Tobago, marked by decisive action to advance compliance, strengthen enforcement, modernise operations, and deepen public engagement. Operating within an evolving governance landscape and heightened public expectations, the Commission remained steadfast in its constitutional mandate to promote integrity, accountability, and transparency in public life.

Among the most notable achievements for the year was the significant reduction of a long-standing backlog in the examination of Declarations of Income, Assets and Liabilities and Statements of Registrable Interests spanning the period 2014–2023. By the end of 2025, all of the outstanding Declarations and Statements were examined, as a result, the Commission is now in the process of issuing Certificates of Compliance or taking other appropriate action with respect to these long-outstanding Declarations and Statements. In parallel, the Commission achieved a 100 per cent examination rate for Declarations and Statements received for the 2024 reporting year, reflecting a strengthened emphasis on operational efficiency, accountability, and statutory enforcement. Consequently, the Commission is in the process of issuing Certificates of Compliance, or taking other appropriate action, in respect of Declarations and Statements submitted for the 2024 reporting period.

The Commission also made measurable gains in investigations and legal enforcement. Investigative backlogs were significantly reduced, with the near-complete resolution of legacy “cold cases,” while active matters continued to be processed in accordance with statutory requirements. Legal enforcement efforts were continued through the publication of non-compliant declarants, the pursuit of *ex parte* proceedings when justified, the service and registration of Court Orders, and the initiation of further legal action where compliance with Court directives was not achieved. These actions reinforced the Commission’s commitment to ensuring that the law is applied fairly, consistently, and without fear or favour.

In support of long-term institutional resilience, a major digitalisation initiative was commenced aimed at modernising records management, improving case tracking, strengthening data integrity across Compliance and Investigations and simplifying Declarant and Complainant interface. This transformation will significantly support the Commission in meeting future demands.

Public education and stakeholder engagement remained central to the Commission’s preventive mandate. Through youth outreach, national seminars, regional and international engagement, and targeted briefing sessions for persons in public life, the Commission continued to foster awareness, understanding, and voluntary compliance. These initiatives reinforced the message that integrity

is a shared national responsibility and that ethical conduct must be embedded across generations and institutions.

Notwithstanding these achievements, the Commission continued to operate within a constrained environment. A reduction in budgetary allocation, and the inability to obtain approvals for necessary legislative amendments to the Integrity in Public Life Act posed ongoing challenges to operational expansion and effective achievement of the Commission's objectives. While these constraints limited the pace at which certain initiatives could be advanced, they did not diminish the Commission's resolve to fulfil its mandate.

Looking ahead to 2026, the Commission will focus on consolidating recent gains, improving response rates by declarants, strengthening investigative efficiency, and expanding public education initiatives.

On behalf of the members of the Integrity Commission, I extend sincere appreciation to the Registrar and staff for their commitment, professionalism, and resilience throughout the year as they worked assiduously to support the work of the Commission. I also acknowledge the support of our stakeholders and partners, whose cooperation remains essential to the success of our work.

The Commission enters the New Year committed to building on the progress achieved in 2025, guided by its enduring principle: **"Do the right thing always"**.



ABOUT THE OFFICE OF THE INTEGRITY COMMISSION

Mandate and Functions

The Integrity in Public Life Act (IPLA) makes provisions for the prevention of corruption of persons in public life by providing for public disclosure; to regulate the conduct of persons exercising public functions; to preserve and promote the integrity of public officials and institutions, and for matters incidental thereto.

Section 4 of the of the IPLA provides for the establishment of the Integrity Commission (the Commission) and section 5 provides for the powers and functions thereto.

In keeping with section 5(1), the functions of the Commission are:

- Receive, examine and retain all declarations filed;
- Make such enquiries as it considers necessary in order to verify or determine the accuracy of a declaration filed under this Act;
- Compile and maintain a Register of Interests;
- Receive and investigate complaints regarding any breaches of this Act or, the commission of any offence under the Prevention of Corruption Act;
- Investigate the conduct of any person falling under the purview of the Commission which, in the opinion of the Commission, may be considered dishonest or conducive to corruption;
- Examine the practices and procedures which may be necessary to reduce the occurrence of corruption;
- Instruct, advise and assist the heads of public bodies of changes in practices or procedures which may be necessary to reduce the occurrence of corrupt practices;
- Carry out programmes of public education intended to foster an understanding of standards of integrity;
- Perform such other functions and exercise such powers as are required by the Act.



Strategic Direction

During the 2025 reporting period, the work of the Commission was guided by the Strategic Plan, which provides a structured framework for advancing its constitutional and statutory mandate within a dynamic governance environment. The Plan aligns objectives and resource allocation around clear medium-term priorities.

In 2025, focus was placed on five core areas: strengthening compliance and enforcement; improving investigative efficiency and timeliness; enhancing legal enforcement and deterrence; expanding public education and stakeholder engagement; and digital transformation within Compliance and Investigations.

Priority attention was given to consolidating core operations and reducing legacy investigative matters. Targeted enforcement action addressed persistent non-compliance with statutory filing obligations, reinforcing accountability and public confidence in the Integrity in Public Life framework.

Public education and stakeholder engagement remained central, with emphasis on youth outreach, inter-agency collaboration, and targeted initiatives to promote ethical conduct across the public sector and wider society.

Overall, the Strategic Plan continues to guide efforts towards strengthening governance, promoting transparency, and safeguarding integrity in public life in service to the people of Trinidad and Tobago.

In this regard, the following strategic statements were established:

Vision

To be the premier state institution for the promotion and preservation of integrity in all affairs, contributing to a corruption-free society.

Mission

To promote and facilitate the highest ethical standards by ensuring compliance with the Act, detecting and eradicating corrupt practices, educating the public, and delivering excellent service.

Objectives

1. To promote trust and confidence
2. To deter and reduce corruption
3. To increase capacity and capability

Core Values

Confidentiality
Integrity
Professionalism
Teamwork

Theme

“Do the right thing always”.

Membership of the Commission

The Commission is a constitutional body created by Sections 138 and 139 of the Constitution of the Republic of Trinidad and Tobago and established by Section 4 of the Integrity in Public Life Act (IPLA). As prescribed under Sections 4(1) to (3) of the IPLA, the Commission consists of five members; a Chairman, Deputy Chairman and three other members who shall be persons of integrity and high standing. At least one member shall be an Attorney-at-law of at least ten years' experience and at least one member shall be a chartered or certified accountant. All members of the Commission are appointed by the President for a period of three (3) years after consultation with the Prime Minister and the Leader of the Opposition.



Caption: *From right, Mr. Hadyn Gittens, Chairman; Mrs. Michelle Palmer-Keizer, Member; Mr. Roger Macedo, Deputy Chairman, Ms Lorelly Pujadas, Member; and Mrs. Gillian Wolffe-O'Neil, Member.*

Chairman: Mr. Hadyn Gittens



Mr. Hadyn Gittens was appointed Chairman of the Integrity Commission of Trinidad and Tobago in January 2024 by Her Excellency, the President of the Republic of Trinidad and Tobago. He has over thirty (30) years of experience in the regional financial sector, having represented several major financial institutions at senior executive level throughout the Caribbean.

Mr. Gittens began his banking career at a major financial institution and subsequently spent more than twenty-three (23) years employed at another major regional financial institution. In 2013, he was appointed Chief Executive Officer of a bank based in the Eastern Caribbean, a position he held for three years. He later served as Chief Executive Officer of the Trinidad and Tobago Securities and Exchange Commission from August 2017 to July 2020.

A highly accomplished executive, Mr. Gittens has led and managed high-performing teams in competitive, results-oriented environments across the region. His areas of expertise include commercial and corporate banking, credit risk management, securities regulation, and business and financial consultancy.

Mr. Gittens holds a Master of Business Administration from the University of Manchester, United Kingdom; a Master of Science in Accounting; and a Bachelor of Science (Honours) in Industrial Management from The University of the West Indies, St. Augustine.

Deputy Chairman: Mr. Roger Macedo



Mr. Roger Macedo was sworn in as Deputy Chairman of the Integrity Commission on January 14, 2025, before Her Excellency Christine Carla Kangaloo O.R.T.T., President of the Republic of Trinidad and Tobago.

Mr. Macedo is a seasoned information technology and cybersecurity leader with over thirty (30) years of professional experience. He has a proven track record in building and managing robust cybersecurity programmes and is adept at leveraging expertise in IT operations, project management, and network infrastructure to develop and implement best-in-class security solutions.

His professional competencies include leadership and team management, security strategy and planning, risk assessment and vulnerability management, incident response and disaster recovery, security policy and standards development, budget and resource management, and IT infrastructure management. He is committed to promoting a strong culture of cybersecurity awareness and mitigating evolving cyber threats.

Mr. Macedo is a graduate of the Miami Dade Community College, where he obtained an Associate of Science degree in Electronics Technology.

Member: Mrs. Michelle Palmer-Keizer



Mrs. Michelle Palmer-Keizer was appointed a Member of the Integrity Commission on December 19, 2023. She is a recently retired C-suite executive with over twenty-five (25) years of leadership experience at a leading Caribbean financial institution.

A certified Life and High-Performance Coach, Mrs. Palmer-Keizer is dedicated to supporting the professional growth of mid-level leaders and assisting individuals in achieving their career aspirations and full potential.

She is deeply committed to volunteerism and community development and is a strong advocate for empowering others through mentorship and service. In retirement, she continues to leverage her extensive leadership experience to make a meaningful contribution through volunteerism and personal development initiatives.

Member: Ms. Lorelly Pujadas



Ms. Lorelly Pujadas was appointed a Member of the Integrity Commission on March 25, 2024. She possesses a Bachelor of Arts in Sociology, with a minor in Political Science, from the University of Alberta and is a graduate of the Chartered Association of Certified Accountants.

Ms. Pujadas is also a Fellow of the Canadian Comprehensive Auditing Foundation (CCAF-FCVI), having completed the International Fellowship Programme in Comprehensive Auditing.

A former Auditor General, Ms. Pujadas brings extensive experience in public sector auditing, budgeting, and financial oversight. Her professional experience includes work with the International Organization of Supreme Audit Institutions (INTOSAI) and service as a member of the CARICOM Audit Committee.

Member: Mrs. Gillian Wolffe-O'Neil



Mrs. Gillian Wolffe-O'Neil was appointed to the Integrity Commission on September 10, 2024. She is a seasoned legal and tax professional with over three decades of distinguished service in law, tax advisory, and corporate strategy.

Mrs. Wolffe-O'Neil is an expert in the application and interpretation of tax laws in Trinidad and Tobago and the Republic of Guyana. She has provided extensive advisory services in public and private sector environments and is widely recognised for her expertise in tax and public administrative law.

She obtained a Bachelor of Laws from The University of the West Indies in 1986 and a Legal Education Certificate from the Hugh Wooding Law School. She was admitted to practise law in Trinidad and Tobago in 1989 and in Guyana in 2017. Mrs. Wolffe-O'Neil also holds a Postgraduate Advanced Diploma in Public Administrative Law from The University of the West Indies.



Secretariat to the Commission

The Registrar serves as the Executive Head of Department of the Secretariat to the Commission; a Department within the Public Service not under Ministerial control. The Registrar has overall charge for the functioning and management of Units within the Secretariat. The office holder ensures that the Secretariat is adequately resourced and possesses the capacity to provide effective professional, technical and administrative support to the Commission in discharge of its functions in accordance with the IPLA.

In addition, the Registrar advises the Commission on matters within its remit, attends meetings of the Commission, records and maintains the proceedings of the meetings and implements the decisions of the Commission in keeping with the IPLA and all other relevant legislation.

STATUTORY MEETINGS

During the review period, the Commission held its statutory meetings, serving as a vital forum for careful deliberation and decisions on key issues under its remit. In addition to the members of the Commission, the Registrar and Legal Officer were also present at these meetings, providing advice and recording the proceedings of the meetings.

These sessions ensured that the Commission's actions were well-informed, and consistently aligned with its mandate, reinforcing governance standards and advancing its overarching objectives of integrity, accountability, and transparency in public life.

FULFILLING OUR MANDATE

In fulfilling our mandate, the Commission adopted a coordinated and integrated approach to the execution of its statutory responsibilities. The Commission's work is structured to ensure that its core functions operate in a complementary manner, with each function reinforcing the overall objective of promoting integrity, accountability, and transparency in public life.

Compliance

Compliance remains a core function of the Commission and serves as the foundation of its preventive mandate. In accordance with powers outlined in Section 5(1) (b) to (d), (g) and (h) of the Integrity in Public Life Act, Compliance oversees and reviews adherence by persons in public life to the relevant provisions of the Act. The principal functions performed are:

- Receiving, examining and retaining all declarations filed with the Commission under the Act;
- Making enquiries, when necessary, in order to verify the accuracy of the declarations filed under the Act;
- Recommending for publication the names of persons in public life who have failed to file their declarations;
- Examining the practices and procedures of public entities, in order to facilitate the discovery of corrupt practices; and
- Instructing and advising the heads of public entities of changes in practices and procedures of entities which may be necessary to reduce the occurrence of corrupt practices.

Persons in public life

Persons in public life, as stated in the Schedule of the Act are:

- Members of the House of Representatives
- Ministers of Government
- Parliamentary Secretaries
- Senators
- Members of the Tobago House of Assembly

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- Members of Municipalities
 - Members of Local Government Authorities
 - Members of the Boards of all Statutory Bodies and State Enterprises in which the State has a controlling interest
 - Permanent Secretaries and Chief Technical Officers

Performance of Compliance for 2024

As at December 31, 2025, an overall compliance rate of **forty-three (43%)** was achieved with respect to the submission of Declarations of Income, Assets and Liabilities and Statements of Registrable Interests by persons in public life for the year ended December 31, 2024. This represented a **thirty-six (36%) decrease** when compared to the previous year, for which the rate of compliance was **seventy-eight (78%)**.

This reduction was due to the following

- a. The general election held in April, 2025, which led to a significant change in the membership of the boards of directors of most of the state enterprises and statutory bodies would have prompted reduced compliance by public officials who were functional in 2025 but replaced after the general election.
- b. A significant increase in requests received from declarants for an extension of time to file Declarations of Income, Assets and Liabilities and Statements of Registrable Interests.

Elimination of Backlog - Examination of Declarations

Section 13(1) of the Integrity in Public Life Act, Chap. 22:01, empowers the Commission to examine declarations and to request from persons in public life any further particulars or explanations as may be required. During the reporting period, the Commission achieved full examination of all six hundred and eighty-five (685) declarations submitted for the year ended December 31, 2024, representing a 100% examination rate and a doubling of the volume processed in 2023. In addition, the longstanding backlog of one thousand four hundred and sixty-three (1,463) declarations accumulated between 2014 and 2023 was fully cleared, with all examined declarations now in train for certification or further processing.

As a result, the examination function has been brought fully up to date, significantly improving the Commission's capacity to deliver timely and effective compliance monitoring going forward.

Year of Outstanding Declarations to be Examined	Number of Declarations that have been examined
2014	25
2015	37
2016	34
2017	36
2018	35
2019	47
2020	68
2021	125
2022	358
2023	698
2024	685
TOTAL	2,148

Table Showing Declarations and Statements of Registrable Interests Examined during the year 2025 for the period 2014 to 2024.

Certificates of Compliance

Section 13 (3) of the Act provides that once the Commission is satisfied that a declaration has been fully made it shall forward to the declarant, a Certificate of Compliance.

During the reporting period, the Commission issued two hundred and nine (209) Certificates of Compliance for the year ended December 31, 2024. This represents a 65% increase when compared to 2023 where one hundred and twenty-seven (127) Certificates of Compliance were issued during the course of that year.

Certificates of Compliance for the Period 2014-2023

In 2025, the Commission issued seven hundred and forty-eight (748) Certificates of Compliance for the period 2014-2023. This would have significantly reduced the backlog of Declarations of Income, Assets and Liabilities and Statements of Registrable Interests for the period 2014-2023 which were awaiting examination by the Commission.

It should be noted that the length of time taken by Declarants to submit any additional information or documentation that may be required to satisfactorily conclude the examination of Declarations often results in delays in the certification process and this has contributed in no small measure to the historical examination and certification backlog.

As a result, emphasis is being placed on increasing and improving timely compliance among declarants in their responses to requests for clarification during the examination of declarations.

Confidential Meetings

The Department continues to provide a confidential and secure environment and close oversight and guidance by our experienced Compliance officers within our offices to assist declarants in complying with their statutory obligations. During the period under review a total of five hundred (500) confidential meetings were held as part of the Compliance Drive Initiative to provide guidance to persons in public life in the filing of their declaration forms or to facilitate the provision of additional information to the Commission.

Register of Interests

The Registrar, in accordance with section 14 of the Act, compiles and maintains a Register of Interests, which provides information to the public on certain aspects of the personal and business interests of Persons in Public Life which may potentially present a conflict of interest in the context of their public duties.

At the request of any member of the public, the Registrar shall permit the inspection of such Register under specified conditions. During the period under review, twelve (12) persons accessed the Register, which represented a thirty-three per cent (33%) increase when compared to the previous year when nine (9) persons accessed the said Register.

Investigations

The Commission undertook a series of investigative activities in accordance with its mandate. These investigations were conducted to assess compliance, examine allegations of misconduct, and uphold the principles of integrity and accountability in public office. The following cases and matters were addressed:

Active Cases

- As at January 01, 2025, there were fifty-five (55) active matters being actioned. Four (4) of the active matters had been previously closed, however, due to submissions by complainants after closure, the matters were reexamined, but were ultimately not re-opened by the Commission after due consideration.
- Forty-three (43) new complaints were received as at December 31, 2025. Twenty-one (21) of those complaints were examined. Twenty-five (25) complaints in total were examined including four (4) which were received during the year 2024.
- As at December 31, 2025, thirty-three (33) active matters were closed. With respect to five (5) of those matters, the Commission found no breach of the Integrity in Public Life Act Chapter 22:01 (IPLA) or the Prevention of Corruption Act Chapter 11:11 (PCA), or any other dishonest or corrupt conduct. Twenty-six (26) of those matters were dismissed under Section 34A of the IPLA. With respect to the two (2) other matters, the Commission determined that it had no jurisdiction in relation to same.
- The total number of active matters that were brought before the Commission was fifty-seven (57) as at December 31, 2025. As indicated earlier, of these, fifty-five (55) were actioned by the Commission as at December 31st 2025 and two (2) were yet to be examined as at that date.

Cold Cases

- As at January 01, 2025, there were twenty-three (23) cold cases that were in the process of being examined or investigated by the Commission.
- Over the period January 01, 2025 to December 31, 2025, twenty (20) additional cold cases were examined and closed by the Commission after examination. Nine (9) of those matters were closed on the basis that there was no breach of the IPLA or the PCA, or any other dishonest or corrupt conduct. Seven (7) matters were rejected pursuant to section 34A of the IPLA. Four (4) matters were closed on the basis that there was no action possible by the Commission.

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- As at December 31, 2025, three (3) cold cases remain awaiting consideration and decision by the Commission.

Other Activities

Online Tracking Mechanism

Updates are being provided to Complainants in relation to active cases. This is in furtherance of the Commission's recognition of the importance of transparency, public trust and confidence while also balancing compliance with its statutory obligations. The online tracking mechanism continues to be an ideal tool which is updated manually pending the onboarding of the Case Management Solution.

Delay/ Lack of Responses by Third Parties

In some instances, there has been a delay in the provision of and/or lack of responses by third parties to requests for information and evidence requested by the Commission. This has contributed to delays in the resolution of some investigative matters. However, the Commission has continued to seek to address these challenges through the exercise of powers contained in sections 34(2) and (3) of the IPLA, which seeks to assist the Commission in expediting its investigations and taking further Court action if required, respectively.



Legal Matters

Ex Parte Action for Non-Compliance with Filing Requirements

The Integrity in Public Life Act (IPLA) stipulates under section 11(1) that a person shall, within three months of becoming a person in public life, complete and file with the Commission a declaration of income, assets and liabilities exceeding ten thousand dollars in value for the previous year. Thereafter, such persons are required to file further declarations annually by 31 May for each year that they remain a person in public life.

Additionally, section 14(1) of the Act requires that a person in public life file, alongside their declaration under section 11, a statement of registrable interests in the prescribed form, containing the information outlined in section 14(3).

Pursuant to section 11(6) of the IPLA, where a person fails to file a declaration, fails to furnish required particulars under section 13, or fails to file a statement of registrable interests under section 14, without reasonable cause, the Commission is mandated to publish such non-compliance in the Trinidad and Tobago Gazette and at least one daily newspaper in circulation.

In 2025, the Commission published the names of three hundred and twenty-eight (328) persons who failed to file their declarations and statements of registrable interests in accordance with section 11(6). The names of persons were duly published in the Gazette and daily newspapers, in keeping with statutory requirements.

Subsequent to publication, section 11(7) empowers the Commission to make an ex parte application to the High Court for an order directing compliance with the Act. As part of its ongoing enforcement mandate, the Commission initiated ex parte proceedings against approximately two hundred and sixty-six (266) individuals. In circumstances where individuals filed outstanding declarations prior to the initiation of proceedings, complied before the granting of a Court Order, were confirmed deceased, or were otherwise exempt, the Commission discontinued further action beyond publication. This applied to approximately sixty-two (62) individuals.

Of the two hundred and sixty-six (266) individuals against whom ex parte proceedings were pursued, the Honourable Court granted approximately one hundred and seventy-three (173) Orders, comprising both Perfected Orders and Email Orders. These outcomes significantly advanced the Commission's enforcement efforts and promoted compliance with statutory filing obligations.

In accordance with section 11(8) of the IPLA, failure to comply with the directions of the Court constitutes an offence, punishable on conviction by a fine of one hundred and fifty thousand dollars (\$150,000). Once served with a Court Order, declarants are required to comply expeditiously to avoid the penalties prescribed by law. During the reporting period, the Legal Department

commenced the process of referring persons who remained in breach of Court Orders for further criminal prosecution.

Service of Court Orders

The Legal Department is responsible for effecting service of Court Orders, primarily those obtained pursuant to ex parte applications. Service is carried out through a multi-modal approach, including external service by certified process servers, internal service at the Commission, and electronic service via email. Electronic service was formally introduced in late 2025.

During the reporting year, a total of two hundred and thirty-nine (239) Court Orders were served, comprising one hundred and thirteen (113) served by external process servers, eighty-one (81) served internally at the Commission, and forty-five (45) served electronically. This diversified approach significantly enhanced the Commission's capacity to execute service efficiently and effectively.

Once served, declarants are required to comply with the Court Order within a stipulated timeframe, typically thirty (30) days from the date of service, and to pay the associated costs.

Where declarants fail to comply following service, the Commission may pursue additional enforcement measures, including action under section 11(8) of the IPLA and/or registration of the judgment.

Registration of Judgments

One hundred and twenty-eight (128) Court Orders were registered in cases where declarants were duly served but failed to comply with the provisions of Orders obtained through ex parte applications. Registration of a Court Order places the matter on public record and remains active, subject to renewal, until full compliance is achieved. This measure supports the Commission's mandate to promote accountability, transparency and adherence to the law.



Digitalisation of Compliance & Investigations

During the reporting period, the Secretariat embarked upon a major digitalisation initiative aimed at modernising its records management and operational processes. This initiative directly supports the Compliance and Investigations functions by improving document retrieval, case tracking, data integrity, and institutional memory. This digitalisation exercise is also expected to reduce processing times, mitigate risks associated with manual record-keeping, and strengthen the Commission's ability to respond effectively to the demands of its stakeholders.

Implementation of the project commenced in November 2025 and should be completed in ten (10) months. Upon full implementation, the digitalisation programme is expected to significantly enhance operational resilience and support the Commission's long-term strategic objectives.

Public Education

Public Education continued to play a central role in advancing the Commission's outreach, stakeholder engagement, and internal relations objectives during the reporting period. Through targeted training initiatives, youth-focused outreach, regional engagement, staff training and engagement activities, the Commission's mandate was supported in an effort to promote integrity, accountability, and good governance.

Outreach Programme – Morvant/Laventille Secondary School

On November 5, 2025, the Commission conducted a student-focused outreach programme at Morvant/Laventille Secondary School as part of its ongoing efforts to promote integrity, ethical behaviour, and positive values among young citizens. The session was led by the Chairman, Mr. Hadyn Gittens, and supported by the Communications and Outreach Team, ensuring an engaging, youth-friendly, and impactful experience.

The programme featured interactive and educational activities designed to help students understand and apply the principles of honesty, responsibility, and accountability. Through games, scenario-based challenges, and team exercises, students explored real-life ethical dilemmas, encouraging open discussion, critical thinking, and reflection on the importance of integrity in everyday life at school, at home, and within their communities.

The outreach activity reinforced the Commission's commitment to cultivating a culture of integrity among youth. Positive feedback from students and educators highlighted the value of early engagement in shaping ethical behaviour and responsible citizenship.



Caption: Chairman Gittens presents a token of appreciation to Ms. Daniella Simon- Harrison from Morvant/Laventille Secondary School following the successful outreach session.

Participation in the CCJ Academy for Law 8th Biennial Conference



The Commission participated in the CCJ Academy for Law 8th Biennial Conference held from November 25 to November 28, 2025. The conference brought together regional judicial officers, legal practitioners, policymakers, and development partners to discuss constitutional law, governance, and the advancement of Caribbean jurisprudence.

The Commission's participation supported its public education mandate and enhanced awareness of the Integrity in Public Life Act. An information booth was maintained throughout the conference, where staff distributed educational materials and engaged attendees on matters relating to declarations, compliance procedures, investigations, and the Commission's broader functions.

This engagement increased institutional visibility and facilitated direct interaction with key regional stakeholders, including judges, attorneys general, senior counsel, and representatives of development agencies. Participation strengthened stakeholder relationships, clarified the Commission's role, and extended its integrity-focused messaging across the wider Caribbean.

International Anti-Corruption Day Seminar 2025



In observance of International Anti-Corruption Day, the Integrity Commission hosted an Anti-Corruption Day Seminar on December 9, 2025, at the Trinidad Hilton Hotel and Conference Centre. The seminar was held under the theme "Uniting with Youth Against Corruption: Shaping Tomorrow's Integrity," reflecting the Commission's commitment to youth engagement and democratic strengthening through integrity-based leadership.

Welcome remarks were delivered by Mr. Roger Macedo, Deputy Chairman of the Integrity Commission. The Keynote Address was delivered by Mr. Hadyn Gittens, Chairman of the Integrity

Commission, who emphasised the importance of youth involvement, institutional accountability, and collaborative action in advancing national anti-corruption efforts.

A highlight of the seminar was a Round Table Panel Discussion entitled “Promoting Integrity to Strengthen Institutions and Democracy.” Panellists included senior representatives from the Integrity Commission, Police Complaints Authority, Office of Procurement Regulation, Financial Investigations Unit, Office of the Ombudsman, and the Anti-Corruption Investigations Bureau. Discussions focused on governance challenges, inter-agency collaboration, transparency, and public trust.

An interactive question-and-answer session followed, allowing participants to engage directly with panellists. Overall, the seminar successfully advanced public awareness, encouraged cross-sector dialogue, and reinforced the Commission’s mandate to promote integrity, accountability, and good governance, with a particular emphasis on empowering youth as agents of positive change.



Caption: A cross-section of the audience present at the Anti-Corruption Day event



Caption: A snapshot of attendees gathered for the Anti-Corruption Day event



MESSAGE from the CHAIRMAN
HADYN GITTENS
THE INTEGRITY COMMISSION OF TRINIDAD AND TOBAGO
IN COMMEMORATION OF
INTERNATIONAL ANTI-CORRUPTION DAY 2025

UNITING WITH *Youth* AGAINST CORRUPTION

SHAPING TOMORROW'S INTEGRITY

On International Anti-Corruption Day, we are reminded that corruption, no matter how small, undermines trust, opportunity, and national progress. By contrast, integrity strengthens democracy, builds confidence, and attracts investment.

The 2025 theme challenges us to engage our youth as key partners in shaping a society rooted in fairness, honesty, and justice. Today's young people are not only tomorrow's leaders; they are today's change-makers.

Guided by our 2025–2028 Strategic Plan, the Commission is focused on:

1. PROMOTING TRUST AND CONFIDENCE

- Launching a national Integrity Awareness Campaign targeting youth.
- Establishing youth Integrity Ambassadors.
- Expanding engagement with Ministries, Departments, and Agencies to reinforce ethical leadership.

2. DETERRING CORRUPTION

- Offering public education and community outreach on recognizing and reporting corruption.
- Advocating for stronger legislation, including full implementation of the Whistleblower Protection Act.
- Collaborating with regional and international anti-corruption bodies.

3. INCREASING CAPACITY AND CAPABILITY

- Implementing a digital Case Management System for efficient investigations.
- Introducing online platforms for declarations and complaints.
- Investing in staff development to meet modern compliance and investigative demands.

We are also committed to becoming a fully digital-first Commission, recognized for transparency, accountability, and excellence.

To the youth of Trinidad and Tobago: your choices matter. Speak out against corruption, act with honesty, and demand fairness. Together, we can make integrity the national standard and corruption the exception.



Representation at the Eleventh (11th) Annual Hybrid Conference of the CCAICACB

The Integrity Commission of Trinidad and Tobago was represented by Mrs. Michelle Palmer-Keizer, Member of the Commission at the Eleventh (11th) Annual Hybrid Conference of the Commonwealth Caribbean Association of Integrity Commissions and Anti-Corruption Bodies (CCAICACB), held in Saint Lucia from 1–7 June 2025. Convened under the theme, *“Recommitting to Fighting Corruption Effectively and Sustainably in the Caribbean,”* the Conference brought together Caribbean Integrity Commissions, regional anti-corruption bodies, and key partners including the United Nations Office on Drugs and Crime (UNODC), CARICOM IMPACS, and the Commonwealth Secretariat. The hybrid format facilitated substantive presentations, technical discussions, peer networking, social engagement, and the Association’s Annual General Meeting (AGM).

Deliberations addressed regional best practices and strategic coordination in anti-corruption work, with focused sessions on governance leadership, public engagement and trust-building, investigative techniques, technology-enabled oversight, asset declaration regimes, and the proposal for an International Anti-Corruption Court. Central themes emerging from the Conference included the imperative of strengthened inter-agency collaboration, institutional strategic planning, sustained public outreach, and the effective leveraging of international commitments to advance legislative and policy reform.

The next Conference is scheduled to be hosted in Nevis from 31 May to 5 June 2026.



Caption: A Group photo of the attendees at the Conference

Leadership and Management Development Seminar

During the reporting period, the Integrity Commission in collaboration with Commonwealth Secretariat, United Kingdom hosted a Senior Leadership and Management Training Programme from October 27 to October 31, 2025. The programme was facilitated by Dr. Roger Koranteng, Adviser and Head of Public Sector Governance, Commonwealth Secretariat, United Kingdom. Senior staff from the Department attended and actively participated, alongside representatives of allied agencies. Training areas included leadership competencies, governance, ethics and integrity, strategic planning, conflict management, team building, and emotional intelligence.

Overall, the programme contributed to improved leadership and management competencies, reinforced ethical governance practices, and supported the Commission's mandate to promote integrity and accountability within the public service.



Caption: Participants at the Senior Leadership and Management Training Programme. Extreme Right, Chairman Hadyn Gittens, Integrity Commission and extreme left Dr. Roger Koranteng, Adviser and Head of Public Sector Governance at the Commonwealth Secretariat, United Kingdom.

Workshop for Investigating and Prosecuting Cases of Corruption and Economic Crime (Phase II) delivered by the United Nations Office on Drugs and Crime (UNODC)

Two (2) representatives of the Department attended training delivered by the UNODC during the period March 24, 2025 to March 26, 2025. The interactive training workshop which included both theoretical and practical aspects related to the investigation as well as prosecution of economic crime and corruption, and was based on Thematic Area 4 “Investigation and prosecution of corruption and money laundering” of the Regional Platform to Fast-Track the Implementation of the United Nations Convention against Corruption (UNCAC).

Regional Conference on Reporting Crime in the Caribbean: Systems, Analysis and Investigation organized and hosted by the UNODC and the Integrity Commission

During the period November 18, 2025 to November 20, 2025, representatives of the Department attended and participated in a Regional Conference on Reporting Crime in the Caribbean: Systems, Analysis and Investigation, which was organized and hosted by the UNODC in collaboration with the Commission. The Conference focused on the enhancement of national and regional systems for addressing reports regarding organized and financial crimes. Participants considered practical peer experiences and methodologies for report management as well as legal and operational tools for the effective protection of whistle-blowers and treating with context specific issues.

Hugh Wooding Law School, Criminal Law Clinic Visit

In February 2025, a visit by students of the Hugh Wooding Law School, Criminal Law Clinic was facilitated by the Commission. The Chairman, as well as representatives of the Department attended and provided insight to students on the overall functions of the Commission.

“Know Your Forms” Briefing Sessions

During the reporting period, eight (8) “Know Your Forms” Briefing Sessions were delivered to persons in public life. This included the conducting of a number of in-person seminars to statutory bodies, state enterprises and other organisations as well as virtual presentations to Boards. These briefing sessions were embarked upon to improve compliance among persons in public life.

The Table below summarizes the list of agencies that benefitted from the Commission's "Know your Declaration Forms" briefing sessions.

No	Agency	Category of Persons in Public Life/ Senior Public Officials	No. of Participants
1	The Parliament of the Republic of Trinidad and Tobago	Newly elected Members of the House of Representatives	8
2	The Parliament of the Republic of Trinidad and Tobago	Newly appointed Members of the Senate	8
3	The Export Centres Company Limited	Members of the Board of State Enterprises	8
4	The Institute of Marine Affairs	Members of the Board of Statutory Bodies	10
4	The Trinidad and Tobago Revenue Authority	Members of the Board of Statutory Bodies	8
5	The Urban Development Company of Trinidad and Tobago	Members of the Board of State Enterprises	5
6	The Estate Management and Business Development Company Limited	Members of the Board of State Enterprises	10
7	The National Investment Fund	Members of the Board of Statutory Bodies	6
8	Trinidad Petroleum Holdings Limited	Members of the Board of State Enterprises	15

FINANCIAL OVERVIEW

The operations of the Office of the Commission are funded through annual allocations provided by the Ministry of Finance. The Registrar, as Accounting Officer, is responsible for ensuring that the financial affairs of the Commission are conducted in accordance with the Exchequer & Audit Act and all other applicable laws & directives, and that public funds are safeguarded and utilised solely for the purposes approved by Parliament.

During the reporting period, expenditure was directed toward supporting the Commission's core functions and achieving its objectives. Despite financial constraints, the Registrar continued to prioritise prudent financial management to maintain operational effectiveness and statutory compliance.

Table 1. Provision and Actual Expenditure for fiscal year 2025

Sub Head	Revised Provision for the Financial Year 2025 (\$)	Actual Expenditure for the Financial Year 2025 (\$)
01 Personal Expenditure	4,481,180	4,253,506
02 Goods and Services	7,044,970	6,807,782
03 Minor Equipment	90,000	7,505
Development Programme	2,450,000	585,352
GRAND TOTAL	14,066,150	\$11,654,145

Table 2. Revised Estimates of Revenue and Actual Revenue for the fiscal year 2025

Sub Head	Revised Estimates for the Financial Year 2025 (\$)	Actual Revenue Received for the Financial Year 2025 (\$)
01 Administrative Fees & Charges	300,000	319,700
TOTAL	300,000	319,700

Table 1 shows the expenditure received and utilized for the fiscal year 2025 and Table 2 reflects the revenue projected and received for the fiscal year 2025.

CHALLENGES

For the year 2025, the following challenges were encountered which hindered the achievement of some of the Commission's objectives:

- Recommended amendments to the Integrity in Public Life Act that would serve to strengthen the ability of the Commission to achieve its mandate, were submitted for Cabinet's consideration and approval. To date, these amendments have not been approved.
- There was a reduction in the budgetary allocation. Critically, the previously approved budgetary allocation for capital expenditure relating to the Digitalization Project was withdrawn. This has seriously affected the Department's ability to complete the Digitalization initiative which commenced during the first half of 2025 and also to fully operationalise planned programmes and expand its outreach activities.
- Understaffing within the Secretariat. Several established offices have not been filled and almost two thirds of the staff have been on short term employment for almost 10 years. This hinders the Department's ability to adequately support the Commission in achieving its objectives.

THE WAY FORWARD

In 2026, it is hopeful that adequate funding will be allocated to support the full realisation of the objectives of the Commission, particularly the digitisation project. This initiative is critical to achieving two key goals: firstly, the implementation of a fully integrated electronic Case Management System (CMS) to enhance the efficiency, tracking and timely resolution of complaints and investigations; and secondly, the transition to full online filing of Declarations and Statements of Interests, aimed at increasing voluntary compliance, reducing processing time and improving data accuracy through built-in validation and analytics tools.

It is anticipated that all vacancies be filled by the Public Service Commission and approval be obtained to engage staff on contract.