

JUNE 2021

# ANNUAL ADMINISTRATIVE REPORT

MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS

# Annual Administrative Report 2019-2020

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## Abbreviations

<b>ALJGSB</b>	-	<b>Arthur Lok Jack Graduate School of Business</b>
<b>BLF</b>	-	<b>Bocas Lit Fest</b>
<b>CARE Fund</b>	-	<b>Community Action for Revival Empowerment Fund</b>
<b>CARIFESTA</b>	-	<b>Caribbean Festival of Arts</b>
<b>CBO</b>	-	<b>Community Based Organisation</b>
<b>CCAF</b>	-	<b>Culture and Creative Arts Fund</b>
<b>CCAFI</b>	-	<b>Culture and Creative Arts for Individuals</b>
<b>CCAFO</b>	-	<b>Culture and Creative Arts for Organisations</b>
<b>CDPF</b>	-	<b>Community Development Partnership Forum</b>
<b>CEO</b>	-	<b>Chief Executive Officer</b>
<b>CMSD</b>	-	<b>Community Mediation Services Division</b>
<b>CMMS</b>	-	<b>Computerised Maintenance Management System</b>
<b>COSTAATT</b>	-	<b>College of Science, Technology and Applied Arts of Trinidad and Tobago</b>
<b>CPO</b>	-	<b>Chief Personnel Officer</b>
<b>CTO</b>	-	<b>Caribbean Tourism Organisation</b>
<b>EAP</b>	-	<b>Employee Assistance Programme</b>
<b>ECCL</b>	-	<b>Export Centres Company Limited</b>
<b>ERRAG</b>	-	<b>Emergency Repair/Reconstruction Assistance Grant</b>
<b>GIY</b>	-	<b>Grow-it-Yourself</b>
<b>GORTT</b>	-	<b>Government of the Republic of Trinidad and Tobago</b>
<b>HIV</b>	-	<b>Human Immunodeficiency Virus</b>
<b>HRSU</b>	-	<b>Human Resource Services Unit</b>
<b>ICH</b>	-	<b>Intangible Cultural Heritage</b>
<b>IFD</b>	-	<b>Interim Festival Directorate</b>
<b>IT</b>	-	<b>Information Technology</b>
<b>LCHG</b>	-	<b>Low Cost Housing Grant</b>
<b>MALF</b>	-	<b>Ministry of Agriculture, Lands and Fisheries</b>
<b>MCDCA</b>	-	<b>Ministry of Community Development, Culture and the Arts</b>
<b>MDG</b>	-	<b>Millennium Development Goals</b>
<b>MOLSED</b>	-	<b>Ministry of Labour and Small Enterprise Development</b>
<b>MOU</b>	-	<b>Memorandum of Understanding</b>
<b>MRLG</b>	-	<b>Ministry of Rural Development and Local Government</b>
<b>MRRG</b>	-	<b>Minor Repair and Reconstruction Grant</b>
<b>MTI</b>	-	<b>Ministry of Trade and Industry</b>
<b>NAPA</b>	-	<b>National Academy for the Performing Arts</b>
<b>NCC</b>	-	<b>National Carnival Commission</b>
<b>NCDP</b>	-	<b>National Community Development Policy</b>
<b>NCSHL</b>	-	<b>National Commission for Self-Help Limited</b>
<b>NDFF</b>	-	<b>National Days and Festivals Fund</b>
<b>NDS</b>	-	<b>National Development Strategy</b>
<b>NGC</b>	-	<b>National Gas Company</b>

<b>NPCA</b>	-	<b>National Policy on Culture and the Arts</b>
<b>NPI</b>	-	<b>Non-Profit Institutions</b>
<b>NPO</b>	-	<b>National Philharmonic Orchestra</b>
<b>NPSCD</b>	-	<b>National Policy on Sustainable Community Development</b>
<b>NSSO</b>	-	<b>National Steel Symphony Orchestra</b>
<b>NTACTT</b>	-	<b>National Theatre Arts Company of Trinidad and Tobago</b>
<b>OSHA</b>	-	<b>Occupational Safety and Health Administration</b>
<b>PIU</b>	-	<b>Planning and Implementation Unit</b>
<b>PMBVTC</b>	-	<b>Prime Minister's Best Village Trophy Competition</b>
<b>PMCD</b>	-	<b>Public Management Consulting Division</b>
<b>PSIP</b>	-	<b>Public Sector Investment Programme</b>
<b>RCC</b>	-	<b>Regional Cultural Committee</b>
<b>SAPA</b>	-	<b>Southern Academy for the Performing Arts</b>
<b>SCG</b>	-	<b>Shanghai Construction Group</b>
<b>SDG</b>	-	<b>Sustainable Development Goal</b>
<b>SSIP</b>	-	<b>Social Sector Investment Programme</b>
<b>TDCs</b>	-	<b>Transformation and Development Centres</b>
<b>TTL</b>	-	<b>Tourism Trinidad Limited</b>
<b>TTPS</b>	-	<b>Trinidad and Tobago Police Service</b>
<b>UDECOTT</b>	-	<b>Urban Development Corporation of Trinidad and Tobago Limited</b>
<b>UN</b>	-	<b>United Nations</b>
<b>USC</b>	-	<b>University of Southern Caribbean</b>
<b>UTT</b>	-	<b>University of Trinidad and Tobago</b>
<b>UWI</b>	-	<b>University of the West Indies</b>
<b>WIPO</b>	-	<b>World Intellectual Property Organisation</b>
<b>WNCH</b>	-	<b>World Natural and Cultural Heritage</b>



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## PREFACE

The report presents information on the programmes, projects and other initiatives facilitated by the Ministry of Community Development, Culture and the Arts that contribute to the national growth and development of Trinidad and Tobago. It represents an account of the Ministry's undertaking over the fiscal period October 1<sup>st</sup>, 2019 to September 30<sup>th</sup>, 2020.

The Annual Administrative Report is produced in compliance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act 1999 which states that Government Ministries, Statutory Authorities, State Enterprises etc.:

“shall submit to the President before 1st July, in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith and the President shall cause the report to be laid within sixty days thereafter in each House”.

## EXECUTIVE SUMMARY

The Ministry of Community Development, Culture and the Arts was established in September 2015 in accordance with Gazette No. 97, Vol. 54 of September 23, 2015. The Ministry is a consolidation of the former Ministries of Community Development, Arts and Multiculturalism and National Diversity and Social Integration. These Ministries were responsible for the creative and cultural resources of Trinidad and Tobago; building resilient and self-sustaining communities as well as promoting diversity and inclusion through robust and relevant policy measures.

In fiscal 2020, the Ministry was allocated, inclusive of Recurrent and Capital Expenditure, the sum of **Four Hundred and Fifteen Million, Five Hundred and Twelve Thousand, Two Hundred and Forty-Nine Dollars (\$415,512,249.00)**. The Actual Expenditure as at September 30, 2020 was **Three Hundred and Thirty-Four Million, Two Hundred and Fifty-Nine Thousand, Two Hundred and Twenty-Three Dollars and Ten Cents (\$334,259,223.10)** with a Variance of **Eighty-One Million, Two Hundred and Fifty-Three Thousand and Twenty-Five Dollars and Ninety Cents (\$81,253,025.90)**. Additionally, the Allocation under the Infrastructural Development Fund was **Eighty-One Million Dollars (\$81,000,000.00)**. The Actual Expenditure was **Seventy-Seven Million, Three Hundred and Six Dollars and Sixty-Four Cents (\$77,000,306.64)**.

Emerging at a time when the country along with the rest of the world was experiencing socio-economic challenges, the Ministry utilised its resources and expertise to contribute to the socio-economic transformation of the country. In this regard, a number of initiatives were pursued towards fulfilling the Ministry's mandate of building sustainable communities, protecting and promoting our rich and diverse history and heritage and fostering a sense of national pride. Some of the Ministry's major achievements were facilitated through some of the Department/Units and State Enterprises and Statutory Agencies and other Bodies such as the Policy Unit, the Community Development Division, the Best Village Unit, the Community Mediation Services Division, the Culture Division, the Grants Unit, the National Academy for Performing Arts, the Southern Academy for Performing Arts, the Naparima Bowl, Queen's Hall, National Carnival Commission, the National Museum and Art Gallery, Export Centres Company Limited and the National Commission for Self-Help Limited.

Amidst the major challenge posed by the global pandemic Covid-19 which saw both public and private sector agencies adjusting to the "new normal" the Ministry still endeavoured to execute projects and programmes to the benefit of the public during this fiscal. Some of the major programmes, projects and other initiatives executed through the Ministry's Departments, State Enterprises and Statutory Bodies are as follows:-

A SUMMARY OF THE MINISTRY'S ACHIEVEMENTS IN 2020 INCLUDED THE FOLLOWING

- **Capacity Building, Skills and Leadership Training**
  - Community Education Programme – in the Skills Training Programme 1,269 participants received training (Table 1); 574 persons participated in the

Handicraft Skills Development Programme; 1,094 persons benefitted from training in Leadership Development and 4,622 persons participated in the Community Awareness and Sensitisation Programme.

TABLE 1: PARTICIPANTS/GRADUATES FROM THE CEP (SHORT SKILLS) AND HANDICRAFT PROGRAMMES FOR FISCAL YEAR 2020

NO.	ADMINISTRATIVE DISTRICT/COUNTY	No. OF CLASSES /SESSIONS		No. OF TRAINEES		No. OF CLASSES/ SESSIONS		No. OF TRAINEES	
		CEP BASIC	CEP ADVANCED	CEP BASIC	CEP ADVANCED	HANDICRAFT	HANDICRAFT BASIC	HANDICRAFT ADVANCED	
1	St. Andrew/ St. David	9	0	135	0	5	50	0	
2	St. Patrick East	10	0	133	0	5	70	0	
3	Victoria East	5	0	81	0	4	46	0	
4	Caroni	9	0	218	0	5	67	0	
5	Victoria West	10	0	153	0	5	73	0	
6	Nariva/Mayaro	10	0	81	0	0	41	0	
7	St. George West	11	0	138	0	5	67	0	
8	St. George East	11	0	185	0	5	98	0	
9	St. Patrick West	10	0	145	0	2	62	0	
<b>TOTAL</b>		<b>85</b>	<b>0</b>	<b>1269</b>	<b>0</b>	<b>36</b>	<b>574</b>	<b>0</b>	
<b>Total Trainees (No. of CEP+ No. of H/Craft)</b>		<b>85</b>		<b>1269</b>		<b>36</b>	<b>574</b>		
<b>TOTAL TRAINEES</b>		<b>1843</b>							

TABLE 2: NUMBER OF TRAINEES/PARTICIPANTS IN THE CEP AND HANDICRAFT PROGRAMMES ACCORDING TO GENDER FOR FISCAL YEAR 2020

NO.	ADMINISTRATIVE DISTRICTS	TOTAL NO. OF TRAINEES			
		Community Education Programme		Handicraft	
		MALE	FEMALE	MALE	FEMALE
1	Caroni	93	125	2	65
2	St. George East	72	113	1	97
3	St. George West	54	84	4	63
4	Victoria West	59	94	4	69
5	Victoria East	32	49	2	44
6	Nariva/Mayaro	34	47	1	40
7	St. Patrick East	55	78	8	62
8	St. Patrick West	76	69	1	61
9	St. Andrew/St. David	52	83	27	23
		<b>527</b>	<b>742</b>	<b>50</b>	<b>524</b>
		<b>1269</b>		<b>574</b>	

▪ **Community Based Interventions:**

- Community Servicing/Mobilisation – 617 meetings attended by the District Staff and 10,344 contacts made to various organisations;
- Community Education Support Services – the technical units were utilized 120 times. The vehicles were used 189 times for transportation;
- Assistance to Communities – 13 facilities/community centres received assistance in the form of furniture and equipment and/or replacement of old and unserviceable furniture and equipment. In addition, Electricity Bills were an important aspect of Assistance to the communities in this fiscal as many of the new centres were classified under Industrial Rates. Due to the Pandemic, several Community Centres were outfitted with external sinks for sanitizing of patrons before entry to the facility.

▪ **Curatorial Activities, Events and Exhibitions**

- National Museum and Art Gallery:-
  - Two (2) Exhibitions as follows:-
    - Carnival Long Ago – showcased the various aspects of Trinidad and Tobago’s Carnival in several mediums of paintings, sculpture, photography and film. Three lectures associated with this exhibit was held on February 6, 12 and 19, 2020. The launch was attended by approximately 100 persons including museum staff, artists, board members, school groups, and the public. Visitor figures for the month of January was 650 persons.
    - Atteck Exhibit and Lecture Update – a small exhibit of artworks by pioneer Sybil Atteck was held in the Revolving Gallery at the Museum. The

exhibit was opened to the public on February 04, 2020 with a lecture taking place on February 06, 2020. A poster promoting the exhibit and lecture was posted on Facebook on January 24, 2020 and reached 361 persons in two days. The lecture, given by the nephew of Atteck was attended by over 80 persons.

- **Strategic Partnerships:-**  
Collaboration with the Zoology Museum of the University of the West Indies in the caring for, cataloguing and storing of part of the National History Collection of the Museum.
- **Preservation and Promotion of cultural traditions, values and heritage**
  - National Exhibition Series disseminating information on Festivals and Observances through Exhibits:
    - *Treasures From the Hideaway: Exhibition of the Mighty Sparrow – 2<sup>nd</sup> Floor Jobco Building, Ministry of Community Development, Culture and the Arts (year round)*. One hundred and ninety-four (194) visitors to the exhibition for fiscal 2020;
    - *Promotional Materials – Audio Visual Production and Photography – [audio-visual recording and production for projects and programmes]*, seventy-seven (77) assignments executed during the period October 2019 – September 2020.

No physical exhibitions commemorating the National Days and Festivals were mounted at the Division of Culture due to the Covid-19 Pandemic.

- Cultural Icons Series – seeks to honour persons who have made a significant contribution to Trinidad and Tobago’s culture and to safeguard their contributions for future generations. For fiscal 2020, a field interview was conducted with Clifford Edwards in October 2019.
- **Prime Minister’s Best Village Trophy Competition** – participants for the PMBVTC were engaged in training sessions from ten (10) Administrative Districts in the disciplines of Dance, Music, Drama, Tassa, Drumming & Directing for the following periods:
  - Folk Presentation Training – February 10 to March 20, 2020
  - One Act Training – February 21 to April 17, 2020
  - Folk Theatre Training – February 21 to April 27, 2020.

Training for Communities was interrupted by the Covid-19 Pandemic.

- **Festival Development**
  - Cultural Exchanges
    - Hosting of the following groups from India:-



- an eight (8) member delegation from the Mayurbhanj Chhau group 'Project Chhau' visited Trinidad during the period (November 28 – December 05, 2019). This group performed at the following locations – Chaguanas, Fyzabad, Sangre Grande, Port of Spain and St. Augustine;
  - a six (6) member delegation from the Odissi Dance Group visited Trinidad from January 24 – 30, 2020. This group performed and held workshops at the Divali Nagar, a Mandir in South Trinidad and in Port of Spain, all in honour of India's Republic Day Celebrations.
- Special Events Support
    - An exhibition "*Spark Education Career Fair 2019 Series*", held at SAPA and the National Racquet Sports Centre, October 2019;
    - Lead in programming of performances for the eight (8) day Trinidad and Tobago (T&T) Christmas Village which included stage management and co-ordination of the youth parang performances and logistics – December 2019;
    - Facilitation of entertainment for the Reception and Tour of City of Port of Spain's Historical and Cultural Sites for visiting members of the Steering Committee Delegation attending the Meeting of Technical Advisory Committee, UWI, which included providing live entertainment for the cocktail reception – March 04, 2020;
    - Sourcing live entertainment, programming and stage management for the Live@Lunch series, as an addition to Music TT's Music District, which was launched prior to this and intended to enhance and create additional performance spaces in the city of Port of Spain – Annual slate of events;
    - Sourcing live entertainment, programming and stage management for the National Patriotism Month which celebrates and promotes national pride – Hosted annually between Independence Day (August 31<sup>st</sup>) to Republic Day (September 24<sup>th</sup>);
    - Providing representation for the Local Organising Committee for Commonwealth Youth Games, the Evaluating Committee for the Steelpan Manufacturing Grant Fund Facility and the Bureau of Standard's Committee for Standardization of the Steel-Pan Committee.
  - Trinidad and Tobago Christmas Village
    - The Trinidad and Tobago Christmas Village was a public-private partnership between the Ministry and Spektakula Promotions with support from the National Parang Association. The Village was held at the Queen's Park Savannah, Port of Spain from December 15 – 22, 2019. The main components comprised a flea market, food court, nightly entertainment and appropriate décor.

The Christmas Village created a festival type atmosphere that promoted the performing arts and cultural diversity of Trinidad and Tobago's Christmas and provided our country with an invaluable opportunity for domestic and regional tourism, while creating tangible economic returns for entrepreneurs. Patrons were able to comfortably shop, dine, 'lime' and be entertained with family and friends.

- Live @ Lunch – began in 2018 as an addition to MusicTT's Music District, which was launched prior to this and was intended to enhance and create additional performance spaces in the city of Port of Spain. Live @Lunch are open-air events hosted from 12:00pm to 1:00pm featuring artistes and groups/bands in musical genres such as Kaiso, Reggae, Soca, Classical Indian, Chutney, Steel Pan, Jazz and Gospel.

With the advent of the Covid-19 pandemic in March 2020, Live @ Lunch continued to generate new audiences with virtual presentations which included additional concepts that and 'live' productions that were streamed on the Ministry's social media platforms. These new Live @ Lunch concepts were:

- Simply Jazz Online Competition – this competition attracted applicants who were under eighteen (18) to over fifty (50) that submitted their videos that provided a variety of styles, selections and interpretations of Jazz in both vocalist and instrumentalist categories resulting in surpassing the target of forty (40) entrants by twenty (20). This event attracted over 1,200 online viewers;
- Spoken Words and Sounds – this event was streamed live from the Naparima Bowl featuring namely spoken word artistes. This event attracted over 600 online viewers;
- Masala – this event was streamed from the Southern Academy for the Performing Arts (SAPA) in commemoration of Indian Arrival Day. This event attracted over 1,000 online viewers;
- Freedom Call 3 – this event was streamed from the Southern Academy for the Performing Arts (SAPA) in commemoration of Emancipation Day. This event attracted over 6,000 online viewers.

These events were held at the Brian Lara Promenade, Port of Spain and Online with performances recorded/ streamed at Naparima Bowl and SAPA, San Fernando.

- National Patriotism Month
  - For fiscal 2020, National Patriotism Month had the theme "Celebrating Diversity" with four (4) Virtual Concerts that provided the stage for an

extravaganza of Trinbagonian cultural experiences and talent. The segments ranged in themes from Trinbagonian folk to the Avant Garde, from praise to the creator to the patriotic, “Celebrating Diversity” which showcased expressions of our different ethnic groups, cultural backgrounds, ages and historical aspects of Trinidad and Tobago. These concerts were:

- One hundred % Trini Pan – August 31, 2020;
  - Soca, Calypso and Chutney Temperatures – September 11, 2020;
  - Colours of Consciousness – September 18, 2020;
  - Parang in September –September 25, 2020.
- National Registry of Artist and Cultural Workers
    - Outreach Activities
      - Hosted a MusicTT RVRB Webinar online with a live question and answer session with viewers in the music industry;
      - Conducted an informational session/presentation with FILMCO online via Facebook Live viewers in the film industry; and
      - Hosted an online information sharing session with MusicTT for artistes from their Spotlight programme.
  - **Financial Assistance and Support**
    - Grants - The total number of applicants receiving disbursements were five hundred and sixty-six (566); funds disbursed for fiscal 2020 were \$921,400.00 via the Community Action for Revival Empowerment (C.A.R.E), \$6,954,570.00 via the Culture and Creative Arts Fund (C.C.A.F) and \$5,819,500.00 via the National Days and Festivals Fund (N.D.F.F). Total funds disbursed - **\$13,695,470.00.**
    - New initiative established in FY 2020 – Cultural Relief Grant. As a result of the global pandemic COVID–19 Cabinet approved a one-off payment of Five Thousand Dollars (\$5,000.00) in financial assistance to artistes and creatives who were affected by lost of income, cancelled exhibitions, classes, conferences, workshops and other cultural events between March to December 2020. During the period July 10 to September 30, 2020, **\$1,710,000.00** was disbursed to 342 Artistes.
  - **Infrastructural Development**

Community Centres/Facilities Programme – 12 community centres were commissioned or re-dedicated and 28 were under construction or refurbishment. These included the following:

#### Community Facilities Commissioned or Rededicated

- Chickland Community Centre

- Indian Trail Community Centre
- Las Lomas #2 Community Centre
- Cantaro Community Centre
- Bagatelle Community Centre
- Petit Valley Community Centre
- Quarry Village Community Centre
- Techier Community Centre
- La Lune Community Centre
- Tarodale Community Centre
- Tarouba Community Centre
- Bon Air Garden Community Centre.

#### Community Facilities Under Construction/Refurbishment

- Enterprise Community Centre
- Trincity Community Centre
- Wallerfield Community Centre
- Surrey Village Community Centre
- Arima Community Centre
- El Socorro Community Centre
- Pelican Extension Community Centre
- Morvant Central Community Centre
- Belle View Community Centre
- Maraval Community Centre
- Diego Martin South Community Centre
- Shende Street Community Centre
- Edinburgh 500 Community Centre
- Lisas Gardens Community Centre
- Corinth Hills Community Centre
- Harmony Hall Community Centre
- La Horquetta Community Centre
- Tacarigua Community Centre
- Caiman Community Centre
- Maitagual Community Centre
- Belmont Community Centre
- Cascade Community Centre
- Diego Martin North Community Centre
- Gasparillo Community Centre
- Carenage Homework Centre
- Carenage Regional Complex
- St. Augustine Regional Complex
- Mamoral Activity Centre.

- **Mediation and Counselling:**

- 7 active Parental Support Groups and 1 Men Support Group held 35 group meetings. Two Workshops held: Workshop I - “Adolescence and its transition into adulthood-The challenges of adolescence”, Workshop II - “Adolescence and its transition into adulthood-Developing healthy habits in teenagers” – 140 persons attended Workshop I and 110 persons attended Workshop II;
  - Parent Support Group Virtual Symposium held in September 2020 with the theme, “Becoming Resilient for Your Family: Moving Forward with Confidence”. The 3- day Symposium addressed “Mastering your stress”; “Understanding your strengths”; “The solution focused mind-set”; and “Purpose as your guide”;
  - Retraining and programme implementation at nine schools in Peer Mediation;
  - Institutional Readiness Assessments completed at eleven schools – Arima North Secondary School, Egypt Government Primary School, Balmain Presbyterian Primary School, Granville R. C Primary School, Barrackpore West Secondary School, Rio Claro East Secondary School, Valencia Primary School, Carenage Boys Government Primary School, Couva Anglican Primary, Diego Martin Central Secondary School and Sangre Grande Secondary School;
  - Service delivery– 3,744 accessed services;
  - Intakes completed – 1,219;
  - Cases mediated – 188; and
  - Counselling administered to 594 clients.
- **Outreach Activities**
    - 190 meals distributed daily at the Transformation Development Centres, which included the South Port of Spain Centre, Spree Simon Centre and the Cocorite Centre.
- **Policy Development**
    - The National Policy on Sustainable Community Development finalised:
      - NPSCD was laid in Parliament as a White Paper in November 2019;
      - NPSCD launched and roll out commenced in February 2020; and
      - Pilot implementation commenced in La Brea in January 2020 with the first community sensitisation session.
    - The National Cultural Policy of Trinidad and Tobago (NCPTT) finalised:
      - Approval granted by Cabinet to seek public comment on the NCPTT (Green Paper) in January 2020;
      - Sought comments online, as well as through direct correspondence to seventy individuals/organisations. Comments received from eleven (11) individuals/agencies;
      - Further revision and resubmission of Policy to Cabinet in June 2020; and
      - Policy was approved by Cabinet as a White Paper in July 2020.
    - Development of the National Cultural Recognition Policy:
      - Further revised Policy based on comments received from the MOLSED on the request of Cabinet (September – October 2019);
      - Approval granted by Cabinet in January 2020;
      - Laid in Parliament in February 2020; and

- Transferred to the newly established Ministry of Tourism, Culture and the Arts after the general elections in August 2020.
  - Hosted the Community Development Partnership Forum IV:
 

CDPF IV brought together creatives from various communities and across the Caribbean to exchange ideas, innovations and explore in a practical way the notion of sustainable livelihoods for the artists and transforming communities using local assets. CDPF IV has also provided excellent insights into the concerns and issues of the Handicraft Sector in Trinidad, such that it informed the Ministry's decision to host large scale sales expos for the sector and will inform the Handicraft Sector Policy for which work will commence in Fiscal 2021.
  - First draft of the Community Facility Management Policy 2019:
 

In 2019 a Committee was established to rationalize the management of all community facilities including Regional Complexes, Civic Centres, Community Centres, Homework Centres and Activity Centres. The policy arrangements will seek to ensure: the optimum use of community facilities; quality and physical maintenance of the facilities; effective and transparent administrative mechanisms; and, accountability for the revenues generated. Draft policy incomplete and to be further revised in fiscal 2021.
  - Development of the Criteria for Designating Cultural Heritage Spaces in progress:
    - The Task Force commenced its work in October 2019; and
    - 65% of the first draft of the Policy completed.
  - Implementation of the Interim Policy Guidelines for the Administration of Grants in the Ministry of Community Development, Culture and the Arts:
    - Further revised the Policy Guidelines, Application Forms and Assessment Score and Criteria were submitted for approval in June 2020;
    - Finalised the Policy and Note for Cabinet in June 2020; and
    - Policy finalised in July 2020.
  - Prepared first draft of National Museum Sector Policy in Trinidad and Tobago:
    - Work on revising the draft NMSPTT 2015 commenced in October 2019. A redraft was completed in May 2020 and provided for the comments of the Board of the National Museum and Art Gallery (NMAG);
    - Final draft completed and submitted to MCDCA Executives in July 2020;
    - Transferred to the newly established Ministry of Tourism, Culture and the Arts after the general elections in August 2020.
- **Performance Spaces/Facilities**
- National Academy for the Performing Arts (NAPA) and Southern Academy for the Performing Arts (SAPA)
    - Performances –
 

NAPA hosted **52** events, such as Performing Arts Theatre/Musicals/Dance/Comedy, Corporate Meetings/Conferences/Awards, Schools Concerts and Graduation Ceremonies.

SAPA hosted **63** events, such as Performing Arts Theatre/Musicals/Dance/Comedy, Corporate Meetings/Conferences, Schools Concerts and Graduation Ceremonies. The facility was closed for 157 days due to the COVID – 19 pandemic.

- Revenue - Revenue earned for the rental of the National Academy for the Performing Arts (NAPA) – \$637,448.00 and the Southern Academy for the Performing Arts (SAPA) - \$496,346.00.
  - Special Projects – Special Projects at the National Academy for the Performing Arts (NAPA) - Installation of Showers in Dressing Rooms, Upgrade of Telephone System, Installation of Work lights around the Stage, Cleaning of the Overhead Rafters over the Stage, and Re-upholstering Lobby Benches.
  - Special Projects at the Southern Academy for the Performing Arts (SAPA) - Completion of Signage works.
- Naparima Bowl
- Performances/Events - The total number of performances/events facilitated by Naparima Bowl for fiscal 2019/2020 were approximately **147** with an attendance of 37,562 patrons. Events and audience participation was significantly impacted by the onset of COVID-19 and the National Health Protocols that were subsequently implemented. Many events for the year were cancelled due to the intermittent closure of the facility beginning in March 2020. Producers sought to pivot by utilizing the social media platforms to present their events. The Bowl hosted four (4) 'live-stream' events and was able to also accommodate rehearsals, auditions and film screenings during the period.

Additionally, the Bowl also took the opportunity to engage with stakeholders by promoting the technical aspects of the theatre through the 'Naparima Bowl CONNECT' programme. The technical team embarked on a video series highlighting the elements of technical theatre; *stage, lighting and audio*. The six part series covered the fundamental elements of technical theatre and was partly informed by the Visual and Performing Arts Syllabus (VAPA) as well as advice from the Secondary Schools' Drama Association and UTT.

- Expenditure versus Income - Expenditure for the fiscal year totalled \$5,229,932.00<sup>1</sup>. The amount received under Government Grant was \$4,798,578.00, Government Funding for Upgrade of Facilities was \$93,712.00 and Revenue earned through rentals was \$253,653.00. The decrease in income was primarily because of the Covid-19 pandemic as

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<sup>1</sup> Summary of the Calculation of Expenditure as follows: Expenditure as per 2020 Financial Statement Less (Depreciation and Loss on Disposal) Add (Capital Purchases and Purchases VAT) i.e.  
6,591,575.00 Less (1,858,092.00 + 43,734.00) Add (452,770.00 + 87,413.00) = **\$5,229,932.00**

Theatres were not able to operate for a few months. Furthermore, VAT refunds were received in the amount of \$177,832.00. Total Revenue for the year under report was \$5,230,063.00. Current Assets for the year totalled \$8,476,528.00 and Fixed Assets totalled \$46,037,394.00.

- Ministry of Community Development, Culture and the Arts has continued to alleviate infrastructural problems being experienced by the Bowl, pending the start of the Refurbishment and Expansion Project of Naparima Bowl. Under the PSIP, \$1.5M was released to Naparima Bowl to refurbish the kitchen, design/build the cafeteria and furnish it with commercial appliances.

The **Bowl Face** café was launched on Thursday January 23, 2020. Designed to operate as a fully functional bar, the Bowl Face Courtyard Café is the cornerstone to all events that occur in the Naparima Bowl courtyard. Along with the kitchen, the Bowl Face Courtyard Café will be a regular source of income for the facility during and outside of the hours of concerts and events. Future plans include a merchandise and coffee shop.

- Queen's Hall

- Performances/Events – The total number of performances/events facilitated by Queen's Hall for fiscal 2019/2020 was **181**. These events included Musicals, Plays, Concerts, Seminars, Calypso Shows, Dance Shows and Comedy Shows.
- Expenditure versus Income – Expenditure for the fiscal period totalled \$12,931,435.00. The amount received under the Government Grant was \$8,456,919.00. Revenue earned from local variety and dance, other bookings, miscellaneous, restaurant and bar, foreign performances and conferences and seminars amounted to \$835,142.00. Total revenue was \$9,292,060.00.
- Infrastructural Work - For the period 2019/2020, under the Development Programme projects: upgrade to the theatrical lighting, audio visual and additional storage network infrastructure were completed. Queen's Hall also initiated and established a Computerised Maintenance Management System (CMMS) which will manage all of its assets. Additionally, Queen's Hall has progressed to Phase II of its website development with the creation of a selection seating map and e-commerce platform. Guests will now be able to view and pre-select seating preference when purchasing tickets as well as pre-order meals and purchase merchandise. These projects allowed Queen's Hall to provide enhanced services to clients and patrons, as well as ensured that Queen's Hall maintained its status as the Grande Dame of the Performing Arts.

- **Musical Performances**



The National Steel Symphony Orchestra [NSSO] participated in various events. These included:

- *NAPA 10<sup>th</sup> Anniversary Concert*, NAPA Port of Spain, November 2019;
- *Chinese Embassy Performance*, Chinese Embassy, Port of Spain, December 2019;
- *Olympic Committee Award Ceremony*, Hyatt Hotel, Port of Spain, December 2019;
- *National Anthem Recording*, NAPA, Port of Spain, December 2019;
- *Christmas Village*, Queen's Park Savannah, Port of Spain, December 2019;
- *Reopening of the Red House*, Red House, Port of Spain, January, 2020;
- *Cruise Ship Show: NAPA Presents*, January, 2020;
- *Cruise Ship Show: Carnival @ NAPA*, NAPA Port of Spain, February 2020;
- *UWI Tech Advisory Committee*, House of the Chancellor, UWI St. Augustine, March 2020;
- *Live @ Lunch: Masala*, Virtual Event, May 2020.

For the year the National Philharmonic Orchestra [NPO] performed in:

- *NAPA 10<sup>th</sup> Anniversary Concert*, NAPA, Port of Spain, November 2019;
- *All Stars Classic Jewels*, NAPA, Port of Spain, November – December 2019;
- *St. Dominic's Christmas Show*, St. Dominic's Orphanage, Port of Spain, December 2019;
- *Re-opening of Red House*, Red House, Port of Spain, January 2020;
- *Open Rehearsal*, NAPA, Port of Spain, February 2020;
- *UWI Tech Advisory Committee*, House of the Chancellor, UWI St. Augustine, March 2020;
- *Live @ Lunch: Masala*, Virtual Event, May 2020.
- *Hand-over of Mille Fleurs*, Mille Fleurs, Queen's Park West, Port of Spain, August 2020; and
- *Live @ Lunch: Colours of Consciousness*, Virtual Event (recorded at NAPA, Port of Spain), September 2020.

For the year the National Theatre Arts Company [NTACTT] took part in the following:-

- *NAPA 10<sup>th</sup> Anniversary Concert*, NAPA, Port of Spain, November 2019;
- *Cruise Ship Show: NAPA Presents*, January, 2020;
- *Cruise Ship Show: Carnival @ NAPA*, NAPA Port of Spain, February 2020;
- *Master of Carnival x2*, Naparima Bowl, San Fernando, February 2020;
- *Live @ Lunch: Masala*, Virtual Event, May 2020;
- *Sparrow Tribute*, Recorded in the Sparrow Exhibition at the Culture Division, Port of Spain, July 2020; and
- *Virtual Production: Lockdown Emotions*, Naparima Bowl, San Fernando, September 2020.

## 1 INTRODUCTION

## 1.1 GENERAL STATEMENT

The Ministry of Community Development, Culture and the Arts was established in September 2015 as a result of the amalgamation of three (3) former Ministries: Arts and Multiculturalism, Community Development and National Diversity and Social Integration. These Ministries were responsible for the creative and cultural resources of Trinidad and Tobago; building resilient and self-sustaining communities and promoting diversity and inclusion through robust and relevant policy measures to shape the evolving character of our nation.

## 1.2 MANDATE

The Ministry is charged with the responsibility for building communities and their institutions, which lend greatest support to the nation's collective consciousness, volunteerism, harmony and collective will for an enhanced quality of life for all citizens.

## 1.3 VISION

- Resilient, Culturally Rich Communities.

## 1.4 MISSION

- To create an enabling environment for developing resilient communities, fostering cultural expression and inculcating national pride.

## 1.5 STRATEGY

The Ministry of Community Development, Culture and the Arts (MCDCA) emerged at a time where global economic activity remained subdued, and the country was experiencing socio-economic challenges stemming from the decline in oil prices and other commodities, an ageing population and crime among others. During this period the Government embarked on developing and adopting a comprehensive national development planning framework to mitigate the effects and implications of the downcast global economic activity and the social issues. The Vision 2030 National Development Strategy (NDS) 2016 - 2030 is the country's principal strategy and provides a roadmap to guide the country back to economic prosperity and sustainable development.

The Vision 2030 NDS was built on the principles, mission and process of the Vision 2020 strategy. It also takes into consideration the developments that occurred in 2015, the United Nations Sustainable Development Goals (SDGs); the Millennium Development Goals (MDGs) and the Comprehensive Economic Development Plan for Tobago (2013 -2017)<sup>2</sup>. Arising out of the NDS, are five (5) thematic areas and fifty-six (56) goals (ranging from short term to long term) which are central to the process of the country's development. The thematic areas are 'Putting People First: Nurturing Our Greatest Asset' (Theme I); 'Delivering Good Governance and Service Excellence' (Theme II); 'Improving Productivity through Quality Infrastructure and Transportation' (Theme III); 'Building Globally Competitive Business' (Theme IV) and 'Placing the Environment at the Centre of Social and Economic Development' (Theme V).

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<sup>2</sup> Government of Trinidad and Tobago Vision 2030 National Development Strategy 2016 - 2030

During fiscal 2019/2020, the MCDCA continued the process of developing its internal strategic goals and objectives. The Ministry identified its core areas of responsibility which comprised community development, culture, the arts and patriotism. MCDCA developed its overall vision and mission as mentioned above, which highlighted the direction of the Ministry. MCDCA also identified several goals under each core area of the Ministry - Community Development, Culture and the Arts. These goals are seen below:

**Strategic Goals for Community Development:**

- Encourage strong community bonds;
- Inculcate a sense of community pride;
- Create opportunities for communities to work together to accomplish common goals towards sustainable community development;
- Provide support and guidance for community-based entrepreneurial projects;
- Provide support for strengthening and development of Community Based Organisations (CBOs) and Individuals.

**Strategic Goals for Culture:**

- Provide a rich cultural experience for citizens and visitors;
- Engender a sense of national pride among citizens;
- Create policies for the development of cultural industries;
- Protect and safeguard our tangible and intangible cultural heritage;
- Promote tolerance for different races, ethnicities, religions and creeds among citizens.

**Strategic Goals for the Arts:**

- Discover nascent talent;
- Nurture budding artistes;
- Promote and mainstream the arts and protect artistic expression;
- Create an enabling environment for the development of cultural industries;
- Create an enabling environment for the transition of artistes to entrepreneurs.

Guided by the NDS, the Ministry continued to work steadfastly to frame its strategic direction. The Ministry was able to ascertain its overall role and function in its contribution to the sustainable growth and development of the nation. The Thematic Area most relevant to the responsibility of the Ministry of Community Development, Culture and the Arts is 'Putting People First: Nurturing Our Greatest Asset' (Theme I). The other relevant Areas include 'Delivering Good Governance and Service Excellence', 'Building Globally Competitive Businesses' in the context of our cultural industries and 'Placing the Environment at the Centre of Social and Economic Development', which includes protecting and promoting our natural heritage sites and assets.

## 2 OVERVIEW OF THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS

As outlined in the Schedule of Gazette No. 97, Volume 54, of September 23, 2015, the Amended Schedule of Gazette No. 125, Volume 54, of December 4, 2015 and the Amended Schedule of Gazette No. 104 Volume 55 of September 5, 2016, the portfolio assigned to MCDCA comprised responsibility for the areas of culture, heritage, the arts, community development, community mediation, cultural industries and the creative sector.

### 2.1 UNITS, DIVISIONS AND DEPARTMENTS

According to the Schedule of the Trinidad and Tobago Gazette Volume 54, No. 97 of September 23, 2015, the Business and Department of Government, Statutory Boards and Other Bodies and Wholly Owned Enterprises under the purview of the Ministry of Community Development, Culture and the Arts included:

Minister	Business and Departments of Government
Minister of Community Development, Culture and the Arts	Best Village
	Carnival
	Creative Arts
	Culture
	--Cultural Organisations
	--National Days and Festivals
	--Steelbands
	--Tassa
	Community Action for Revival and Empowerment
	Community Development
	Community Development Policy and Monitoring
	Community Centres/Civic Centres
	Community Development Fund
	Community Education (Skills Training) Programme
	Community Mediation
	Cultural Products and Centres
	Entrepreneurship at the Community Level
	Management of Issues relating to First Peoples
	National Philharmonic Orchestra
	Museums
	Transformation and Development Centres
	Statutory Boards and Other Bodies
	Carnival Institute
	Naparima Bowl
	National Academy for the Performing Arts
	National Association of Village and Community Councils
	National Carnival Commission
	National Commission for Self Help
	National Cultural Commission

National Museum and Art Gallery  
National Steel Symphony Orchestra  
Archaeological Committee  
National Theatre Arts Company  
Queen's Hall  
Southern Academy for the Performing Arts  
Village Councils

Wholly Owned Enterprises  
Community Improvement Services Ltd.  
Export Centres Company Ltd.

The Schedule was later amended according to the Trinidad and Tobago Gazette No. 125, Volume 54 of December 4, 2015 and No. 104 Volume 55 of September 5, 2016 to include Regional Complexes. Additionally, Cabinet by Minute No. 391 dated March 06, 2017 accepted the recommendations of the Minister of Finance for the Liquidation of Community Improvement Services Limited.

During the fiscal period 2019 – 2020, MCDCA conducted its work activities through its various Units/Divisions/Departments. They include:

**Corporate Communications Unit** – The Unit is responsible for conducting communication with internal and external stakeholders; preparing and/or issuing press releases; website content; key presentations and organising events. The Communications team also works together to achieve the corporate marketing objectives of the Ministry.

**Finance and Accounts Unit** – The Unit is responsible for the receipt and management of the financial resources allocated to MCDCA and for the management of the Ministry's expenditure in accordance with the relevant financial legislation, established procedures, policies and guidelines related to the adherence of proper accounting standards.

**General Administration Unit** – This Unit is Responsible for providing support services to the Minister, Permanent Secretary, Deputy Permanent Secretary and other departments within the Ministry. The Unit handles the minor procurement of goods and services and ensures that the material requirements of MCDCA are supplied. This Unit also maintains the inventory of stationery and supplies and conducts office maintenance and improvements.

**Grants Unit/Secretariat** – The Grants Unit provides financial assistance to individuals, groups or organisations in the community and culture/arts sector. Assistance is enabled through the Community Action for Revival Empowerment (CARE) Fund; the Contribution to Cultural Organisations and the National Days and Festivals Fund (NDFF).

**Human Resource Services Unit** – This Unit is responsible for the management of all functions of MCDCA in accordance with the rules, regulations, policies and guidelines relating to the

Public Service of Trinidad and Tobago. This Unit maintains personnel records of all members of staff and other matters relating to the terms and conditions of employment.

**Information Technology Unit** – This Unit is responsible for providing and managing the information technology and systems policy. This includes planning, administration, information system and application support, networking and communications and service support.

**Internal Audit Unit** – Internal Audit ensures there is accountability, transparency, efficiency and effectiveness in the financial operations of the Ministry by adopting a systematic, disciplined approach to evaluate and improve the effectiveness of risk management and control of government processes.

**Legal Services Unit** – This Unit provides legal advice and representation to the Executive Management and other Heads of Units of the Ministry on matters related to the operations of the departments of the Ministry. The Legal Services Unit is involved in, inter alia, the coordination of procurement procedures, formulation of Requests For Proposals and Terms of Reference for tendering, conducting tender evaluation and the preparation and review of contracts between Contractors and the Ministry. It advances the legislative agenda of the Ministry and also liaises with external counsel on matters relevant to the Ministry.

**Planning and Implementation Unit** – This Unit is responsible for the administration of Transformation and Development Centres, has oversight of the organisations which receive subventions from the Ministry and also undertakes research and performs monitoring and evaluation functions of the Ministry.

**Policy and Planning Unit** - The Policy and Planning Unit is a section in the Ministry, charged with the responsibility for developing policies in support of its strategic direction, aimed at improving the administration, delivery and impact of the Ministry's programmes and services. In the discharge of this mandate, the Unit is responsible for:

- conducting local, regional and international research to inform policies and the positions of the Ministry;
- ongoing environmental scans to ensure that the Ministry remains abreast of local issues, challenges and demands that may require strategic action;
- hosting internal and external stakeholder discussions and consultations to inform policy direction;
- preparing position papers to inform strategic decision making;
- writing policies to guide national and ministerial actions;
- Providing oversight, technical support and change management as necessary in support of Policy implementation; and
- Developing the monitoring and evaluation frameworks for the capture of information on the operations and performance of policy processes and on impacts of policy implementation.

**Procurement Unit** – the Procurement Unit is responsible for the acquisition of goods, works and services for the Ministry. Its functions include:

- Maintain and update annually standing lists of registered tenderers required by the Ministry;
- Prepare, publish and distribute procurement and disposal opportunities including invitations to tender, pre-qualification documents and invitations for expressions of interest;
- Co-ordinate the receiving and opening of tender documents;
- Co-ordinate the evaluation of tenders, quotations and proposals;
- Implement the decisions of the procurement, tender and disposal committees, including coordinating all activities of these committees;
- Monitor contract management by user departments to ensure implementation of contracts in accordance with the terms and conditions of the contracts; and
- Act as secretariat to the tender, procurement and disposal committees.

**Project Management Unit** – The Unit is responsible for monitoring and evaluation of all infrastructural projects and the implementation of projects of such nature undertaken directly by the Ministry.

**Research Unit** – The Research Unit has the following responsibilities:

- To collect, analyse and evaluate data;
- To liaise and collaborate with other Research Units in Government Ministries and Departments to prepare status and achievement reports;
- To monitor the performance of State Enterprises and Statutory Boards under the remit of the Ministry to ensure that these enterprises successfully execute their mandates and maximise value for money for the national stakeholders and shareholders.

**Community Development Division** – The Division is responsible for executing the Ministry's mandate through the provision of services to groups and individuals in communities. The Division also bears the responsibility for the oversight and management of the Best Village Unit, Administrative Districts, Community Education Programmes, Community Centres, Civic Centres and Regional Complexes.

**Community Mediation Services Division** – the Community Mediation Services Division manages the Community Mediation Programme and provides fora for the resolution of both family and civil matters in addition to facilitating the development and execution of behaviour modification programmes.

**Culture Division** – The mandate of the Division of Culture is the development and management of the cultural sector. It aims to create an enabling environment for the production and distribution of cultural goods and services, while establishing standards and incentives in

support of the growth of its practitioners. This is done through policy development and by supporting the work of cultural organisations, community groups, arts-based NGOs, artists, and cultural workers. At the core of all these activities is heritage preservation which safeguards our cultural legacy which constitute the foundation of the work of the Division.

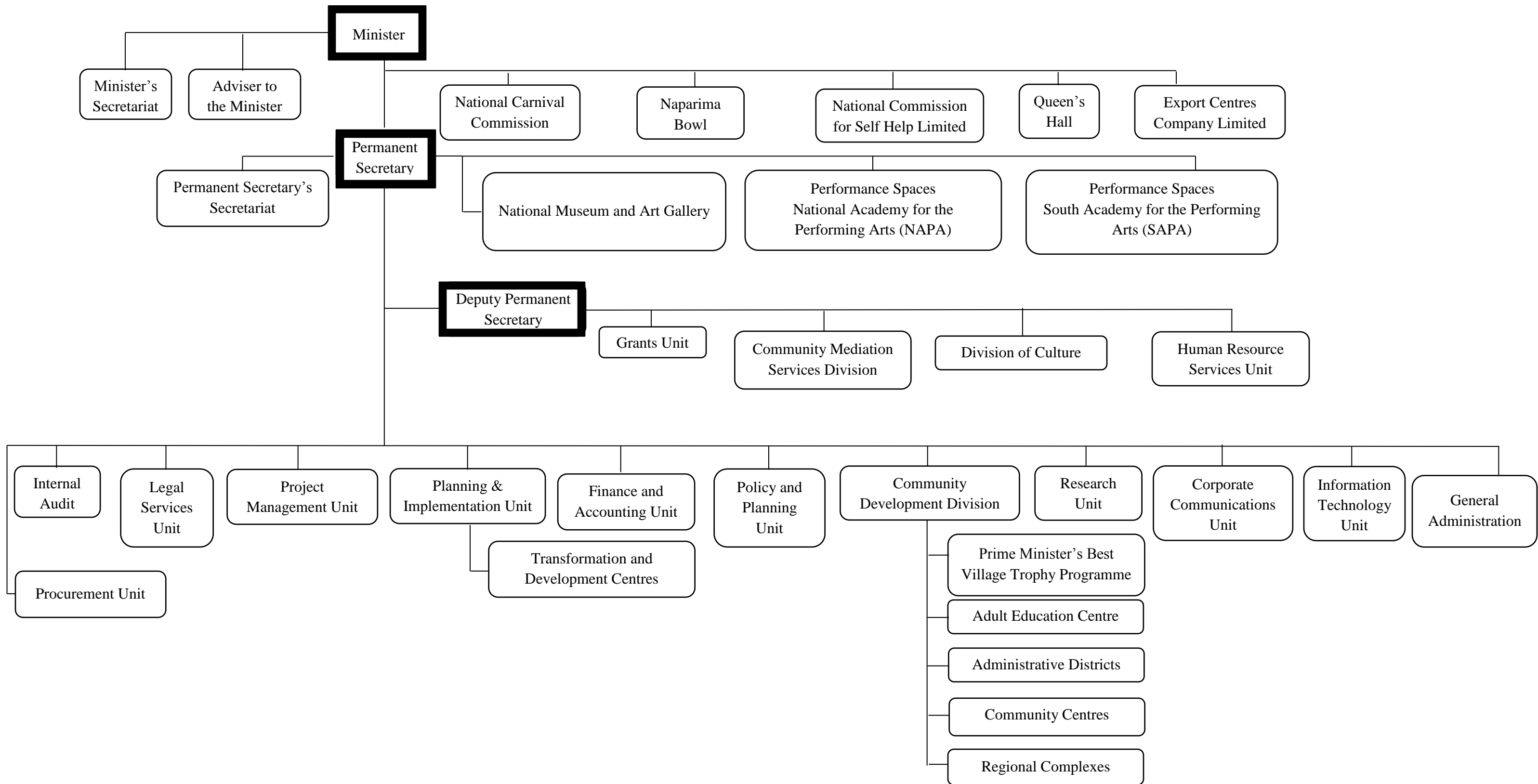
**Performance Spaces** – National Academy for the Performing Arts and Southern Academy for the Performing Arts contribute to development of Performing Arts in Trinidad and Tobago.

**State Enterprises and Statutory Bodies**

The State Enterprises and Statutory Bodies and Agencies under the Ministry's purview during fiscal 2020 included the Naparima Bowl, Queen's Hall, National Carnival Commission, National Museum and Art Gallery, Export Centres Company Limited and National Commission for Self Help Limited.



Ministry of Community Development, Culture and the Arts Organizational Chart 2019 - 2020



## 2.2 SERVICES

MCDCA provides a number of services to its beneficiaries or clientele who comprise of individuals, groups, communities, civil societies, artistes, practitioners, cultural workers and cultural organisations. These services are distributed or provided through the following Divisions/Departments namely the Community Development Division, Community Mediation Services Division, Grants Unit/Secretariat and the Culture Division. Additionally, services are also provided by the State Enterprises and Statutory Bodies such as Queen’s Hall, Naparima Bowl, National Carnival Commission, National Commission For Self-Help Limited, Export Centres Company Limited and National Museum and Art Gallery.

The services provided included:

- Skills and Leadership Training;
- Capacity Building Initiatives;
- Community Based Interventions;
- Heritage Preservation;
- Development of Professional Arts and the Cultural/Creative Sector;
- Festival Development;
- Financial Assistance and Support;
- Infrastructural Development;
- Mediation and Counselling;
- Preservation and Promotion of cultural traditions, values and heritage;
- Outreach Activities;
- Policy Development;
- Rental of Performance Space/Facilities; and
- Musical Performances.

## 2.3 LEGISLATIVE AND REGULATORY FRAMEWORK

The Ministry of Community Development, Culture and the Arts was established within the guidelines of the Constitution of the Republic of Trinidad and Tobago and governed by several pieces of legislation. Among those which have direct influence on the operations and function of the Ministry are:

- The Constitution (the Schedule to the Constitution of the Republic of Trinidad and Tobago) Act, 1976, Chap. 1:01;
- The Vision 2030 National Development Strategy 2016 – 2030;
- The Civil Service Act and Regulations 1966 (Chap. 23:01);
- The Industrial Relations Act Chap. 88:01 (Act 23 of 1972);
- The Freedom of Information Act Chap. 22:02 (Act 26 of 1999);
- The Occupational Safety and Health Act Chap. 88:08;
- The Exchequer and the Audit Chap. 69:01, the Financial Regulations 1965 and the Financial Instructions 1965;

- Pensions Act Chap. 23:52 and amendments thereto;
- National Carnival Commission of Trinidad and Tobago Act Chap. 42:01 (Act 9 of 1991);
- Queen’s Hall Act Chap. 40:50 (Act 20 of 1969);
- Naparima Bowl Act Chap. 40:51 (Act 19 of 1969);
- National Carnival Bands Association of Trinidad and Tobago Act No. 27 of 2007;
- National Museum and Art Gallery Act, Chap. 40:52 Act 5 of 2000;
- Land Acquisition Act Chap. 58:01;
- Trinbago Unified Calypsonians’ Organisation Act No. 33 of 1998;
- Pan Trinbago Act No. 5 of 1986;
- The Mediation Act Chap. 5:32, Act 8 of 2004 and the Community Mediation Regulations;
- The Public Procurement and Disposal of Public Property Act (partially proclaimed) and Central Tenders Board Act 71:91;
- The Judicial Review Act Chap. 7:08;
- The Integrity in Public Life Act Chap. 22:01; and
- The Data Protection Act Chap. 22:04.

## 2.4 INTERNATIONAL CONVENTIONS AND DECLARATIONS

As a member of the United Nations (UN), Trinidad and Tobago has ratified a number of Conventions and adopted standards that inform the work of the Ministry of Community Development, Culture and the Arts. These commitments include the following:

- Convention Concerning the Protection of the World Cultural and Natural Heritage. Paris, November 16, 1972 (Ratification 2005);
- Convention on the Protection and Promotion and Diversity of Cultural Expressions, 2005 (Ratification 2010);
- Convention for the Safeguarding of the Intangible Cultural Heritage, 2003 (Ratification 2010);
- Convention on the Protection of the Underwater Cultural Heritage, 2001 (Ratification 2010);
- United Nations Declaration on the Rights of Indigenous Peoples, 2007;
- International Covenant on Economic, Social and Cultural Rights 1978;
- Constitution of the United Nations Educational, Scientific and Cultural Organisation (1945);
- Berne Convention for the Protection of Literary and Artistic Works (Accession 1998) (Adopted 1886);
- Universal Copyright Convention, 1955;
- World Intellectual Property Organisation (WIPO) Copyright Treaty (2002);
- Equal Opportunity Act (No. 69 of 2000, Amendment 2001); and
- WIPO Performances and Phonographs Treaty (Adopted, 20 December 1996).

## 2.5 DELEGATED LEVELS OF AUTHORITY

The Ministry of Community Development, Culture and the Arts operates within the regulatory and administrative frameworks that govern Public Service. It adopts a functional type

organizational structure with the top level of the hierarchy delegating to the Director/Heads of various Units, Departments and/or Divisions. Additionally, the Ministry also monitors and manages the Statutory Boards and State Enterprises under its purview.

## **Reporting Functions**

### Internal Reporting (Divisional Reports)

Reporting functions are critical to the efficient operations of the Ministry so that a high level of transparency and accountability can be achieved as well as strategic and timely decision making and prudent risk management.

The Ministry's Organizational Structure allows for all the progress and achievement reports to reach the Permanent Secretary following quality checks and due diligence by the Deputy Permanent Secretary, Heads of Divisions and CEOs of State Agencies/Statutory Boards. Written reports were completed on a monthly, quarterly and annual basis. The Permanent Secretary then reports to the Minister as required.

### External Reporting (Ministries, Cabinet, President/Parliament)

The Honourable Minister continued to report to Cabinet and to Parliament. The Permanent Secretary addressed matters raised by the Auditor General, Comptroller of Accounts, Minister of Finance and other Permanent Secretaries/Heads of Departments. The Ministry submitted monthly, quarterly and annual reports to the Ministry of Finance and the Ministry of Planning and Development.

- Monthly Expenditure Statements submitted to the Ministry of Finance;
- Monthly Reconciliation Statements submitted to the Comptroller of Accounts and Auditor General;
- Appropriation of Accounts prepared at the end of the Financial Year and submitted to the Auditor General and Budget Division, Ministry of Finance;
- Monthly Status Reports on the Public Sector Investment Programme (PSIP) submitted to the Ministry of Planning and Development;
- Annual Administrative Reports submitted to Cabinet, Parliament and the President;
- Annual Audit Reports;
- Social Sector Investment Programme (SSIP) submitted to Ministry of Social Development and Family Services;
- Freedom of Information Act – Quarterly Reports submitted to the Ministry of Communications;
- Performance and/or Status Reports; and
- Any other requested reports.

### 3 FINANCIAL OPERATIONS

#### 3.1 BUDGET FORMULATION

After submission of the estimates/reports from the various Departments/Divisions/Units of the Ministry, the Draft Estimates for the Ministry of Community Development, Culture and the Arts was collated and forwarded to the Budget Division, Ministry of Finance.

#### 3.2 EXPENDITURE VERSUS REVENUE

In fiscal 2020, the Ministry was allocated, inclusive of Recurrent and Capital Expenditure, the sum of **Four Hundred and Fifteen Million, Five Hundred and Twelve Thousand, Two Hundred and Forty-Nine Dollars (\$415,512,249.00)**.

The Actual Expenditure as at September 30, 2020 was **Three Hundred and Thirty-Four Million, Two Hundred and Fifty-Nine Thousand, Two Hundred and Twenty-Three Dollars and Ten Cents (\$334,259,223.10)**

Following is a detailed breakdown of expenditure:

Sub-Head	Allocation Estimate	Actual Expenditure	Variance
<b>01: Personnel Expenditure</b>	\$ 37,263,576.00	\$ 28,967,180.58	\$ 8,296,395.42
<b>02: Goods and Services</b>	\$ 75,018,498.00	\$ 43,393,800.47	\$ 31,624,697.53
<b>03: Minor Equipment</b>	\$ 1,884,714.00	\$ 0.00	\$ 1,884,714.00
<b>04: Current Transfers and Subsidies</b>	\$ 96,215,060.00	\$ 86,358,677.69	\$ 9,856,382.31
<b>06: Current Transfers to Statutory Boards and Similar Bodies</b>	\$ 180,884,401.00	\$ 165,729,170.00	\$ 15,155,231.00
<b>09: Development Programme</b>	\$ 24,246,000.00	\$ 9,810,394.36	\$ 14,435,605.64
<b>TOTAL</b>	<b>\$ 415,512,249.00</b>	<b>\$ 334,259,223.10</b>	<b>\$ 81,253,025.90</b>

TABLE 3: MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS – ALLOCATION, EXPENDITURE AND VARIANCE FOR FISCAL YEAR 2020

#### 3.2.1 VARIANCES UNDER RECURRENT AND CAPITAL EXPENDITURE

The main reasons for the variance between the Draft estimates and the Actual Expenditure are as follows:

1. Personnel Expenditure: Acting Allowances were not paid due to outstanding Approvals.
2. Goods and Services: Due to the Current Financial Constraints, Funds were

not Released by the Ministry of Finance.

3. Minor Equipment: Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance.
4. Current Transfers and Subsidies: Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance.
5. Current Transfers to Statutory Boards and Similar Bodies: Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance.
6. Development Programme: Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance.

### 3.3 INFRASTRUCTURAL DEVELOPMENT FUND

The total allocation under the Infrastructural Development Fund for the fiscal year 2020 was Eighty-One Million Dollars (\$81,000,000.00).

Sub-Head	Allocation Estimate	Amount Released	Actual Expenditure	Outstanding Commitment	Surplus/ Deficit
Construction of Community Centres	45,000,000.00	44,988,268.00	44,988,265.50	0	11,734.50
Refurbishment of Community Centres	8,000,000.00	4,699,219.00	4,699,217.12	0	3,300,782.88
Implementation of Self-Help Programme	15,000,000.00	15,000,000.00	14,999,994.87	0	5.13
Re-Development of Naparima Bowl	179,054.00	0	0	0	179,054.00
Academy for the Performing Arts (NAPA)	8,000,000.00	7,491,884.00	7,491,883.92	0	508,116.08
Remedial Works to SAPA	4,820,946.00	4,820,946.00	4,820,945.23	0	0.77
<b>TOTAL</b>	<b>81,000,000.00</b>	<b>77,000,317.00</b>	<b>77,000,306.64</b>	<b>0</b>	<b>3,999,693.36</b>

TABLE 4: MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS ALLOCATION UNDER THE INFRASTRUCTURAL DEVELOPMENT FUND FOR FISCAL YEAR 2020

#### 3.3.1 VARIANCES UNDER INFRASTRUCTURAL DEVELOPMENT FUND (IDF)

The main reasons for the variance between the Draft estimates and the Actual Expenditure are as follows:

1. **Re-development of Naparima Bowl** - In fiscal 2020, the allocation was \$1,000,000.00 but no funds were expended. The original allocation of \$1,000,000.00 was revised to \$179,054.00 due to the Virement of \$820,946.00 to Project 701/004/13/A/021 Remedial Works to SAPA.

2. **Academy for the Performing Arts (NAPA)** – In fiscal 2020, the sum of \$8,000,000.00 was allocated under this Vote and \$7,491,883.92 was expended to meet outstanding payments to UDeCOTT for remedial works undertaken at NAPA.
3. **Remedial Works to SAPA** - In fiscal 2020, the original allocation of \$4,000,000.00 was revised to \$4,820,946.00 due to the Virement of \$820,946.00 from Project 701/004/13/A/019 Redevelopment of Naparima Bowl. The sum of \$4,820,945.23 was expended to meet payments to UDeCOTT for remedial works at SAPA.
4. **Construction of Community Centres** – The former Ministries of Community Development, Culture and Gender Affairs and Community Development, Culture and the Arts engaged the following state enterprises for the construction of community centres at various locations throughout Trinidad:
  - National Commission for Self Help Limited (NCSHL)
  - Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT)
  - National Maintenance Training and Security Company Ltd (MTS).

In fiscal 2020, the original allocation of \$ 45,000,000.00. The amount expended was \$44,988,265.50 on construction works at community centres throughout Trinidad.

5. **Refurbishment of Community Centres** – The Urban Development Corporation of Trinidad and Tobago (UDeCOTT) was engaged for the refurbishment of community centres at various locations throughout Trinidad. In fiscal 2020, the allocation was \$8,000,000.00 and \$4,699,217.12 was expended for refurbishment works on community centres completed in 2020.
6. **Implementation of Self Help Programme (NCSHL)** – the Implementation of Self Help programme was allocated \$15,000,000.00 to administer Infrastructure Projects under the following programmes: Minor Repair and Reconstruction Grant (MRRG), the Emergency Repairs/ Reconstruction Assistance Grant (ERRAG) and the Low Cost Housing Grant (LCHG). In fiscal 2020, the expenditure was \$14,999,994.87 for MRRG, ERRAG and other infrastructure projects.

## 4 INTERNAL AUDIT

Internal Audit is best described as an independent, objective assurance and consultancy activity designed to add value and improve an organization's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

At the Ministry of Community Development, Culture and the Arts, the Internal Audit Unit is responsible to the Accounting Officer; to report on whether the internal controls and accounting

systems are functioning effectively. In order to accomplish this, the Internal Audit Unit examines the business activities of the Ministry to evaluate the systems and controls ensuring accountability and transparency.

## **LEGISLATIVE FRAMEWORK**

The legal basis for dealing with matters relating to revenue and expenditure by the Ministry is found in the following documents:-

- The Constitution of the Republic of Trinidad and Tobago
- The Exchequer and Audit Act, Chapter 69:01
- The Financial Regulations to the Exchequer and Audit Act
- The Financial Instructions 1965
- Ministry of Finance and Comptroller of Accounts Circulars
- Manual of Terms & Conditions of Employment
- Chief Personnel Circulars
- Commissions and Relevant Acts
- Civil Service Act Chapter 23:01
- Civil Service Regulations
- Civil Service (External Affairs) Regulations
- Public Service Commission Regulations, 1966.

Works undertaken by the Audit Department are outlined below:

### **1. Expenditure Records**

#### **a. Quarterly checks and verification of:-**

- Vouchers
- Schedules of Accounts
- Vote Books
- Release of Funds/Virements
- Daily Abstract of Payments
- Notification of Expenditure
- Reconciliation of Monthly Abstract of Payments and Lists of Unpaid Cheques
- Register of Invoice Order Books
- Register of Blank Cheque Forms

#### **b. Monthly (or when submitted) checks and verification of :-**

- Applications for Grants of Credits on the Exchequer Account
- Previous Year Accounts

### **2. Payroll**

#### **a. Biannual checks and verification of:-**



- Personnel Emolument Record Cards
  - b. Checked and verified when submitted (Public Officers):-**
    - Arrears of Salaries and COLA
    - Acting allowance
    - Increments
    - Travelling
  - c. Checked and verified when submitted (Contract Officers):-**
    - Arrears of Salaries
    - Allowances
    - Vacation Leave Buyout
- 3. Registers/Ledgers**
  - a. Biannual checks and verification of all Registers:-**
    - Travelling
    - Motor Vehicle Advances
    - Overpayment
- 4. Revenue**
  - a. Quarterly checks and verification of:-**
    - Revenue Account for NAPA/SAPA
- 5. Benefits**
  - a. Checked and verified when submitted:-**
    - Pension and Leave Records for Public Officers
  - b. Checked and verified when submitted:-**
    - Contract Gratuity for Contract Officers
- 6. Human Resource Management**
  - a. Examined the internal control ensuring accountability/transparency in the activities of the HR Department annually:-**
    - Delegation of Authority
    - Contract employment
    - Training
    - Employee Assistance Programme
    - Staff Arrangements - acting, vacation leave, extended sick leave
- 7. Vehicle Management**
  - a. Checks and verify biannually:-**

- Vehicle Log Books and Register
  - Vehicle Inventory
- 8. Inventory of Office Furniture and Equipment**
- a. Checked and verified biannually the safety and security of the assets in:-**
- All departments/offices of the Ministry of Community Development, Culture and the Arts.
- 9. Inventory of Office Stationery and Supplies (Stores)**
- a. Checked and verified biannually:-**
- Register and physical stock
- 10. Audit checks on Agencies of the Ministry of Community Development, Culture and the Arts**
- a. Routine examination of Accounts for compliance with established policies, regulations and procedures and to report to the Permanent Secretary/Accounting Officer.**
- 11. Meetings/Trainings**
- a. Attended meetings/training sessions as directed by the Permanent Secretary, Ministry of Community Development, Culture and the Arts.**
- 12. Miscellaneous**
- a. Conducted audit checks based on any other activity or directive from the Permanent Secretary, Ministry of Community Development, Culture and the Arts.**

## 5 HUMAN RESOURCE DEVELOPMENT PLAN

Cabinet agreed in October 2015 inter-alia:

- a) to an interim adjustment to the Staff Establishments of Ministries in the Public Service, including the transfer of permanent and temporary positions;
- b) to the transfer of various contract positions with effect from the date of the establishment of the respective Ministries, to the end of their original contract periods, on the previous terms and conditions determined by/negotiated with the Chief Personnel Officer and to be approved by the relevant Ministers; and
- c) that the effective date of the implementation of the staffing proposals with respect to the adjustments to the Staff Establishment referred to at (a) and (b) above coincide with the date of the passage of the 2015/2016 Appropriation Bill.

Cabinet in December 2015 agreed to the further adjustment of the structure of the public service. This resulted in posts and positions originally transferred to Ministries to be further transferred, abolished or terminated. Positions also omitted in the original alignment of October 2015 were included on the structure of various Ministries. As a result of this re-alignment, adjustments were made to the established posts and contract positions of the former three (3) Ministries and the approved positions were placed under the new Ministry of Community Development, Culture and the Arts.

### 5.1 HUMAN RESOURCE DEVELOPMENT PLAN

The fundamental objective of the Human Resource Services Unit (HRSU) is to provide the organization with adequate, properly trained, motivated employees and build a culture that recognizes and rewards the contributions of employees. The human resource composition of the Ministry of Community Development, Culture and the Arts for fiscal year October 2019 to September 2020 consisted of a total of three hundred and eighty-seven (387) establishment positions and five hundred and twenty-five (525) contract positions. The overall goal of the Human Resource Services Unit was to achieve optimum staffing levels and promote a motivated workforce.

#### Established Officers Administration

Of the three hundred and eighty-seven (387) established positions one hundred and sixty-eight (168) were filled and two hundred and nineteen (219) were vacant.

A total of three hundred and seventy-seven (377) acting arrangements that consisted of two hundred and fifty-seven (257) persons were completed under Delegated Authority. This provided staff members with opportunities to acquire valuable experience and expertise in posts at higher levels. A total number of two hundred and eight (208) further temporary arrangements that consisted of one hundred and seventy-four (174) persons were also completed under

Delegated Authority, while eighteen (18) persons received their confirmation of appointment. A total of six (06) applications for Maternity Leave, four hundred and sixty-five (465) applications for Casual Leave, two hundred and eighty (280) applications for Vacation Leave, one thousand four hundred and one (1,401) applications for sick leave, thirty (30) applications for Extended Sick Leave, three (3) applications for Flood Day, twenty-two (22) applications for Compensatory Leave, twelve (12) applications for Bereavement Leave, twenty-four (24) Leave of Absence from Duty, one (1) application for Paternity Leave and eight (8) Unimed Group Health Plan submissions were processed for Public Officers during this period.

### Daily Paid Administration

A total of eighteen (18) positions were approved during the period under review. Seventeen (17) positions were utilized of which fifteen (15) positions were permanent and two (2) positions were regular and one (1) position was unutilized.

### Pension and Leave Administration

A database was maintained of personnel who were expected to retire in the ensuing five (5) years and those who were expected to exit the organization by way of resignation. This allowed for succession planning and monitoring of the opportunities for upward mobility within the organization. A total of six (06) substantive officers and two (2) daily paid officers retired during this period and eight (08) Pension and Leave records were prepared and completed for officers and submitted to the Comptroller of Accounts. Additionally, seventy-four (74) Pension and Leave records were prepared for the period under review in respect of officers who were not retiring from this Ministry. These Pension and Leave records represented requests from other Ministries/Departments in respect of officers who worked previously in this Ministry, some of whom have retired or were due to retire. Additionally, thirty-five (35) Pension and Leave records were updated for officers retiring from this Ministry within the next three (3) years.

### Contract Officers Administration

Contract gratuity was submitted to the Comptroller of Accounts for one hundred and twenty-seven (127) employees. A total of thirty-one (31) contract positions expired during the period under review. Of the five hundred and twenty-five (525) contract positions within the Ministry two hundred and seventy-three (273) were vacant. A total of five (05) posts were advertised amounting to a total of five (05) positions. Ministerial Minutes and Notes were prepared and approved in respect of: employment on contract for six (06) persons; for the further employment on contract of forty-eight (48) persons; and the unutilized vacation leave for six (06) persons. A total of fifty-six (56) terms and conditions for officers were requested from the Personnel Department and approval for sixteen (16) terms and conditions [for both current and outstanding] were received. A total of one hundred and sixty-four (164) Performance Appraisal Reports were requested from Heads of Divisions and thirty-seven (37) contract agreements were submitted to the Legal Services Unit to be prepared. A total of two hundred and ninety-

five (295) applications for Vacation Leave, twenty (20) applications for leave without pay, two hundred and thirty-four (234) applications for sick leave, sixty-three (63) applications for personal leave and thirteen (13) applications for maternity leave were processed. A total of one hundred and twenty-four (124) persons were engaged on Short Term Employment/Service Provider.

## 5.2 PROMOTION

The Public Service Commission is duly authorized to promote employees in the Public Service on the basis of seniority and merit as dictated by the Public Service Regulations Chapter 1:01 of the Laws of the Republic of Trinidad and Tobago. However, the Permanent Secretary in the Ministry is authorized to submit recommendations for the promotion of officers in the Technical Class for Community Development Officers and Cultural Officers. A total of nine (09) recommendations were sent to the Director of Personnel Administration for promotions, and a total of nineteen (19) public officers were promoted during the period under review.

## 5.3 TRAINING AND DEVELOPMENT

Strategic human resource is key to organizational success, therefore, the Ministry placed high priority on the training and development of its staff. Training was undertaken by way of the following:

- a) Invitation from Governmental and other training agencies e.g. CPO,
- b) Requests from Heads/employees to pursue courses. Such courses was deemed beneficial to the respective department or the wider Ministry, and
- c) Training initiatives recommended via Performance Appraisal Evaluations.

In this regard, a total of fifteen (15) persons received training sessions, three (03) of which were conducted internally while twelve (12) were conducted externally. Altogether, eighty (80) persons received training. The Ministry utilized training offered by the Public Service Academy, which falls under the purview of the Ministry of Public Administration and is one of the providers of Human Resource Development training to line Ministries, Departments, Statutory Bodies and other agencies. Training was offered in the following areas:

- a) Designing Orientation Programme;
- b) Human Resource for Non-Human Resource Professionals;
- c) Communication for effective Customer Service;
- d) Risk Based Auditing;
- e) Creativity and Innovation for Leadership;
- f) Ethics for Government Internal Auditors;
- g) Executive Development Programme for Senior Officers;
- h) Supervisory Management;
- i) Disciplinary Procedures: One Man Tribunal;

- j) IGP Payroll – Project Ihris;
- k) Integrated Solid Waste Management – University of the West Indies;

Listed hereunder is the training services offered internally, which was conducted by officers employed with the Ministry of Community Development, Culture and the Arts:

- a) Procurement Workshop;
- b) Fire Extinguisher Workshop;
- c) Customer Service.

Additionally, of the eighty (80) persons, ten (10) officers were offered training sessions amounting to eighty thousand dollars (\$80,000.00) for the Professional Certificate in Sustainable Community Development conducted by the Arthur Lok Jack Global School of Business.

## 5.4 PERFORMANCE ASSESSMENTS / MANAGEMENT STRATEGIES

Quarterly and Annual Performance Appraisal reports were completed on employees in order to evaluate their work performance. Increments were awarded to those whose performance was deemed satisfactory over the period. These reports were used to identify training and development needs of staff. Listed hereunder is the achievement for the Performance Management Services:

- Two hundred and forty-three (243) Performance Appraisal Reports were submitted to Heads of Departments to complete for officers;
- Two hundred and seventy (270) Performance Appraisal Reports were completed and received for officers;
- One hundred and eight-three (183) Performance Appraisal Reports were forwarded to the Director of Personnel Administration;
- A total number of two hundred and forty-three (243) increments were awarded to those whose performances were deemed satisfactory over the period. These reports were used to identify training and development needs of staff.

## 5.5 EMPLOYEE SUPPORT SERVICES

A total number of fifty-three (53) persons accessed the Employee Assistance Programme (EAP) which was facilitated by Dolly and Associates Limited amounting to a total cost of one hundred and thirty-six thousand, six hundred and eighty-seven dollars and fifty cents (\$136,687.50).

## 5.6 HIV/AIDS COORDINATION

The HIV/AIDS Coordinating Unit is no longer a section in the Ministry. In this regard, education and services for HIV/AIDS were provided by the Ministry of Health during this period.

## 5.7 MONITORING AND EVALUATION

To ensure effective monitoring and evaluation of the implementation of the Strategic Human Resource Plan, the following tools/strategies were used:

1. Meetings with Senior Managers to develop specific strategic plans for each Unit in HR and to transfer knowledge;
2. Monthly Progress Reports on deliverables in accordance with performance indicators and targets were submitted by all Senior Managers;
3. Re-introduction of quarterly performance appraisals; and
4. Re-introduction of the Kirkpatrick's Model of evaluation of training is still to be implemented.

## 5.8 INDUSTRIAL RELATIONS MATTERS

All industrial relations issues were addressed utilizing the Industrial Relations Act 23 of 1972 (Chapter 88:01) as a guide. The Act outlines the policies, systems and procedures the Ministry should adopt when dealing with an industrial relations matter.

During the reporting period, the Ministry of Community Development, Culture and the Arts was named as party in the following judicial matters:-

1. One (1) matter has been fixed for hearing at the Industrial Court on December 01, 2020;
2. One (1) matter is currently before the High Court;
3. One (1) matter is currently awaiting a date for conciliation at the Ministry of Labour and Small Enterprise Development; and
4. One (1) matter is currently at the Conciliation Stage with the Ministry of Labour and Small Enterprise Development.

## 6 POLICIES, PROGRAMMES, PROJECTS, AND OTHER INITIATIVES OF THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS

In 2019/2020, the Ministry of Community Development, Culture and the Arts was guided by its mandate and the National Development Strategy (NDS) 2016 - 2030. The NDS is closely aligned to the United Nations Sustainable Development Goals.

Operating in a time of economic downturn and acknowledging the main challenges<sup>3</sup> that have hindered the performance and growth of the country, the Ministry quickly embraced its role and function as a key partner in the transformation process. The MCDCA's focus on uncovering and promoting our history and heritage – our artforms and traditions, building sustainable and resilient communities and fostering a sense of national pride are essential for the sustainable development of communities and growth of the cultural and creative sector.

Culture has been proven to be a significant driver of development by experts and practitioners around the world. According to the United Nations 'Creative Economy Outlook and Country Profiles' "creative economy leverages creativity, technology, culture and innovation in fostering inclusive and sustained economic growth and development. They generate income through trade (exports) and intellectual property rights, and create new jobs in higher occupational skills, particularly for small and medium sized enterprises"<sup>4</sup>. In addition to culture playing a central role in development, sustainable development also requires human settlements and communities to be safe, inclusive, resilient and sustainable and through community development, individuals, groups and communities are empowered to effect change.

Based on the five (5) overarching development themes that guide the country's attainment of social, economic and environment transformation, the MCDCA contributed to most if not all of the five thematic areas. However, the most significant contribution was made to the thematic area of Putting People First: Nurturing Our Greatest Asset.

To grasp a clearer understanding of MCDCA's performance and contribution to the national development of Trinidad and Tobago during fiscal 2020, the report highlights some of the main programmes, projects and other initiatives developed and executed by the Ministry which were essential in contributing to the transformation of a more creative, innovative and entrepreneurial people and society as well as building resilient and sustainable communities. These were completed by the Divisions/Units such as the Policy Unit, Community Development Division, Best Village Unit, Community Mediation Services Division, the Planning and Implementation Unit, Grants Unit, the National Academy for the Performing Arts and the Southern Academy for the Performing Arts. The State Enterprises and Statutory Boards under the Ministry's purview

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<sup>3</sup> Government of Trinidad and Tobago, Vision 2030 National Development Strategy 2016 -2030.

<sup>4</sup> United Nations 2015, Creative Economy Outlook and Country Profiles: Trends in international trade in creative industries. (United Nations Conference on Trade and Development).



also contributed to its accomplishments. They include the Naparima Bowl, Queen's Hall, National Carnival Commission, National Museum and Art Gallery, Export Centres Company Limited and National Commission for Self Help Limited. The achievements of the various Statutory Bodies and State Enterprises are captured in their Annual Reports which have been attached as Appendices to this main report/document. The achievements of the National Carnival Commission (NCC) however, was not captured in this report and would be submitted as a separate report.

## 6.1 POLICY UNIT

The Policy and Planning Unit is a section in the Ministry, charged with the responsibility for developing policies in support of its strategic direction, aimed at improving the administration, delivery and impact of the Ministry's programmes and services. In the discharge of this mandate, the Unit is responsible for:

- conducting local, regional and international research to inform policies and the positions of the Ministry;
- ongoing environmental scans to ensure that the Ministry remains abreast of local issues, challenges and demands that may require strategic action;
- hosting internal and external stakeholder discussions and consultations to inform policy direction;
- preparing position papers to inform strategic decision making;
- writing policies to guide national and ministerial actions;
- Providing oversight, technical support and change management as necessary in support of Policy implementation; and
- Developing the monitoring and evaluation frameworks for the capture of information on the operations and performance of policy processes and on impacts of policy implementation.

During this fiscal period, the Policy Unit was able to achieve the following:

1. The National Policy for Sustainable Community Development (NPSCD) finalised: work on the National Policy for Sustainable Community Development (NPSCD) commenced in September 2016. The NPSCD provides the opportunity and framework for a clearly defined, consistent and collaborative approach to sustainable community development. The purpose of this Policy is to improve the approach to community development by:
  - i. adopting a more integrated, multi-sectoral approach;
  - ii. developing a strategy for engagement of the corporate sector in sustainable community development;
  - iii. developing a clear vision and targets for community development;

- iv. strengthening the capacity of the Ministry of Community Development, Culture and the Arts as the lead agency in the process of sustainable community development; and
- v. facilitating opportunities for the professional development of the sector.

The major activities undertaken during this fiscal period included the following:

- NPSCD was laid in Parliament as a White Paper in November 2019;
- NPSCD launched and roll out commenced in February 2020; and
- Pilot implementation commenced in La Brea in January 2020 with the first community sensitisation session.

2. The National Cultural Policy of Trinidad and Tobago (NCPTT) finalised: Cabinet in July 2020 approved the National Cultural Policy of Trinidad and Tobago 2020-2025 under the theme *Celebrating National Identity – Maximising our Diversity*. The NCPTT pursues the growth and development of our cultural sector in a holistic manner, addressing both our ways of being through the ***national identity and cultural confidence*** development theme; and the optimisation, transformation and growth in the arts, our heritage, memory and legacy and our cultural and creative industries through ***the harmonized and strengthened cultural environment*** theme.

Accordingly, the NCPTT is well aligned with the Manifesto of the People's National Movement 2020-2025, and in particular the policies referenced to unlock the economic potential of the creative and cultural industries and create jobs, which include:

- i. Initiatives for sustainable livelihoods of artisans and greater research and development, to make indigenous craft competitive
- ii. **Develop an action plan** to guide the expansion, marketing and utilization of cultural goods and services in the digital domain
- iii. **Encourage targeted and creative business models**, such as the cooperative business model, to stimulate growth in the sector.

The major activities for this fiscal period included the following:-

- Approval granted by Cabinet to seek public comment on the NCPTT (Green Paper) in January 2020;
- Sought comments online, as well as through direct correspondence to seventy individuals/organisations. Comments received from eleven (11) individuals/agencies;
- Further revision and resubmission of Policy to Cabinet in June 2020; and
- Policy was approved by Cabinet as a White Paper in July 2020 and transferred to the newly established Ministry of Tourism, Culture and the Arts after the general elections in August 2020.

3. Development of the National Cultural Recognition Policy (NCRP): The NCRP is aligned to the National Cultural Policy of Trinidad and Tobago which stands on the fundamental

belief that the country's reservoir of creativity and cultural expressions is as vital to national development and prosperity as its energy, financial and manufacturing sectors. The NCRP in a structured manner confers on artists the recognition they deserve; encourage excellence in the arts and foster the nurturing of talent in culture and the arts; and facilitate the expansion and sustainability of financial contributions to culture and the arts from sources outside of Government.

During this fiscal the following was achieved:

- Further revised Policy based on comments received from the MOLSED on the request of Cabinet (September – October 2019);
  - Approval granted by Cabinet in January 2020;
  - Laid in Parliament in February 2020; and
  - Transferred to the newly established Ministry of Tourism, Culture and the Arts after the general elections in August 2020.
4. Hosted the Community Development Partnership Forum (CDPF) IV: CDPF is a biennial knowledge building platform for practitioners in the community development sector. It was first held in Trinidad and Tobago in 2013. In 2019, CDPF IV was executed under the theme “The Creative Sector: A Pathway to Sustainable Community Development” as part of the CARIFESTA XIV. It focused on the following art sectors: Arts and Communities (Handicraft); Cultural and Creative Industries (Community Tourism); Creative Cities and Communities (Cocoa and Coffee Sectors); Cultural Heritage and Policy Management (Heritage – local cuisine).

This was in an effort to pursue the following goals:

- i. To provide a platform for the exploration of ideas, recommendations, and models by creatives for the development/strengthening of viable creative sectors within communities, focused on the Handicraft, Cocoa and Coffee, Community Tourism and Heritage Sectors
- ii. To provide an opportunity for strengthening productive synergies, networks and partnership arrangements for economic development, among a diverse group of persons and institutions at the local, community, national and regional levels.

CDPF IV brought together creatives from various communities and across the Caribbean to exchange ideas, innovations and explore in a practical way the notion of sustainable livelihoods for the artists and transforming communities using local assets. CDPF IV has also provided excellent insights into the concerns and issues of the Handicraft Sector in Trinidad, such that it informed the Ministry's decision to host large scale sales expos for the sector and will inform the Handicraft Sector Policy for which work will commence in Fiscal 2021.

5. First draft of the Community Facility Management Policy completed: In 2019 a Committee was established to rationalize the management of all community facilities including Regional Complexes, Civic Centres, Community Centres, Homework Centres and Activity Centres. The policy arrangements will seek to ensure: the optimum use of community facilities; quality and physical maintenance of the facilities; effective and transparent administrative mechanisms; and, accountability for the revenues generated. Draft policy incomplete and to be further revised in fiscal 2021.
6. Development of the Criteria for Designating Cultural Heritage Spaces in progress: The issue of cultural and/or heritage spaces has for some time received international attention led by the UNESCO. The CDCHSTT had its genesis in the CDPF IV held as part of the CARIFESTA XIV Symposium 'Journey Round Myself'.

The designation of cultural heritage spaces in Trinidad and Tobago is a novel approach to harnessing the tangible and intangible cultural heritage of our country. During this fiscal the following was achieved:

- The Task Force commenced its work in October 2019; and
- 65% of the first draft of the Policy completed.

7. Implementation of the Interim Policy Guidelines for the Administration of Grants in the Ministry of Community Development, Culture and the Arts completed: The Interim Policy and Guidelines for the Administration of Grants in the Ministry of Community Development, Culture and the Arts were developed for the following three (3) grant funding initiatives:

- i. Community Action for Revival and Empowerment (CARE) Grant;
- ii. Grant funding allocated under Contribution to Cultural Organisations and Individuals (CCOI); and
- iii. Grant Funding allocated for commemoration of National Days and Festivals (NDF).

During the period under review the following was achieved:

- Further revised the Policy Guidelines, Application Forms and Assessment Score and Criteria were submitted for approval in June 2020;
- Finalised the Policy and Note for Cabinet in June 2020; and
- Policy finalised in July 2020.

8. Prepared first draft of the National Museum Sector Policy in Trinidad and Tobago: The Draft National Museum Sector Policy of Trinidad and Tobago 2020 – 2025 has the goals of protecting, preserving and promoting the heritage of Trinidad and Tobago in all its forms; ensuring the development of a vibrant Museum Sector, characterized by effective

governance, standardised operating practices, optimum human resource expertise and a sustainable funding stream.

The objectives of the DNMSPTT are as follows:

- i. Strategic oversight and management of the Museum Sector;
- ii. Standardisation of the operations of all museums;
- iii. Capacity building of all museums;
- iv. Enhanced social impact of museums nationally and internationally;
- v. Virtual/digital access to museum offerings; and
- vi. Sustainable funding for support to the Museum Sector.

During the fiscal the following was achieved:

- Work on revising the draft NMSPTT 2015 commenced in October 2019. A redraft was completed in May 2020 and provided for the comments of the Board of the National Museum and Art Gallery (NMAG);
- Final draft completed and submitted to MCDCA Executives in July 2020; and
- Transferred to the newly established Ministry of Tourism, Culture and the Arts after the general elections in August 2020.

## 6.2 COMMUNITY DEVELOPMENT DIVISION

Community development seeks to empower individuals, groups and communities by providing them with the skills they need to affect change in their communities. It also includes values and practices that assist in alleviating poverty and disadvantage. It starts with the principle that within each community there is a wealth of knowledge and experiences, which if used in creative ways, can be channelled into collective action to achieve the community's collective goals.

The Community Development Division is generally guided by the overall vision, mission and strategic plan of the Ministry. The Ministry's principles and philosophies are embodied in the Division's vision, mission, philosophy and objectives and influences the establishment and delivery of the programmes.

The Community Development Division provides outreach services to communities throughout the country. The strategic location of the nine (9) administrative offices allows for the projects of the Ministry to be administered at the district level and these are as follows:

**Head Office**

Jobco Building  
51-55 Frederick Street  
Port-of-Spain  
Tel:625-9872

**Nariva/Mayaro**

Ramsumair Building  
Naparima/Mayaro Road,  
Rio Claro  
Tel: 644-0849

**St. Andrew/St. David**

357 Brierley Street  
Sangre Grande  
Tel: 668-2538

**Caroni**

Warrenville Regional Complex (Temp)  
LP 27 Warren Munroe Road, Warrenville  
Cunupia  
Tel: 693-2087

**Victoria West**

Mon Repos Regional Complex (Temp)  
1-3 Tyler Smith St., Mon Repos,  
San Fernando  
Tel: 657-7075

**Victoria East**

Marlson Building  
High Street, Princes Town  
Tel: 655-2252

**St. Patrick West**

20 Agard Street,  
Point Fortin  
Tel: 648-4966

**St. Patrick East**

Siparia Administrative Complex  
High Street,  
Siparia  
Tel: 649-2473

**St. George West**

Jobco Building  
51-55 Frederick Street  
Port-of-Spain  
Tel: 623-6929

**St. George East**

Tunapuna Administrative Complex  
E.M.R. and Centenary Street, Tunapuna.  
Tel: 662-0621

The outreach services included group registration, capacity building and facilitating the formation of new groups. The achievements of the Division are the results of efforts to promote people-centred development through the process of education, empowerment, integration and community mobilisation. The main areas of activities undertaken by the Division included:

- **Community Servicing/Mobilisation** which facilitates capacity building of the Ministry's stakeholders;
- **Community Education Programme** which includes skills training and handicraft development;
- **Community Education Support Services** provides electronic and other media support for the agency's programmes and projects; and

- **Community Centres Programme** which includes the construction, refurbishment, enhancement and minor repairs to community centres/facilities and the provision of furniture and equipment to new and existing community centres/facilities.

## 6.2.1 COMMUNITY SERVICING/MOBILISATION

This is a continuous, interactive and enabling process used for building capacity of relevant stakeholders. As at September 2020, there were approximately two thousand, one hundred and forty-five (2,145) groups registered with the Ministry. The Ministry, through its Community Development Division motivates, guides and assists the groups in the nine administrative districts with the following:-

- day-to-day functioning;
- programme development, implementation and management; and
- interaction with their membership as well as other voluntary community organisations.

No. of New Groups	No. of Meetings	Contact made with Organisations
56	617	10,344

TABLE 5: COMMUNITY SERVICING/MOBILISATION IN FISCAL YEAR 2020

Six Hundred and Seventeen (617) meetings were attended by District Staff during fiscal 2020, with ten thousand, three hundred and forty-four (10,344) contacts made with various organisations.

## 6.2.2 COMMUNITY EDUCATION PROGRAMME

### 1. SKILLS TRAINING PROGRAMME

This programme provides training in a variety of marketable skills such as catering, upholstery, small appliance repairs and computer literacy and is geared towards the following:

- home-based production of goods and services;
- reduction in household expenditure, and
- employment generation.

Training is conducted at both the Basic Level over a forty-five (45) hour period, one (1) day weekly for five (5) months and Advanced Level for the same period.

Registration began during the month of February where over ten thousand (10,000) persons registered for the programme, which was due to commence in March. Due to Covid-19, classes did not start and the Stay at Home order and the protocols that were put in place, to curb the spread, came into effect. As a result, a reduced programme commenced in June 2020 with reduced capacity and classes. All classes deemed close contact courses or classes to be held in confined spaces were cancelled. However, with the onset of community spread all classes were halted after five sessions.

For the fiscal period 2019 - 2020, eighty-five (85) classes were held with a total participatory attendance of approximately one thousand, two hundred and sixty-nine (1,269) persons, comprising of five hundred and twenty-seven (527) males and seven hundred and forty-two (742) females, in the skills training programme. No one completed the programme as a result of the suspension of classes.

NO.	ADMINISTRATIVE DISTRICT/COUNTY	No. OF CLASSES /SESSIONS		No. OF TRAINEES		No. OF CLASSES/ SESSIONS		No. OF TRAINEES	
		CEP BASIC	CEP ADVANCED	CEP BASIC	CEP ADVANCED	HANDICRAFT	HANDICRAFT BASIC	HANDICRAFT ADVANCED	
1	St. Andrew/ St. David	9	0	135	0	5	50	0	
2	St. Patrick East	10	0	133	0	5	70	0	
3	Victoria East	5	0	81	0	4	46	0	
4	Caroni	9	0	218	0	5	67	0	
5	Victoria West	10	0	153	0	5	73	0	
6	Nariva/Mayaro	10	0	81	0	0	41	0	
7	St. George West	11	0	138	0	5	67	0	
8	St. George East	11	0	185	0	5	98	0	
9	St. Patrick West	10	0	145	0	2	62	0	



TOTAL	85	0	1269	0	36	574	0
Total Trainees (No. of CEP+ No. of H/Craft)	85		1269		36	574	
TOTAL TRAINEES	1843						

TABLE 6: PARTICIPANTS/GRADUATES FROM THE CEP (SHORT SKILLS) AND HANDICRAFT PROGRAMMES FOR FISCAL YEAR 2020

NO.	ADMINISTRATIVE DISTRICTS	TOTAL NO. OF TRAINEES			
		Community Education Programme		Handicraft	
		MALE	FEMALE	MALE	FEMALE
1	Caroni	93	125	2	65
2	St. George East	72	113	1	97
3	St. George West	54	84	4	63
4	Victoria West	59	94	4	69
5	Victoria East	32	49	2	44
6	Nariva/Mayaro	34	47	1	40
7	St. Patrick East	55	78	8	62
8	St. Patrick West	76	69	1	61
9	St. Andrew/St. David	52	83	27	23
		<b>527</b>	<b>742</b>	<b>50</b>	<b>524</b>
		<b>1269</b>		<b>574</b>	

TABLE 7: NUMBER OF TRAINEES/PARTICIPANTS IN THE CEP AND HANDICRAFT PROGRAMMES ACCORDING TO SEX FOR FISCAL YEAR 2020

## 2. HANDICRAFT DEVELOPMENT PROGRAMME

The Handicraft Research and Development Unit through its programmes provide the stimulus for combating the negative impact of poverty among the rural and urban poor.

Community development has always been at the forefront of the creation of sustainable self-employment via the vehicle of locally produced handicraft items. The programme has been a facet of the Ministry's community outreach as the early as the 1960s. The handicraft programme aimed to develop and promote handicraft for the purpose of employment generation.

- 2019 Christmas Craft Programme

Three thousand, three hundred and ninety (3,390) persons participated in the one hundred and thirteen (113) programmes for Christmas 2019.

- 2020 Handicraft Skills Development Programme

Thirty-Six (36) Classes were started for the 2020 programme, with a total of Five Hundred and Seventy-Four (574) trainees in attendance. Due to the Pandemic classes were ceased before completion.

### **3. LEADERSHIP DEVELOPMENT**

The Leadership Development/Management programme is a training platform to address the competencies of voluntary community leaders. The programme aims to reinforce the essential elements of group leadership and group management while at the same time bringing to the fore, new knowledge and experiences that promote growth and development.

It mobilizes, nurtures and develops the potential of community leaders to enable them to function at their fullest capacities when responding to their own needs and the needs of their communities.

The programme also helps community and group leaders understand and appreciate their own roles and responsibilities and locate themselves in the overall “community development” process.

One hundred and thirty-four (134) workshop/seminars were held during the period and approximately one thousand and eighty-eight (1,088) persons benefitted from this training.

Some of the topic areas covered by the programme are as follows:

- Constitution (Rules and Regulations to meet individual group needs)
- Managing organizational conflict/Mediation
- Developing, implementing and managing programmes, projects and other activities
- Marketing
- Fund Raising during a Pandemic
- Preparing for Executive Leadership
- Life Skills (that are pertinent to the needs of each group)
- Protocol Training
- Events Management
- Non-Profit Organisation Act.

### **4. COMMUNITY AWARENESS AND SENSITISATION PROGRAMME**

The Community Awareness and Sensitization Programme provides a forum for the dissemination of public information on a multiplicity of social issues facing the population.

Through the Community Awareness and Sensitization Programme, groups, individuals and communities are provided with those tools that allow them to make informed choices and decisions.

During the 2020 fiscal year one hundred and twenty-three (123) sessions were held and approximately four thousand, six hundred and twenty-two (4,622) persons participated in the programme.

Community Awareness and Sensitization programmes and projects are articulated via a multiplicity of platforms, namely:-

- Lecture/discussions
- Panel discussions
- Workshops
- Seminars
- Debates
- Parades
- Exhibitions
- Sporting activities
- Social awareness caravans.

Below is a list of some of the more common issues addressed:-

- Life Styles Diseases (Obesity and Heart Disease, Diabetes)
- Covid 19
- Environmental Care, Preservation and Management
- CPR, First Aid & Fire Prevention
- Healthy Lifestyles
- Substance Abuse (Drugs and Alcohol)
- Self Defence Workshop
- Parenting
- Legal Aid
- Domestic Violence
- Community Resources Management
- Sexually Transmitted Diseases (HIV/AIDS Campaigns)
- Crime and Public Safety.

## **5. COMMUNITY EDUCATION SUPPORT SERVICES**

The Community Education Support Services Unit was established to be at the forefront of Community Development's publicity, promotions and public information efforts. The Division played a critical role in the dissemination of information on Community Development's programmes and projects by providing a wide range of Audio and Visual support services. Additionally, when called upon, support was also provided to a large cross-section of public sector agencies and voluntary community-based organisations.

The services provided are as follows:-

- a. Full range of Public Address facilities (for indoor and outdoor activities),
- b. Promotion of public activities via Public Address announcements throughout target communities,
- c. Multimedia and other complementary inputs for conferences, seminars, workshops, consultations, meetings etc.,
- d. Documentation of Community Development's programmes and projects via Audio and the Video format, and
- e. Transport Services for the Division.

The various units were utilized **one hundred and twenty (120)** times during the fiscal year. The vehicles were used for transportation **one hundred and eighty-nine (189)** times during the period.

### 6.2.3 COMMUNITY CENTRES/FACILITIES PROGRAMME

The Community Centres are the infrastructure or the tangible assets which are used to facilitate group/community interaction. These structures are vital to the communities since they provide platforms that allow individuals, groups and communities to meet, plan, and convert their ideas and creative intuition into programs and projects for the benefit of all.

At the heart of the "community development" thrust, is the facilitation of activities/programme which focus on the construction and refurbishment of Community Centres.

Three categories of accommodation for community activities exist.

- Community Centres – established to meet the needs of individual communities.
- Civic Centres – designed to serve townships.
- Regional Community Complexes – designed to serve a specific concentration of communities.

The following is a breakdown by administrative districts:

- |                     |   |
|---------------------|---|
| ▪ St. George (West) | 56 Community Centres / 5 Regional Complexes |
| ▪ St. George (East) | 48 Community Centres / 3 Regional Complexes |
| ▪ Caroni            | 35 Community Centres / 1 Regional Complex   |
| ▪ Victoria (West)   | 28 Community Centres / 5 Regional Complexes |
| ▪ Victoria (East)   | 19 Community Centres / 1 Regional Complex   |

- St. Patrick East 23 Community Centres / 1 Regional Complex
- St. Patrick West 14 Community Centres / 1 Civic Centre
- Nariva/Mayaro 15 Community Centres / 1 Civic Centre
- St. Andrew/St. David 28 Community Centres / 1 Reg. Complex / 1 Civic Centre.

Twelve (12) community centres were formally opened and/or re-dedicated whilst twenty-eight (28) were under construction or refurbishment during fiscal 2020.

No.	Opened/ Re-dedicated	Construction/ Refurbishment (R)
1.	Chickland Community Centre	Enterprise Community Centre
2.	Indian Trail Community Centre	Trincity Community Centre
3.	Las Lomas #2 Community Centre	Wallerfield Community Centre
4.	Cantaro Community Centre	Surrey Village Community Centre
5.	Bagatelle Community Centre	Arima Community Centre
6.	Petit Valley Community Centre	El Socorro Community Centre
7.	Quarry Village Community Centre	Pelican Extension Community Centre
8.	Techier Community Centre	Morvant Central Community Centre
9.	La Lune Community Centre	Belle View Community Centre
10.	Tarodale Community Centre	Maraval Community Centre
11.	Tarouba Community Centre	Diego Martin South Community Centre
12.	Bon Air Garden Community Centre	Shende Street Community Centre
13.		Edinburgh 500 Community Centre
14.		Lisas Gardens Community Centre
15.		Corinth Hills Community Centre
16.		Harmony Hall Community Centre
17.		La Horquetta Community Centre
18.		Tacarigua Community Centre
19.		Caiman Community Centre
20.		Maitagual Community Centre
21.		Belmont Community Centre
22.		Cascade Community Centre
23.		Diego Martin North Community Centre
24.		Gasparillo Community Centre (R)
25.		Carenage Homework Centre (R)
26.		Carenage Regional Complex (R)
27.		St. Augustine Regional Complex (R)
28.		Mamoral Activity Centre (R)

## 6.2.4 ASSISTANCE TO COMMUNITIES

### ❖ Community Development Day

Community Development Day was declared by the Government of Trinidad and Tobago on July 5<sup>th</sup> 2013. The Ministry continues to celebrate this day annually through various collaborations with community organizations.

This day was celebrated by the Ministry by posting videos of the Community Festivals held during Carifesta 2019. Due to Covid-19 no activities were held.

### ❖ **Community Centres**

The Assistance to Communities (Furniture and Equipment) programme was established to provide Village and Community Councils with financial assistance to add to their stock of furniture and equipment and/or replacement old and unserviceable furniture and equipment in existing Community Centres. Thirteen (13) facilities were assisted during the fiscal year. These included:

- Chickland Community Centre
- Indian Trail Community Centre
- Las Lomas #2 Community Centre
- Cantaro Community Centre
- Bagatelle Community Centre
- Petit Valley Community Centre
- Quarry Village Community Centre
- Techier Community Centre
- La Lune Community Centre
- Tarodale Community Centre
- Tarouba Community Centre
- Bon Air Gardens Community Centre
- Arima Community Centre.

Additionally, the payment of electricity bills was an important aspect of Assistance to the communities in this fiscal as many of the new centres were classified under Industrial Rates, which has contributed to costs that Community Councils were unable to pay. Due to the Pandemic, several Community Centres were outfitted with external sinks for sanitizing of patrons before entry to the facility.

## **6.3 PRIME MINISTER'S BEST VILLAGE TROPHY COMPETITION**

Grounded in community life, the Prime Minister's Best Village Trophy Competition (PMBVTC) is a multifaceted competition that engenders a collective spirit of harmony and multiculturalism through the performing arts in the form of music, dance, drama, sports and other activities. The programme encourages community interaction and the continuity of the nation's folk traditions

by keeping alive the community spirit while developing the expertise of citizens in sports and the arts.

## **OBJECTIVES**

- To empower communities;
- To encourage in communities a sense of national pride, community spirit and community upliftment through healthy competition and social interactions;
- To encourage the creativity of our peoples culinary and artistic talents;
- To provide ample opportunity for the exercise of the creative imagination by young persons in our communities; and
- To encourage specifically the retention of the Folk Art and the upliftment of the arts in general.

### 6.3.1 PROJECT ACCOMPLISHMENTS

Projects and other initiatives facilitated under the PMBVTC were as follows:

- Tutors & Groups Post-mortem** – the tutors and groups Post-mortem sessions were held on October 12 and 13, 2019 at the Sangre Grande Civic Centre, the Southern Academy for the Performing Arts and the Little Carib Theatre respectively to analyse and determine whether certain elements of the programme were successful and/or may need to be improved.
- Adjudicators and Tutors call for applications** – an advertisement for suitably qualified persons to apply for the position of Adjudicators and Tutors was held during the period November 04 to 29, 2019. Objectives of the programme:-
  - To recruit suitable, qualified, knowledgeable candidates with experience in cultural fields in relation to the different genres of dance and music;
  - To provide transparency in the applications of adjudicators and tutors; and
  - To identify the legitimacy of persons through applications.

This would ensure suitable candidates are deployed to the various communities not only because of qualifications, but also due to geographical residence.

- Distribution of Prizes** – the 2019 Prize Distribution function and Cash Prizes ceremony were held at the Southern Academy for the Performing Arts and the Little Carib Theatre on November 22, 2019. The distribution of cash prizes and trophies to groups/villages was awarded to the top performers of the Best Village 2019 Competition in the categories of Folk Presentation, Folk Theatre, Spoken Word/Poetry/Short Story, La Reine Rive and Menu of the Day.

- d. **Adjudicators Interviews and Training** – took place on March 03 and 04, 2020. Candidates were engaged in discussions, and questions posed to them in relation to the judging criteria and the comprehensive approach to the meaning of various types of dances and music, as well as appropriateness of the combination of dance, costume and music. Objectives of this initiative:
- To understand adjudication and rubric;
  - Review competition score sheets;
  - Clarify terms and meanings; and
  - Outline score ranges.
- e. **Tutors Interview process** – conducted in seven counties on February 07 and 08, 2020. Candidates were interviewed by Sector Specialists, who engaged them in discussions, and posed questions in relation to different genres of dance and music. Candidates also demonstrated various types of dances and further explained appropriateness of the combination of dance, costume and music.
- f. **Training for Communities (Folk Theatre, Folk Presentations and One Act Training)** – participants for the PMBVTC were engaged in training sessions from ten Administrative Districts in the disciplines of Dance, Music, Drama, Tassa, Drumming & Directing for the period of: Folk Presentation Training – February 10 to March 20, 2020; One Act Training – February 21 to April 17, 2020; Folk Theatre Training – February 21 to April 27, 2020. The benefits of the programme included:
- To teach the authentic Folk Traditional;
  - To ensure readiness for the competition among registered participating groups in Folk Presentation and Folk Theatre competitions; and
  - To create part-time employment.

Training for communities was interrupted by the Covid-19 Pandemic.

- g. **Grow-It-Yourself (G.I.Y)** – re-introduction to the agricultural aspects of Community Development. The Ministry of Community Development, Culture and the Arts in collaboration with the Ministry of Agriculture, Lands and Fisheries (MALF) and the Ministry of Rural Development and Local Government (MRLG) implemented a Grow it Yourself Community Kitchen Garden Initiative. The benefit of the programme were to support the call for increased food production but focusing on the micro level of the households within communities. This initiative took a community-based approach and through a competition format in an effort to provide incentives for persons to adopt home gardening. The initiative further supported the MALF's grow box project and seed distribution initiative which targeted 50, 000 households. Achievements for this initiative were as follows:



- 111 participants participated in this project for this fiscal; and
  - 50 cash prizes were distributed for this project for fiscal 2020.
- h. **Audio Visual Archiving Exercise** – in order to preserve the folk dances, a number of Specialists would demonstrate various African and East Indian Folk Dances and also Bele which are key parts of the folk dances. The objective is as follows:
- To document and build a video archive on our Folk Dance Art forms transferring this knowledge from individuals' minds to recordings for proper and efficient retrieval as and where necessary for education and other initiatives. This will benefit students in the arts, together with practitioners seeking to improve the quality of performances through research, education and choreography.

## 6.4 THE COMMUNITY MEDIATION PROGRAMME

The Community Mediation programme is guided by the fundamental principles of the Ministry, in addition to the strategic philosophical and legislative frameworks inherent to the Community Mediation Services Division.

### 6.4.1 ORGANIZATIONAL STRUCTURE

#### **Organizational Profile**

##### Background to the Community Mediation Programme

On October 02, 2000 Community Mediation was introduced to Trinidad and Tobago as an alternative to the litigation process on a pilot basis for two years; at the end of the initial two years the pilot project was extended for a further year and ended on October 01, 2003. During this period the process was available to first time offenders charged with certain criminal offences and persons involved in disputes in a limited number of civil and family matters as identified in the Community Mediation Act, No. 13 of 1998 as amended by Act No. 45 of 2000.

#### **Definition of Mediation**

Mediation is facilitated conversation or negotiation between or among parties in dispute. The aim is to allow each individual to be heard, and, the ventilation of the issues and interests which underpin the dispute in order to generate and evaluate options for solution of the matter in a way that satisfies, as far as possible, as many needs of all the affected parties.

#### **Definition of Community Mediation**

The working definition for Community Mediation is state-sponsored mediation in the communities of Trinidad and Tobago.

### **Primary Goals of Mediation**

The Community Mediation Programme as approved by the Cabinet in 2004 contributes to national development in two significant ways.

- a. Firstly, it provides human, physical and technical resources to facilitate the peaceful management of conflict among individuals, in families and communities.
- b. Secondly, the Division designs and implements a number of proactive programmes to facilitate and encourage behavioural change and positive responses to conflict and other challenging life circumstances. These programmes are developed based on the perceived and articulated needs of the individuals, families and communities which are served by the Division. Therefore, the proactive behavioural modification component of the programme enhances its relevance, flexibility, responsiveness and credibility.

### **The Benefits of Community Mediation**

Some of the many benefits to utilizing the services of Community Mediation are that:

- The parties involved in a dispute control the outcome of their dispute and they are able to craft solutions to best meet their collective needs.
- Community mediation promotes communication and cooperation which is conducive to building and strengthening relationships.
- It is fast, non-adversarial and informal.
- Community mediation is cost effective and less expensive than litigation.
- Mediation is a confidential and private process.
- Mediation utilizes Mediators, neutral third parties, who have no interest in the outcome. A neutral party can view the dispute objectively and can assist parties in exploring alternative solutions which they may not have considered on their own.

### **Types of Centres**

The three types of centres consist of:

- a. **Main Centres** – administration of the region and coordination of all mediation activities within that region.
- b. **District Centres** – located in selected communities, providing a complete range of mediation services.
- c. **Sub Centres** – established to support the activities of the region as determined by the population size.

The following offices were opened but operations have been suspended because of a shortage of staff to man the offices or improper facilities:

1. **Rio Claro/Mayaro Sub-Centre**, the facilities are located at the Rio Claro Social Service Building. Operations suspended as a result of lack of manpower. The Mediation Mobile Unit was utilized to provide services on a weekly basis.
2. **Laventille District Centre**, which operated from the Morris Marshall Foundation Building at the Corner of St. Barb's Road and Laventille Road. This facility operated in shared spaces, during the morning only. Operations suspended as a result of manpower shortage.
3. The **Penal/Debe Sub-Centre** was opened at the Thick Village Community Centre. However, this location was closed after approximately one year because of the deteriorated conditions at the Community Centre and objections of the Village Council to the use of the space to house the Community Mediation Centre. A suitable building on Clark Road, Penal was identified approximately five years ago and submitted to the Properties and Real Estate Services Division for consideration. Meanwhile the Penal/Debe Centre continues to operate out of the South West Main Mediation Centre in Point Fortin. The distance from the target community has adversely affected the operation of that centre.
4. **East Main Mediation Centre** was housed at the Pennywise Building, 10 Devenish Street, Arima. Operations have been suspended because of facility issues to be addressed by the Property and Real Estate Services Division. Clients were redirected to:
  - the Tunapuna Sub Centre at the Tunapuna Social Services Centre; and
  - the San Juan Sub Centre.

Additionally, the utilization of key Community stakeholders such as:

- Mediation Mobile Unit visited Arima Weekly and utilised the Car Park opposite the Arima Velodrome;
- Bishop Anstey High School East and Trinity College East also provided accommodation for the Mediation Mobile Units, as well as access to three classrooms and the school's Wi-Fi for the conduct of services; and
- Sangre Grande Police Station gave access to the Car Park facilities of the Police Youth Club as well as access to the Wi-Fi to facilitate the Mediation Mobile Units for services.

## 6.4.2 SERVICES/PRODUCTS PROVIDED AND SPECIAL PROJECTS

The Division executed a number of initiatives to encourage the adoption of behaviours that are consistent with the underpinning philosophy of mediation, restoration and peace building. These initiatives included peer mediation, workshops in conflict management, anger management,

communication and interpersonal skills, emotional intelligence, stress management and peer mediation among other programmes which are specially designed according to the needs of the particular organisation or community.

The products and services of the CMSD are listed as follows:

Products and Services	Accomplishments
<b>Family and Civil Mediation</b>	<ul style="list-style-type: none"> <li>• A total of <b>3,744</b> clients accessed services at the community mediation centres of which <b>1,666</b> were men and <b>2,078</b> were women.</li> <li>• A total of <b>1,219</b> intakes were completed, of which <b>651</b> were referred by the courts while <b>568</b> were self-referred.</li> <li>• A total of <b>709</b> cases were received by community mediation centres comprising of multiple individuals.</li> <li>• <b>220</b> mediation sessions were conducted between October, 2019 and September, 2020 of which <b>188</b> cases were completed. A total of <b>594</b> persons partook in mediation.</li> <li>• <b>68%</b> of the mediated cases ended with full agreement, <b>6%</b> ended in partial agreement and <b>26%</b> ended with no agreement.</li> <li>• As at September 2020, thirty-two (32) of the mediated cases were on-going to be continued in the ensuing period.</li> <li>• Of the <b>709</b> cases managed by the Community Mediation Service Division for the period 2019/2020, <b>85%</b> were classified as family and <b>15%</b> were civil. It should be noted that the majority of family matters managed at the Community Mediation Centres are related to the division of property or the co-habitation or use of family property or contention regarding the estate of parents.</li> </ul>
<b>Mobile Mediation Services</b>	<ul style="list-style-type: none"> <li>• During fiscal year 2020, the Mobile Mediation Unit was deployed in the following Communities: Arima, Siparia, Chaguanas, San Fernando, Santa Cruz, Diego Martin, Rio Claro, Mayaro and Sangre Grande. Eighty-five (85) Intake and Risk Assessment Interviews were conducted of which fifteen or 18% were court referred while sixty-nine or 81% were self-referred. In addition to the Intakes and Risk Assessments, fifty-eight counselling sessions were conducted on board the Mediation Mobile Units.</li> </ul>
<b>Co-Parenting</b>	<ul style="list-style-type: none"> <li>• During fiscal 2020 a Graduation Ceremony was held on October 18, 2019, twenty-nine participants started and twenty-one or seventy-two percent (72%) completed the course and graduated. Additionally, screening for the second cohort was completed.</li> </ul>
<b>Commemoration of International Day of Peace</b>	<ul style="list-style-type: none"> <li>• A message from the Honourable Minister was published in two daily newspapers on September 21, 2020 to join the United Nations and the rest of the world in recognition of the International Day of Peace under the theme “<i>Shaping Peace Together</i>”.</li> </ul>
<b>Court Annexed Mediation</b>	<ul style="list-style-type: none"> <li>• Forty-one percent (41%) of the cases managed at the Community Mediation centres were referrals from the Magistrate Court System. These referrals were chiefly from the 2<sup>nd</sup> and 9<sup>th</sup> Petty Civil Court and the following Magistrates Courts: Siparia, San Fernando, Princes Town, Sangre Grande, Mayaro, Arima, Couva and Chaguanas, Tunapuna and Port of Spain.</li> </ul>

Products and Services	Accomplishments
<b>Social Work Services</b>	<ul style="list-style-type: none"> <li>Counselling was administered to <b>1,245</b> clients in fiscal 2019/2020, of which <b>37%</b> were new and <b>63%</b> were repeat clients.</li> </ul>
<b>Peer Mediation</b>	<ul style="list-style-type: none"> <li>Retraining and programme implementation conducted at nine schools.</li> <li>Self-Esteem Module was included as part of the Institutional Readiness Assessments which revealed high instances of self-harm and depression amongst students in several schools.</li> <li>Institutional Readiness Assessments completed at 11 schools: Arima North Secondary School, Egypt Government Primary School, Balmain Presbyterian Primary School, Granville R.C Primary School, Barrackpore West Secondary School, Rio Claro East Secondary School, Valencia Primary School, Carenage Boys Government Primary School, Couva Anglican Primary, Diego Martin Central Secondary School and Sangre Grande Secondary School.</li> </ul>
<b>Family Support Groups</b>	<ul style="list-style-type: none"> <li><b>Seven</b> active Parental Support Groups and <b>One</b> Men Support Group held <b>thirty-five (35)</b> group meetings.</li> <li>Two Workshops were hosted by the Division which addressed the issues of Workshop I: <i>“Adolescence and its transition into adulthood-The challenges of adolescence”</i>, and Workshop II: <i>“Adolescence and its transition into adulthood-Developing healthy habits in teenagers”</i>.</li> <li>A total of <b>one hundred and forty (140)</b> persons attended Workshop I and <b>one hundred and ten (110)</b> persons attended Workshop II.</li> <li>In response to the social and psychological issues related to the pandemic the Division hosted its inaugural Parent Support Group Virtual Symposium in September 2020 with its theme: <i>“Becoming Resilient for Your Family: Moving Forward with Confidence”</i>. The Three-day Symposium addressed <i>“Mastering your stress”</i>, <i>“Understanding your strengths”</i>, <i>“The solution focused mind-set”</i> and <i>“Purpose as your guide”</i>.</li> </ul>
<b>Mediation Education and Awareness</b>	<ul style="list-style-type: none"> <li>The Community Mediation Service Division engaged in a number of workshops, public education initiatives, outreaches and other stakeholder engagements designed to build partnerships and encourage stakeholder and citizenry involvement. Information was also disseminated on issues such as bullying, anger management, effects of violence, conflict resolution, effective parenting, abuse, healthy relationships among others as part of the Division’s effort to encourage behaviour modification towards positive conflict management.</li> <li>The North Main Mediation Centre hosted an Open House on November 01, 2019 and focused on the dissemination of information and promotion of the Division’s programmes and services through video presentations, drama and printed material.</li> </ul>
<b>Community Inclusive Mediation Programme</b>	<ul style="list-style-type: none"> <li>The Community Inclusive Mediation Programme was launched in March 2020 to further national efforts to foster a culture of peace by empowering individuals with critical skills to manage conflict in their communities. Through this pilot project the CMSD in collaboration with the United Nations Development Programme Department of Political and Peacebuilding Affairs (UNDP/DPPA) trained twenty-five (25) volunteer Community Mediators from three communities: Sangre Grande, South Oropouche and Carenage in Mediation skills. Some of the objectives of the Pilot Project included: (1) To interrupt conflict in the selected communities before they escalate to dysfunctional behaviour and outcomes; (2) To broaden the pool of resources</li> </ul>

Products and Services	Accomplishments
	available to support the Community Mediation structure through the engagement and inclusion of community stakeholders in the private sector and Civil Society; and (3) To share the experiences of the project with CARICOM Member States to encourage collaboration, adoption and as necessary adaptation.

TABLE 8: PRODUCTS AND SERVICES OF THE COMMUNITY MEDIATION SERVICES DIVISION IN FISCAL YEAR 2020

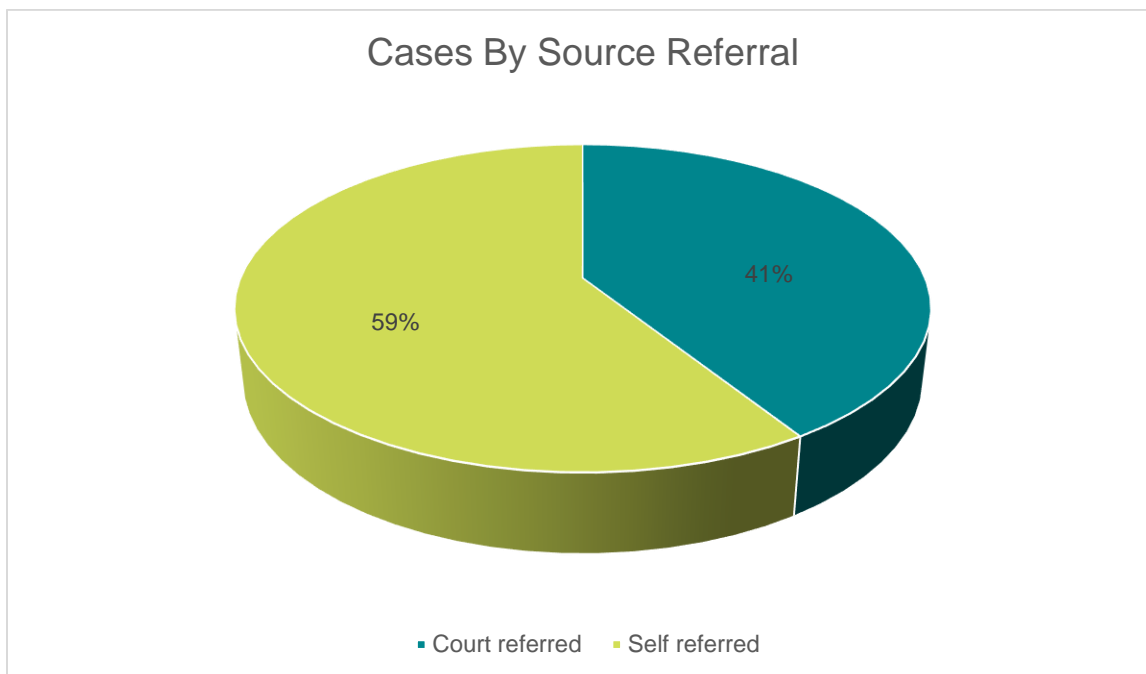


FIGURE 1: PERCENTAGE OF CASES BY SOURCE OF REFERRAL IN FISCAL YEAR 2020

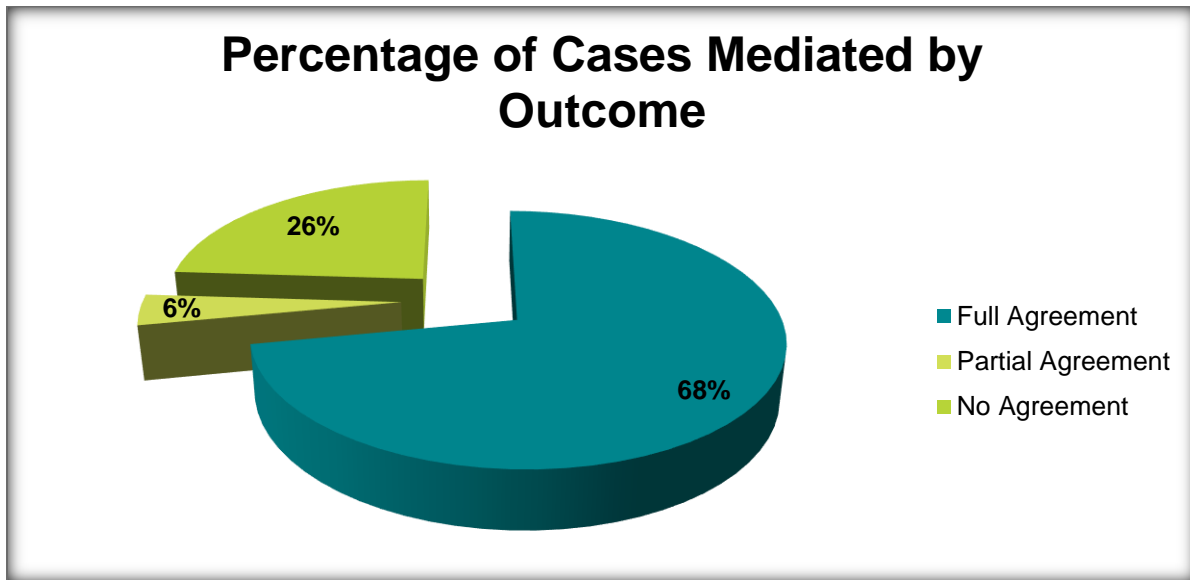


FIGURE 2: PERCENTAGE OF CASES MEDIATED BY OUTCOME IN FISCAL YEAR 2020

#### 6.4.3 PUBLIC AND COMMUNITY RELATIONS

##### **Client and Public Access to Services/Service Delivery Systems**

###### **Access**

The services of Community Mediation programmes are accessed in one of two ways, through court-referral or through self-referral. Self-referral refers to any access to the services which did not originate at the Court.

#### 6.4.4 COMMUNITY AND STAKEHOLDER RELATIONS/OUTREACH

Prior to the adjustments warranted by the COVID-19 pandemic the Community Mediation Services Division participated in forty-four (44) outreach events, eighteen (18) of which were initiated by the Division and twenty-six (26) were hosted by other agencies. At these events educational material was distributed to participants on issues of conflict, abuse, bullying, gangs, healthy relationships and parenting.

#### 6.4.5 STRATEGIC PARTNERSHIPS (Local, Regional and International)

The Community Mediation Programme executed by the Community Mediation Services Division is aligned with the work of the following Ministries:

- **Ministry of Social Development and Family Services**
  - a. Social Welfare Division
  - b. Target Conditional Cash Transfer Programme
  - c. National Family Services Division
  - d. Geriatric Adolescent Partnership Programme (training for caregivers)
  - e. Retirees Adolescent Partnership Programme (parenting support and seminars).
- **Office of the Prime Minister**
  - a. Children's Authority of Trinidad and Tobago (Referral of cases when child abuse or neglect is detected or suspected).
- **Ministry of National Security**
  - a. Trinidad and Tobago Police Service
  - b. Victim and Witness Support Services.
- **Ministry of Education** – [collaboration with the Division on the execution of initiatives at both the primary and secondary schools aimed at resolving disputes and the administration of training programmes related to peer mediation, conflict resolution and anger management].
- **The Judiciary**
  - a. Courts
  - b. Justices of the Peace
  - c. Mediation Board of Trinidad and Tobago.
- **The Ministry of the Attorney General**
  - a. Consumer Affairs Department
  - b. Legal Aid and Advisory Authority.
- **The Ministry of Community Development, Culture and the Arts (Community Development Division)** – Mobilisation, education and sensitisation about the access and benefits of mediation.



- **Ministry of Sport and Youth Affairs**

- a. Division of Sport
- b. Sports Company of Trinidad and Tobago Limited.

## 6.5 DIVISION OF CULTURE

### 6.5.1 ORGANIZATIONAL PROFILE

#### **VISION & MISSION**

The Culture Division focuses on the development of Trinidad and Tobago's many artistic forms. The Culture Division partners with and gives support to the work of cultural organizations, community groups, arts based NGOs, artists and cultural workers.

#### **CORPORATE STRUCTURE & STRATEGIC OBJECTIVES**

The Culture Division has established several internal teams that directly correspond to the Division's main strategic objectives. These are as follows:

- i. Development of Competencies in the Literary, Visual and Performing Arts
- ii. Development of Cultural Industries
  - a. Manages the National Registry of Artists and Cultural Workers, inclusive of its
    - i. Secretariat and
    - ii. Assessment Committee
- iii. Festival Development
- iv. Heritage Preservation
  - a. Comprises the Cultural Research Unit of the Division
- v. Professional Arts Companies
  - a. Manages the National Performing Arts Companies inclusive of
    - i. the National Steel Symphony Orchestra [NSSO],
    - ii. the National Philharmonic Orchestra [NPO] and
    - iii. the National Theatre Arts Company of Trinidad and Tobago [NTACTT].

There is also an Administrative Team that provides vital support to all these other Teams.

TABLE 9: CULTURE AND THE ARTS

### 6.5.2 PROGRAMMES, PROJECTS AND ACCOMPLISHMENTS

The Culture Division guided by various goals, spent fiscal 2020 maintaining its suite of programmes in the context of the nation’s economic contraction. The programmes and accomplishments are highlighted in the table below:

#### ARTS

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
<p><b>Promote the Arts</b></p>	<ul style="list-style-type: none"> <li><b>Trinidad and Tobago Christmas Village</b></li> </ul>	<ul style="list-style-type: none"> <li>The Culture Division was requested to stage nightly entertainment. The artists presented were as follows:                     <ul style="list-style-type: none"> <li><b>Day 1 – Sunday December 15, 2019 ‘The Promise of the STAR’ – Launch and Opening which featured:</b> <ol style="list-style-type: none"> <li>Sean Daniel</li> <li>Wendy Sheppard</li> <li>Marcia Miranda</li> <li>Baron</li> <li>Lois Lewis with Jeunes Agape Choir</li> <li>Republic Bank Exodus Steel Orchestra</li> <li>Lara Brothers Parang Band</li> <li>EMCEE – Trevon Pascall</li> <li>EMCEE – Jamie Thomas.</li> </ol> </li> <li><b>Day 2 – Monday December 16, 2019 “The MESSAGE ... Do you hear what I hear?” – Featured Choirs such as:</b> <ol style="list-style-type: none"> <li>UWI Arts Chorale and UWI Arts Steel</li> <li>Eastern Performing Arts Fraternity</li> <li>Voix Riches</li> <li>Los Sonidos Parang Band</li> <li>The Port of Spain Youth Choir</li> <li>EMCEE - Celia Regis.</li> </ol> </li> <li><b>Day 3 – Tuesday December 17, 2019 ‘The JOURNEY’ –</b></li> </ul> </li> </ul>

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
		<p><b>Featured Spoken Word, Storytelling, Musicians and Percussionist such as:</b></p> <ul style="list-style-type: none"> <li>a. Los Amigos Cantadores Parang Band</li> <li>b. Lord Relator</li> <li>c. Eddie Charles</li> <li>d. Crazy</li> <li>e. Trinidad and Tobago Police Band</li> <li>f. EMCEE/Narrator - Derron Sandy.</li> </ul> <p><b>Day 4 – Wednesday 18, 2019 ‘Steelin’ the NIGHT’ – Featured Steel Bands such as:</b></p> <ul style="list-style-type: none"> <li>a. St. Margaret's Youth Steel Orchestra</li> <li>b. Obadele Allick</li> <li>c. Johann and Johanna Chuckaree</li> <li>d. Esan Smith and Kwame Rodriguez</li> <li>e. San Jose Serenaders Parang Band</li> <li>f. EMCEE - Mark Anthony.</li> </ul> <p><b>Day 5 – Thursday 19, 2019 "Of Shepherds &amp; Wise Men" – Featured Jazz Musicians such as:</b></p> <ul style="list-style-type: none"> <li>a. Adan Hagley Music Project with:</li> <li>b. LeAndra, Gerelle Forbes and Quinton Neckles</li> <li>c. Kern Sumerville</li> <li>d. Voces Jovenes Parang Band</li> <li>e. Junior Lett</li> <li>f. EMCEE - Louris Martin Lee Sing.</li> </ul> <p><b>Day 6 – Friday 20, 2019 ‘The Gift of LOVE’ – Featured the National Philharmonic Orchestra and Special Guests such as:</b></p> <ul style="list-style-type: none"> <li>a. Voces de Promesa Parang Band</li> <li>b. Ruth Osmond</li> <li>c. Dominique Akal</li> </ul>

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
	<ul style="list-style-type: none"> <li>• <b>National Cultural Policy</b></li> </ul>	<p>d. EMCEE - Sharon Pitt.</p> <p><b>Day 7 – Saturday 21, 2019 ‘Spirit of the SEASON’ – Featured vocalists, choirs and Parranderos such as:</b></p> <ul style="list-style-type: none"> <li>a. Los Alumnos de San Juan Parang Group</li> <li>b. Signal Hill Alumni Choir</li> <li>c. Trinidad and Tobago Prison Service Band</li> <li>d. Kenny J</li> <li>e. Jason 'Fridge' Seecharan</li> <li>f. Dejean Cain</li> <li>g. EMCEE - Tamara Williams.</li> </ul> <p><b>Day 8 – Sunday 22, 2019 ‘A Vision of PEACE’ – Featured the National Steel Symphony Orchestra and Special Guests such as:</b></p> <ul style="list-style-type: none"> <li>a. Llettesha Sylvester</li> <li>b. Marilyn Williams</li> <li>c. Kern Sumerville</li> <li>d. Moulton Hall Methodist Primary School Choir</li> <li>e. Amantes de Parranda Parang Band</li> <li>f. EMCEE - Wendell Etienne.</li> </ul> <p>Audiences were largest on the weekends and were smallest during the weekdays. They were evenly balanced between men, women and children. It is estimated that six thousand (6,000) patrons visited the village during its operations.</p> <p>The National Cultural Policy of Trinidad and Tobago “Celebrating National Identity: Maximizing our Diversity” 2020 – 2025 was approved by Cabinet in July 2020. It authorizes the establishment of a twenty-six (26) member inter-Ministerial Technical Forum for Cultural Development that shall supervise a whole-of-government approach to policy articulation, starting with the installation of Technical Working Groups that shall</p>

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
	<ul style="list-style-type: none"> <li data-bbox="583 500 1100 529">• <b>National Cultural Recognition Policy</b></li> <li data-bbox="583 1284 1100 1313">• <b>National Performing Arts Companies</b></li> </ul>	<p data-bbox="1129 253 1404 282">develop sub policies in:</p> <ul style="list-style-type: none"> <li data-bbox="1171 313 1598 342">➤ The Culturally Confident Citizen</li> <li data-bbox="1171 345 1325 375">➤ The Arts</li> <li data-bbox="1171 378 1581 407">➤ Heritage, Memory and Legacy</li> <li data-bbox="1171 410 1602 440">➤ Cultural and Creative Industries.</li> <li data-bbox="1129 469 1892 646">• The National Cultural Recognition Policy for Trinidad and Tobago was approved by Cabinet in January 2020. It authorizes the establishment of an eleven (11) member Committee that shall oversee an award scheme that selects and awards a maximum of sixteen (16) annual awards as follows: <ul style="list-style-type: none"> <li data-bbox="1171 680 1591 709">➤ <b>Ten (10) Cultural Awards for:</b> <ol style="list-style-type: none"> <li data-bbox="1213 712 1608 742">1. Best New Artist/Artiste/ Group</li> <li data-bbox="1213 745 1686 774">2. Most Consistent Artist/ Artiste/Group</li> <li data-bbox="1213 777 1675 807">3. Most Innovative Artist/Artiste/Group</li> <li data-bbox="1213 810 1808 839">4. International Breakthrough Artist/Artiste/ Group</li> <li data-bbox="1213 842 1856 872">5. Outreach/Advocate Individual/ Artist/ Artiste/ Group</li> <li data-bbox="1213 875 1539 904">6. Cultural Heritage Award</li> <li data-bbox="1213 907 1633 937">7. Sustainable Environment Award</li> <li data-bbox="1213 940 1646 969">8. Cultural Entrepreneur of the Year</li> <li data-bbox="1213 972 1587 1002">9. Champion of the Arts Award</li> <li data-bbox="1213 1005 1661 1034">10. Culture and Arts Education Award.</li> </ol> </li> <li data-bbox="1171 1037 1751 1066">➤ <b>Three (3) – Five (5) Cultural Ambassadors</b></li> <li data-bbox="1171 1070 1535 1099">➤ <b>One (1) Cultural Legend.</b></li> </ul> </li> <li data-bbox="1129 1110 1892 1167">• The Culture Division is to become the Secretariat for this Committee.</li> <li data-bbox="1129 1235 1892 1419">• The National Steel Symphony Orchestra [NSSO] participated in various events. These included: <ul style="list-style-type: none"> <li data-bbox="1255 1304 1892 1365">○ <i>NAPA 10<sup>th</sup> Anniversary Concert, NAPA Port of Spain, November 2019;</i></li> <li data-bbox="1255 1369 1892 1419">○ <i>Chinese Embassy Performance, Chinese Embassy, Port of Spain, December 2019;</i></li> </ul> </li> </ul>

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
		<ul style="list-style-type: none"> <li>○ <i>Olympic Committee Award Ceremony, Hyatt Hotel, Port of Spain, December 2019;</i></li> <li>○ <i>National Anthem Recording, NAPA Port of Spain, December 2019;</i></li> <li>○ <i>Christmas Village, Queen’s Park Savannah, Port of Spain, December 2019;</i></li> <li>○ <i>Reopening of the Red House, Red House, Port of Spain, January 2020;</i></li> <li>○ <i>Cruise Ship Show: NAPA Presents, NAPA Port of Spain, January 2020;</i></li> <li>○ <i>Cruise Ship Show: Carnival @ NAPA, NAPA Port of Spain, February 2020;</i></li> <li>○ <i>UWI Tech Advisory Committee, House of the Chancellor, UWI, St Augustine, March 2020; and</i></li> <li>○ <i>Live @ Lunch: Masala, Virtual Event, May 2020.</i></li> </ul> <ul style="list-style-type: none"> <li>● For the year the National Philharmonic Orchestra [NPO] performed in:- <ul style="list-style-type: none"> <li>○ <i>NAPA 10<sup>th</sup> Anniversary Concert, NAPA Port of Spain, November 2019;</i></li> <li>○ <i>All Stars Classic Jewels, NAPA Port of Spain, November – December 2019;</i></li> <li>○ <i>St. Dominic’s Christmas Show, St. Dominic’s Orphanage, Port of Spain, December 2019;</i></li> <li>○ <i>Reopening of Red House, Red House, Port of Spain, January 2020;</i></li> <li>○ <i>Open Rehearsal, NAPA Port of Spain, February 2020;</i></li> <li>○ <i>UWI Tech Advisory Committee, House of the Chancellor, UWI St Augustine, March 2020;</i></li> <li>○ <i>Live @ Lunch: Masala, Virtual Event, May 2020;</i></li> <li>○ <i>Hand-over of Mille Fleurs, Mille Fleurs, Queen’s Park West, Port of Spain, August 2020; and</i></li> <li>○ <i>Live @ Lunch: Colours of Consciousness, Virtual Event (recorded at NAPA, Port of Spain), September 2020.</i></li> <li>○</li> </ul> </li> </ul>



GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS



## 6.6 PLANNING AND IMPLEMENTATION UNIT

The Transformation and Development Centres (TDCs) continued to be overseen by the Planning and Implementation Unit (PIU).

### **Transformation and Development Centres**

For fiscal 2020 the Transformation and Development Centres received a total of Two Million, One Hundred and Twenty-Nine Thousand and Twenty-One Dollars and Seventy-Six Cents (TT\$2,129,021.76). Collectively at the three centres<sup>5</sup> approximately 190 meals were served on a daily basis and 69,621 served in total at the TDCs.

### **STRATEGIC WORK**

For the fiscal period October 2019 to September 2020, the PIU was also involved in a number of strategic projects that are highlighted below.

#### **Evaluation of Programmes/Projects/Policies**

The PIU was charged with the responsibility of conducting general monitoring and evaluation exercises across the MCDCA. Additionally, the Unit's activities are guided by the Policy and Guidelines for the Administration of Subventions to NGOs which was developed and approved by Cabinet in September 2017.

#### **i. Subvention Policy**

The overarching goal of the NGO Subventions Policy is to strengthen partnerships between civil society groups and Government, reaffirming a commitment to utilize funding and other resources in an efficient, transparent and accountable manner. The guidelines for organisations currently in receipt of subventions from the Ministry as well as those seeking to apply for subvention funding are as follows:

- a. The eligibility requirements and procedures for organizations seeking subvention funding;
- b. The arrangement for the administration of subventions;
- c. The disbursement of subventions;
- d. Communications between the NGOs receiving subventions and the Ministry;
- e. The mechanisms for monitoring and evaluation of the disbursement of these subventions, and their impact; and
- f. The mechanisms for monitoring and evaluation of the impact of these subventions.

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<sup>5</sup> South Port of Spain Centre, Spree Simon Centre and Cocorite Centre

## ii. Monitoring of NGOs

Guided by the Subvention Policy, the PIU was charged with overseeing the implementation of the partnership and work of the NGOs in receipt of subventions from the Ministry. The monitoring procedures require the following information from the organization:

- a) A quarterly financial statement and report on projects and activities in the format provided by the Ministry;
- b) A yearly audit of accounts by a registered accountant along with supporting documents and a proposed budget for the following year's activities;
- c) Documents relating to its projects, activities and events; and
- d) On request, access to the organisation's books, bank statements and other relevant documents.

Based on this information, the PIU monitors and evaluates the following aspects of the organizations:

- a) The conduct of the organization's activities as a partner with Government;
- b) The performance of the organisation in respect of its management of income and expenditure;
- c) The impact of projects undertaken and services delivered by the organization.

Monitoring of the organisations is done through:

- a) Review of quarterly reports and financial statements, and annual audited financial statements;
- b) Site visits to the organisation at least twice a year;
- c) Attendance at the organization's events or activities once per quarter.

In evaluating the organisations, the PIU assesses:

- a) Financial accountability;
- b) Sustainability;
- c) Achievement of stated objectives;
- d) Achievement of obligations;
- e) Value for money;
- f) Productivity;
- g) Strength;
- h) Constraints and challenges; and
- i) Impact on the community, culture and arts sectors.

### iii. NGOs receiving subvention

Subvention payments for fiscal 2020 amounted to Four Million, One Hundred and Seventy-Nine Thousand and Twenty-One Dollars and Seventy-Six Cents (TT\$4,179,021.76)<sup>6</sup>. The following NGOs received subventions from the Ministry during this fiscal period:

1. Art Society of Trinidad and Tobago
2. Little Carib Theatre
3. Military History Museum of Trinidad and Tobago (formerly the Chaguaramas Military History and Aerospace Museum)
4. National Dance Association of Trinidad and Tobago
5. National Drama Association of Trinidad and Tobago
6. National Parang Association of Trinidad and Tobago
7. San Fernando Arts Council
8. Santa Rosa First Peoples Community
9. Secondary Schools Drama Association
10. Secondary Schools Sanskritik Sangam
11. Transformation and Development Centres (TDCs)
12. Trinbago Unified Calypsonians' Organisation
13. Trinidad Theatre Workshop
14. Ryu Dan Dojo.

In addition, an assessment was conducted for the following programme:

- The National Registry of Artists and Cultural Workers.

## 6.7 GRANTS AND SUBVENTIONS

The Ministry of Community Development, Culture and the Arts (MCDCA) provides grants and subventions to individuals, groups and Community-Based, Faith-Based, Cultural and other Non-Governmental Organizations. Funding is in support of projects that contribute to building the community, cultural, religious and creative sectors of Trinidad and Tobago. Grant funding supports the active and innovative involvement of civil society in national development.

MCDCA grants can be seen as a boost to effective civil society action, and an incentive to innovative, independent fund raising and volunteering efforts. It is provided to encourage local and individual initiative and creativity as distinct from public sector efforts.

During the fiscal year 2020 the Grants Secretariat reviewed its projects and embarked on efforts to sustain its functions. It should be noted that there was a change in the type of projects that

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<sup>6</sup> This figure includes the subvention payments to TDCs amounting to \$2,179,021.76

were being sent to the Grants Secretariat. Although most of the projects were developmental, the projects submitted were in line with the Sustainable Development Goals (SDGs). Examples of these projects included those that were agriculture based and environmentally friendly, as well as initiatives that contributed to employment and economic growth. Although the Ministry's mandate and most of the applications sent to the Ministry fell under the SDGs, the applicants themselves required more assistance in redefining (if at all) the type of applications sent to the Ministry.

The funding issued to individuals and organisations were facilitated through the Community Action for Revival Empowerment (C.A.R.E) Fund; the Culture and Creative Arts Fund (C.C.A.F); National Days and Festivals Fund (N.D.F.F) and the Cultural Relief Grant. During fiscal 2019/2020, the total number of applicants receiving disbursements was five hundred and sixty-six (566) and funds disbursed under the aforementioned avenues for fiscal 2020 were as follows:- \$921,400.00 via the (C.A.R.E) which was issued to ninety-three organisations; \$6,954,570.00 via the Culture and Creative Arts Fund (C.C.A.F) which was issued to twenty-six individuals and two hundred and sixty-five organisations; \$5,819,500.00 via the National Days and Festivals Fund (N.D.F.F) which was issued to one hundred and eighty-two organisations; i.e. a grand total of **\$13,695,470.00**. Additionally, during the period July to September, 2020 the Ministry issued **\$1,710,000.00** via the Cultural Relief Grants to three hundred and forty-two individuals.

TABLE 10: SUMMARY OF THE DISBURSEMENT OF GRANTS UNDER THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS FOR FISCAL YEAR 2020

**Community Action For Revival and Empowerment (C.A.R.E) Fund (Total disbursed 93)**

EVENT	NO. OF INDIVIDUALS	NO. OR ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Books, Bookshelves	0	3	15,000.00
Children, Adolescents and Youth Development	0	21	158,000.00
Community Awards Function	0	4	8,000.00
Community Concert or Talent Show	0	4	17,000.00
Competency Development in Arts	0	1	70,000.00
Development of Cultural Industries	0	3	190,000.00
Easter	0	1	3,000.00
Education Camps	0	3	8,600.00
Emancipation	0	2	13,000.00
Environmental Enhancement	0	1	3,000.00
Father's Day	0	1	3,000.00
Festival Development	0	3	90,000.00
Fundraiser	0	1	5,000.00
Furniture and	0	1	6,000.00

EVENT	NO. OF INDIVIDUALS	NO. OR ORGANISATIONS	TOTAL FUNDS DISBURSED \$
<b>Equipment</b>			
General	0	7	29,500.00
Health Fair	0	1	3,000.00
Heritage Development	0	1	15,000.00
Indian Arrival Day	0	3	11,500.00
Individual	0	1	5,000.00
Life Skills & Self Esteem Building	0	2	5,000.00
Mentorship & Literacy Programmes	0	1	6,000.00
Micro-enterprise, Income and Employment Generation	0	1	9,000.00
Mother's Day	0	1	2,500.00
Other	0	6	44,800.00
Social Events & Commemoration of National Milestones	0	4	40,500.00
Sports & Family Days & Other Sporting Events	0	10	71,000.00
Training & Capacity Building	0	6	89,000.00
<b>Total</b>	<b>0</b>	<b>93</b>	<b>921,400.00</b>

**Culture and Creative Arts Fund (C.C.A.F) (Total disbursed 291)**

EVENT	NO. OF INDIVIDUALS	NO. OF ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Carnival	2	205	3,767,500.00
Children, Adolescents and Youth Development	0	2	18,000.00
Christmas	0	1	3,000.00
Community Awards Function	0	1	15,000.00
Community Concert or Talent Show	1	1	7,500.00
Competency Development in Arts	0	8	469,550.00
Development of Cultural Industries	0	7	258,000.00
Festival Development	0	6	380,000.00
General	2	4	300,000.00
Heritage Development	0	5	467,520.00
Independence	0	2	130,000.00
Individual	8	0	32,500.00
Mother's Day	1	0	5,000.00

EVENT	NO. OF INDIVIDUALS	NO. OF ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Music and Arts Equipment	1	0	25,000.00
Other	1	3	40,000.00
Productions	4	4	106,000.00
Professional Development of Artists	3	0	13,000.00
Promotion of Local Artforms	0	1	5,000.00
Publication	3	0	26,000.00
Ramleela	0	1	30,000.00
Republic Day	0	1	11,000.00
Steelbands	0	2	60,000.00
Subventions	0	11	785,000.00
<b>Total No. Disbursed</b>	<b>26</b>	<b>265</b>	<b>6,954,570.00</b>

**National Days and Festivals (N.D.F.F) (Total disbursed 182)**

EVENT	NO. OF INDIVIDUALS	NO. OF ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Christmas	0	103	408,000.00
Development of Cultural Industries	0	1	5,000.00
Divali	0	20	1,310,000.00
Eid-UI-Fitr	0	13	1,307,250.00
Emancipation	0	6	1,578,000.00
General	0	1	3,000.00
Other	0	1	3,000.00
Phagwa	0	1	2,000.00
Ramleela	0	22	234,250.00
Spiritual Baptist Liberation	0	14	969,000.00
<b>Total No. Disbursed</b>	<b>0</b>	<b>182</b>	<b>5,819,500.00</b>

**Cultural Relief Grant (Total disbursed 342)**

EVENT	NO. OF INDIVIDUALS	TOTAL FUNDS DISBURSED \$
Craft	28	140,000.00
Dance	26	130,000.00
Film	1	5,000.00
Film/Theatre Arts	1	5,000.00
Fine Art	4	20,000.00
Fine Art/Film	1	5,000.00
Literary Arts	3	15,000.00
Music	218	1,090,000.00
Music/Choir Director	1	5,000.00
Music/Dance	1	5,000.00
Music/Dance/ Craft	1	5,000.00

EVENT	NO. OF INDIVIDUALS	TOTAL FUNDS DISBURSED \$
Music/Dance/Craft/Theatre Arts	7	35,000.00
Music/Dance/Theatre Arts	1	5,000.00
Music/Entertainment	1	5,000.00
Music/Film/Theatre Arts	1	5,000.00
Music/Master of Ceremonies	1	5,000.00
Music/Visual Arts/Theatre Arts/Film/Event Planning/Equipment Rental	1	5,000.00
Other	6	30,000.00
Other-Designer	1	5,000.00
Other-Fashion Design	1	5,000.00
Other-Sartorial Arts	1	5,000.00
Other-Stand Up Comedy	1	5,000.00
Theatre Arts	23	115,000.00
Visual Arts	9	45,000.00
Visual Arts/Fine Art/Craft	2	10,000.00
Visual Arts/Fine Art/Henna/ Mehndi	1	5,000.00
<b>Total No. Disbursed</b>	<b>342</b>	<b>1,710,000.00</b>

## 6.8 NATIONAL ACADEMY FOR THE PERFORMING ARTS (NAPA)

The National Academy for the Performing Arts formally opened its doors on November 9th, 2009.

The main features of the National Academy for the Performing Arts include:

### Theatre:

- Theatre - 1200 seating capacity, one VIP Lounge Room with a capacity for 10 persons, a Box office, and a 1,089m<sup>2</sup> stage capable of moving in sections;
- Technical Control Rooms both onstage and front of house;
- Two main dressing rooms and smaller dressing rooms for a more personalized atmosphere as well as studios for the performing artistes; and
- Office space for administrative use.

### Academy Area:

- Ten (10) small classrooms, Three (3) large classrooms;
- Two multifunction halls which are conference rooms to host functions with lighting and sound systems on the ground level with a total seating capacity of 400 persons;

- Two multifunction rooms with lighting and sound system on Level 3.

**Hotel Area:**

- Fifty-Three (53) room accommodation consisting of standard single and double rooms as well as three (3) suites;
- Two (2) Restaurants – Western Cuisine with a capacity of 80-100 persons and Chinese Cuisine with a capacity of 130-150 persons.

**Atrium Area:**

- Waterscape and garden feature; and
- Bridge connecting the hotel to the academy area.

**Outdoor Area:**

- Landscaping and high mast external lighting;
- Parking Facilities with one hundred and seventy-two (172) outdoor spaces and forty-four (44) basement spaces within the compound; and
- Musical fountain.

## **MANAGEMENT STRUCTURE**

The Auditorium is managed by the Administrative Manager who reports to the Permanent Secretary. All Administrative personnel as well as the Technical Staff report to the Administrative Manager. The number of Cabinet approved positions for the Administrative and Technical areas total twenty-eight (28).

- Administrative – Four (4)
- Technical – Twenty-Four (24).

## **DELEGATED LEVELS OF AUTHORITY**

In September 2019, the existing Management Committee was reinstated for a second term, for a period of two (2) years with effect from September 14, 2019. The committee has been tasked with the responsibility of developing conceptual plans in line with the government's policy for making NAPA the premier performance space and cultural hub of the region.

While the Operations Manager reports to the Permanent Secretary, the Management Committee reports to the Minister with responsibility for culture on all matters appertaining to the National Academy for the Performing Arts, and performs such other duties as assigned to them by the Minister.



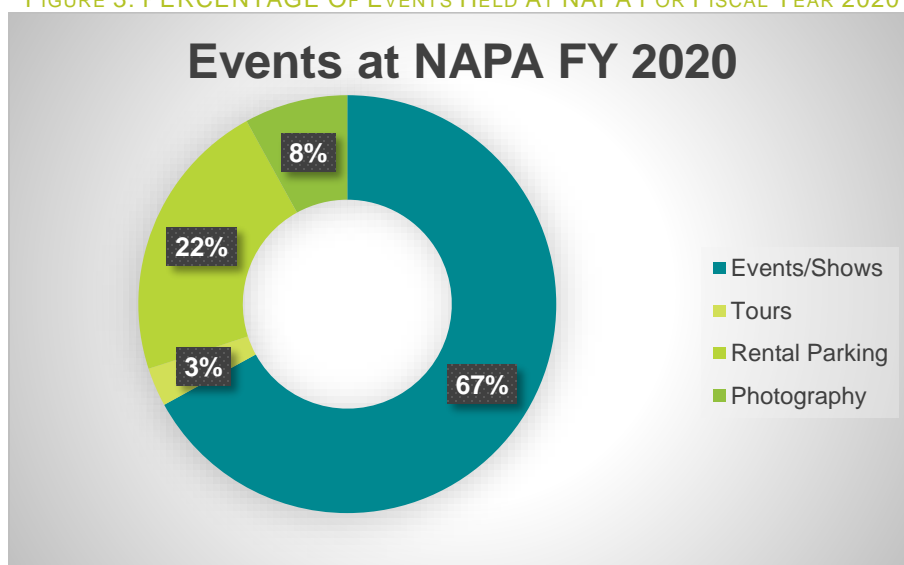
## SERVICES/PRODUCTS PROVIDED

The Lord Kitchener (Aldwyn Roberts) Auditorium rents performing space to external parties to host their theatrical shows and events such as lectures, seminars, graduations, cocktail receptions, various displays and major state functions.

Auditorium staff assists clients to effectively produce their shows/events through providing technical advice and assistance during their site visits, load-in and rehearsals and facilitate the effective presentation of the show.

In fiscal 2020 a total of **52** events were held which is a significant decrease from the 115 events held in the previous fiscal. This was due to the COVID-19 Pandemic and the subsequent closure of performing spaces from March 2020.

FIGURE 3: PERCENTAGE OF EVENTS HELD AT NAPA FOR FISCAL YEAR 2020



Events/Shows	Tours	Photography	Rental Parking	Total
52	2	6	17	77
67%	3%	8%	22%	100%

TABLE 11: DESCRIPTION OF REVENUE STREAMS AT NAPA FOR FISCAL YEAR 2020

### Highlighted Events:

- NAPA's 10<sup>th</sup> Anniversary – Gala Awards (November 09, 2019);

- Chamber of Industry & Commerce Champions of Business Awards (November 15, 2019);
- Embassy of Spain 10<sup>th</sup> Annual Spanish Christmas Concert (December 04, 2019);
- Etienne Charles Creole Christmas Concert (December 05, 2019);
- PNM 64<sup>th</sup> Anniversary Celebrations (January 24, 2020);
- Live at NAPA Cruise Ship Concerts (January 23 & February 06, 2020).

**In 2019/2020, the following PSIP projects were undertaken:**

- Installation of Showers in Dressing Rooms – this project started in the previous fiscal year but was delayed due to lockdown in March 2020. Completed on June 30<sup>th</sup>, 2020
- Upgrade of Telephone System – Completed in June 2020
- Installation of Work Lights around the Stage – Completed in July 2020
- Cleaning of the Overhead Rafters over the Stage – Completed in July 2020
- Re-Upholstering Lobby Benches – Completed in August 2020.

**Explanation of variances from the planned programme:**

**Installation of Wi-Fi System:** Postponed to next fiscal year due to time constraints with Evaluation Committee.

**Change of Ownership**

In May 2018 Cabinet agreed that the responsibility for the entire NAPA facility would reside with the Ministry of Community Development, Culture and the Arts. During the first quarter of fiscal 2019 several activities have taken place at the Hotel & Restaurant including meetings, graduations, workshops and luncheons. The legal details are still being worked out.

**Incorporation of NAPA and SAPA as Bodies Corporate in Trinidad and Tobago**

On August 15, 2019 Cabinet agreed:

- (a) to the incorporation of the National Academy for the Performing Arts and the Southern Academy for the Performing Arts as Bodies Corporate in Trinidad and Tobago; and
- (b) that the Attorney General and Legal Affairs cause to be prepared the legislation for the incorporation of the National Academy for the Performing Arts and the Southern Academy for the Performing Arts.

The relevant documentation was prepared and submitted to the Office of the Attorney General and Legal Affairs by the Legal Services Unit of the Ministry of Community Development, Culture and the Arts.

## Performance Objectives/Accomplishments

- PSIP – 97% of the projects completed.
- Incorporation of NAPA as Body Corporate in Trinidad and Tobago was approved by Cabinet.
- Maintenance: The Facilities Maintenance agreement between the Ministry and UDeCOTT for the maintenance of NAPA. The agreement covered the Mechanical, Electrical and Plumbing, the technical areas for NAPA, as well as Event Maintenance. The MTCA will be in charge of Janitorial, Façade, landscaping, Security and Elevators. The agreement was for two (2) years with the option to renew.
- Launched “Live at NAPA”. A concert targeting tourists that come to our shores via the Cruise Ships during Cruise Ship Season (November 2019 – April 2020).
- Completed Installation of Work Lights around the stage.
- Telephone system upgraded.
- Completed cleaning of Rafters.
- Cleaning of the Overhead Rafters over the Stage in the Auditorium.

**Total expenditure** for fiscal year 2020 was **\$9,685,339.29**. The highest expenditure areas as a percentage of the total were:

- Salaries - 33%
- Security – 32%
- Utilities – 15%
- Janitorial – 11%.

### Revenue:

Rental fees are the main source of revenue for the Auditorium, however the current rates are heavily subsidized by the Government.

Accounting activity performed by the Auditorium:

- Monthly Deposits are prepared and signed off by Ministry Accounting Personnel before being deposited into Central Bank and the Treasury.
- Monthly Revenue Reports are prepared by the Auditorium and submitted to the Accounting Department along with the original deposit receipts and a copy of the signed cashbook.

Total Revenue earned for the period October 1<sup>st</sup>, 2019 to September 30<sup>th</sup>, 2020 was **\$637,448.00**. The decrease in revenue was due to the COVID-19 Pandemic which ultimately ceased all shows at the Auditorium for half of fiscal 2020.

Waivers granted to external clients for the period October 1<sup>st</sup>, 2019 to September 30<sup>th</sup>, 2020 was \$98,030.00. Total Waivers (inclusive of Ministry of Community Development, Culture and the Arts events) for the period October 1<sup>st</sup>, 2019 to September 30<sup>th</sup>, 2020 was \$151,730.00. Total

Waivers granted this fiscal year decreased by 78% compared to last financial year (2018/2019) in which waivers totaled \$706,850.00.

## **HUMAN RESOURCE DEVELOPMENT PLAN**

### **Staffing/Category of Employee**

As of September 30th, 2020 the total staff count was twenty-four (24) as follows:

- In January 2020, one (1) On the Job Trainee was employed to assist with Administrative/Front of House duties.
- In February 2020, One (1) new Audio Technician was hired increasing the Audio Department to a staff of six (6) technicians.
- In March 2020, One (1) Stage Technician resigned and transferred to SAPA, reducing the department to a staff of six (6) technicians.
- In May 2020, One (1) Lighting Technician retired, reducing the Lighting Department to a crew of seven (7) technicians.
- All Administrative position contracts were renewed with three (3) years contracts during Fiscal 2020.
- Two (2) Technicians position contracts were renewed during Fiscal 2020.

The total number of Cabinet approved Full Time staff for the Auditorium is twenty-eight (28):

- Administrative Manager
- Front of House Coordinator
- Bookings/Marketing Coordinator
- Business Operations Assistant II
- 24 Technical Staff.

Other personnel include:

- Ushers and Box Office staff at \$30.00/hr
- Team Leads at \$35.00/hr
- Head Usher at \$40.00/hr.

There is a total of fifty (50) Ushers/Team Leads/ Head Ushers and seven (7) Box Office staff members.

## **PUBLIC AND COMMUNITY RELATIONS**

- Continued partnership with the University of Trinidad and Tobago (UTT) by collaborating with students and staff by assisting with their labs and workshops and End of Semester Practicum.

## 6.9 SOUTHERN ACADEMY FOR THE PERFORMING ARTS (SAPA)

The Southern Academy for the Performing Arts (SAPA) was formally opened to the public on September 28th, 2012 for the development of the Performing Arts, arts education and our nation's vibrant culture.

The main auditorium seats seven hundred and thirty (730) and is called the Sundarlal Popo Bahora Theatre. It boasts an international standard of acoustics, state-of-the-art equipment and a professional team of technicians, hosts a number of live concerts, comedy, theatre and corporate events throughout the year.

### **ORGANISATIONAL STRUCTURE**

SAPA is governed by the Executive of the Ministry and a Management Committee, who provides oversight to the operations of the facility.

### **STAFFING**

Of the thirty-six (36) Cabinet-approved positions, twenty-seven (27) positions were filled.

### **SERVICES PROVIDED**

Services consist of rental of the facility spaces for a variety of performing arts events including theatre productions, musicals, concerts, seminars, conferences, cocktail receptions, expositions, graduations and award ceremonies. Incorporated into these services is the provision of technical services such as lights, sound, multimedia, stage management. The spaces for rental include:

- The Sundarlal Popo Bahora (Main) Theatre – capacity 730 seats
- The Little Theatre – capacity 160 seats
- The Little Lounge
- Lobby of the Sundarlal Popo Bahora Theatre
- VIP Lounge & Art Exhibition Hall
- Courtyard / Car Park
- Classrooms
- Conference Rooms A & B
- The Dance Studio.

### **UPGRADES AND MAINTENANCE**

- Renovations to the Dance Studio Floor
- Replacement of some dressing room doors and door frames
- Installation of gate at secondary/emergency entrance/exit off Rienzi Kirton Highway
- Installation of traffic signage, for e.g. “speed limit”, “no entrance”, “full car park” signs
- Procurement of lobby signage, for e.g. “no eating, drinking or smoking “ signs
- Alarm drills and Fire Training Exercise conducted by SCG.

## COVID-19 AND CLOSURE OF FACILITY

On March 11, 2020, COVID-19 was declared a pandemic by WHO and the following day, March 12, 2020, it reared its menacing head in Trinidad and Tobago. In response, it was mandated that SAPA, together with all other performing arts spaces and community centres, be closed from March 13th, 2020. Due to the uncertainty of the pandemic and increasing numbers of infected persons, the closure period was extended progressively from the original two-week period.

After being closed to the public from March 13, 2020 – July 06, 2020, SAPA was reopened for events from July 06, 2020 to August 16, 2020 for a total of six (6) weeks before it then closed once more for the rest of the financial year. All events scheduled to take place during the periods of closure were either rescheduled or cancelled altogether. Altogether a total of fifty-two (52) bookings were affected by the closures and either postponed or cancelled.

To govern safe operations at the performing arts spaces, the overarching Ministry produced a document called the “Interim COVID-19 Standard Operating Procedures for National Performance Spaces and Community Facilities” to serve as a guide for clients, patrons and operators of these facilities. Among other guidelines and restrictions, this mandated that the patron capacities of all theatres be reduced to approximately a third of their normal capacities. In addition to the Interim COVID-19 SOP, it was also mandated that performing arts events be given a 50% discount on rental fees for bookings between July 06 and December 31, 2020 to assist artists and creatives.

## BOOKINGS

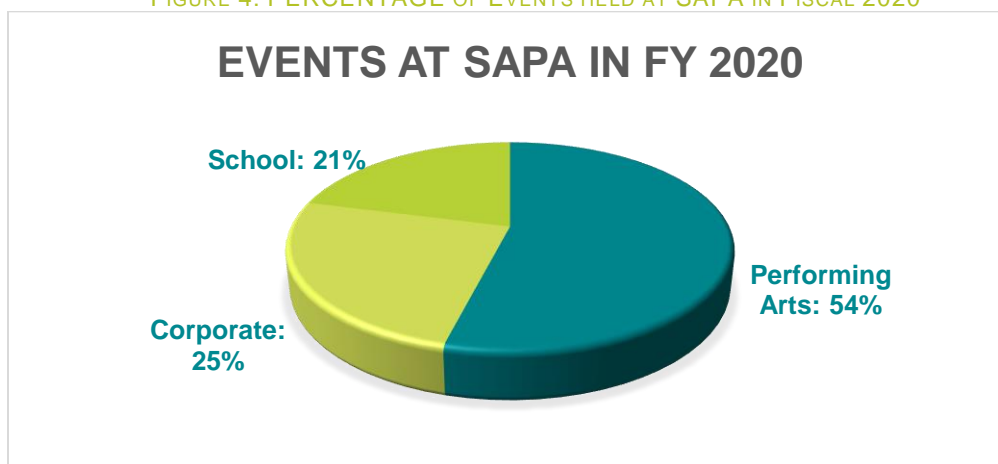
The following outlines the categories and percentage of total events held for the period 2019-2020 period:

**TABLE 12: CATEGORIES AND PERCENTAGE OF TOTAL EVENTS HELD AT SAPA FOR FISCAL YEAR 2020**

<b>Performing Arts</b>	<b>Corporate</b>	<b>School</b>	<b>Total</b>
<b>Theatre/ Musical/ Dance/ Comedy</b>	<b>Meetings /Conferences /Awards</b>	<b>Concerts/ Graduation Ceremonies</b>	
34	16	13	63

54%	25%	21%	100%
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FIGURE 4: PERCENTAGE OF EVENTS HELD AT SAPA IN FISCAL 2020



### Highlighted Events:

- The Korean Embassy's Resonance of Korea – (October 09, 2019)
- NIBTT Staff Strategic Planning Event – (October 10, 2019)
- Ministry of Education's 2019 SEA Recognition Awards – (October 12, 2019)
- Ministry of Rural Development & Local Government's T&T Municipal Police Graduation and Passing Out Ceremony – (October 24, 2019)
- Consortium of Disability Organizations (CODO)'s Workshop for Parents of Children with Disabilities – (October 05 to November 02, 2019)
- Caribbean Colour Splash Secondary School's Anti-Bullying Conference – (October 30, 2019)
- Trinidad & Tobago Annual Variety Concert – (December 07, 2019)
- High Commission of India's World Hindi Day – (January 18, 2020)
- World Cancer Day: We Are And We Will – (February 04, 2020).

### MARKETING

The Southern Academy for the Performing Arts has consistently employed contemporary marketing mediums, exploiting platforms that are easily accessible, popular and free. Much of the Marketing strategies include: -

- Alternative Venues Listing – A database of alternative rental venues.

- Reserved List – A list for clients interested in booking the facility to be contacted when dates become available.
- Facebook and Instagram – Social media pages used to engage with the public, post flyers, advertise vacancies and spaces available for rent and simultaneously provide metrics on public engagement and reach.
- CultureTT App – A ministry run app, used to give information on all cultural events happening across the country.
- Google (My Business) – An easily accessible third party platform used to gather pertinent information about patron experience that fuel marketing and front of house operations.

Together with the aforementioned, four (4) additional approaches have been utilized in FY 2019/2020:

- Twitter – To expand SAPA’s social media presence, a twitter account (@sapattinfo) was created as another medium to push content and reach an audience. Twitter is ideal to encourage conversational marketing and its use of Alt-Text for images allows for search engine optimization.
- Hootsuite – In order to more easily manage three (3) different social media platforms, a Hootsuite account was created. All SAPA’s social media posts can now be scheduled weeks in advance from one site allowing for better control on content distribution.
- Trip Advisor – A listing of the Southern Academy for the Performing Arts was placed on this travel website under the category of things to do in Trinidad & Tobago to increase online presence.
- Google Alerts – Each time key phrases such as “SAPA”, “SAPA Trinidad”, and “Southern Academy for the Performing Arts” are used online, an email will be sent to us. This will help us be aware of, sometimes control and utilize the narrative of the theatre in the online sphere.

## **Revision of Rental Fees**

In the FY 2018/19, it was suggested that the rental rates at the Southern Academy for the Performing Arts be increased across the board to ensure that the rental fees are commensurate with the demand and use of the space as well as the resources available, while still remaining affordable.

A draft revision of the rental rates was then reviewed by the Management Committee and submitted to the Office of the Minister and the Permanent Secretary for further review. Approval was granted for the increase with two minor changes as follows: firstly, to keep the rental rates for schools the same and; secondly, to increase the rehearsal fee by only 20%. The revised rates went into effect one hundred and eighty (180) days subsequently, on May 1<sup>st</sup>, 2020.

## **DELEGATED LEVELS OF AUTHORITY**



A new Management Committee comprising approximately seven (7) members was re-appointed at SAPA for a period of two (2) years with effect from September 14<sup>th</sup>, 2019. The committee has been tasked with the responsibility of developing conceptual plans in line with the government's policy for making SAPA the premier performance space and cultural hub of the region.

While the Operations Manager reports to the Permanent Secretary, the Management Committee reports to the Minister with responsibility for culture on all matters appertaining to the Southern Academy for the Performing Arts, and performs such other duties as assigned to them by the Minister.

## SPECIAL PROJECTS

Through the Public Sector Investment Programme (PSIP), SAPA was granted a total of two hundred and fifty thousand dollars (\$250,000.00) to undertake aesthetic and functional facility upgrades. The actual cumulative expenditure as seen in the table below was \$32,821.90. However, the onset of the Covid-19 pandemic caused deferments in the undertaking of major projects.

PROJECT	COST
Installation of Free Standing Mobile Signs	\$ 15,946.90
Installation of Swing Gate	\$ 16,875.00
<b>Total</b>	<b>\$ 32,821.90</b>

## FINANCIAL OPERATIONS

### EXPENDITURE

- Total expenditure for period (2019-2020) was **\$7,019,453.55** which is a 13% decrease from the previous year;
- Top five highest expenditure areas are as follows:

CATEGORY	TOTAL EXPENDITURE	PERCENTAGE OF TOTAL EXPENDITURE
<b>Salaries (inclusive of NIS)</b>	\$2,479,200.00	35%
<b>Electricity</b>	\$1,497,823.97	21%
<b>Janitorial</b>	\$ 703,931.35	10%
<b>Security</b>	\$1,107,652.50	16%
<b>Landscaping</b>	\$ 324,000.00	5%
<b>Other Contracted Services (including: Stationery, Technical Consumables, Usher Payments, Utility)</b>	\$ 906,845.73	13%

Payments etc.)		
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#### REVENUE

- Total revenue earned for period (2019-2020) was **\$496,346.00**.
- Revenue for fiscal year (2019-2020) decreased from the (2018-2019) period by \$195,226.00.

TABLE 13: TABULAR ANALYSIS OF PROGRAMMES, PROJECTS AND OTHER INITIATIVES OF THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS FOR FISCAL YEAR 2020

**THEMATIC AREAS:**

- THEME I – Putting People First: Nurturing Our Greatest Asset;**
- THEME II – Delivering Good Governance and Service Excellence;**
- THEME III – Improving Productivity through Quality Infrastructure and Transportation;**
- THEME IV – Building Globally Competitive Business; and**
- THEME V – Placing the Environment at the Centre of Social and Economic Development**

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
<p><b>The National Policy on Sustainable Community Development (NPSCD)</b></p>	<p>Theme I Theme II</p>	<ul style="list-style-type: none"> <li>▪ Multi-dimensional and multi-sectoral approach towards the development of communities ensuring holistic development and the minimisation of duplication and the wastage of government resources arising from adhoc community interventions;</li> <li>▪ More sustainably developed communities;</li> <li>▪ More coordinated approach to the delivery of community development services;</li> <li>▪ More targeted community interventions;</li> <li>▪ Greater support from stakeholders of the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Consultation process time consuming;</li> <li>▪ Resource requirements sometimes exceed the resource capacity of the Ministry;</li> <li>▪ Attitude of both internal and external stakeholders toward collaboration is not always positive;</li> <li>▪ Change management process requires time and stability.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improvement in the social, economic, cultural and environmental conditions of communities;</li> <li>▪ Reduction in social ills such as crime and violence at the community level;</li> <li>▪ Greater community engagement and collaboration;</li> <li>▪ Institutionalisation of a more progressive and impactful approach to community development.</li> </ul>

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
		<p>community development sector (public sector, corporate entities, academia, other civil society organisations);</p> <ul style="list-style-type: none"> <li>▪ Evidence-based community interventions;</li> <li>▪ Empowerment of stakeholders of the community development sector;</li> <li>▪ More collaboration across the community development sector.</li> </ul>		
<p><b>The National Cultural Policy of Trinidad and Tobago (NCPTT)</b></p>	<p>Theme I</p>	<ul style="list-style-type: none"> <li>▪ Provision of clear pathways for the development of the cultural sector in Trinidad and Tobago;</li> <li>▪ Development of the culture industry in a more coordinated manner;</li> <li>▪ More revenue generating opportunities;</li> <li>▪ Maximising Trinidad and Tobago's heritage, visual and performing arts and cultural industries;</li> <li>▪ Growth and development of</li> </ul>		<ul style="list-style-type: none"> <li>▪ A culturally confident Trinidad and Tobago;</li> <li>▪ Strengthened National Identity;</li> <li>▪ Economic diversification;</li> <li>▪ An explosion of cultural offerings and opportunities for cultural expression in Trinidad and Tobago.</li> </ul>

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
		<p>cultural practitioners and creative entrepreneurs;</p> <ul style="list-style-type: none"> <li>26 member Interministerial Technical Forum for Cultural Development.</li> </ul>		
<b>Development of the National Cultural Recognition Policy</b>	Theme I	<ul style="list-style-type: none"> <li>Recognition and honour to citizens for outstanding contributions to the culture and the arts in Trinidad and Tobago;</li> <li>3 tenets of the National Cultural Recognition Policy – Cultural Awards; Cultural Ambassadors; and Cultural Legends.</li> </ul>		<ul style="list-style-type: none"> <li>Improved cohesiveness and appreciation of our artists and artistes in the cultural sector of Trinidad and Tobago.</li> </ul>
<b>Implementation of the Interim Policy Guidelines for the Administration of Grants in the MCDCA</b>	Theme I Theme II	<ul style="list-style-type: none"> <li>More structured mechanisms for the delivery and access of grants;</li> <li>Greater transparency;</li> <li>Greater accountability.</li> </ul>	<ul style="list-style-type: none"> <li>Time consuming;</li> <li>More involved process of evaluation of applications;</li> <li>Internal feedback is not forthcoming.</li> </ul>	<ul style="list-style-type: none"> <li>Standardisation of a more effective grants process;</li> <li>Improvement in the focus on developmental grants for greater community impact.</li> </ul>
<b>Community Servicing /Mobilisation</b>	Theme I Theme II Theme IV	<ul style="list-style-type: none"> <li>Registered new groups with the Ministry – 56;</li> <li>Meetings held – 617;</li> <li>10,344 contact made to various organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient Human Resource.</li> </ul>	<ul style="list-style-type: none"> <li>Capacity Building;</li> <li>Effective and efficient functioning of groups, CBOs, NGOs etc.;</li> <li>Greater collaboration between CBOs, NGOs etc. and the State.</li> </ul>

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
<b>Community Programme</b> <b>Education</b>	Theme I Theme II Theme IV	<ul style="list-style-type: none"> <li>▪ Skills Training Programme – 85 classes held and 1,269 participants;</li> <li>▪ Handicraft Skills Development Programme – 36 programmes and 574 participants graduated;</li> <li>▪ Leadership Development – 134 workshops/seminars and 1,094 beneficiaries;</li> <li>▪ Community Awareness and Sensitisation Programme – 123 programmes and 4,622 participants.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Empowerment of unemployed, underemployed and vulnerable individuals in society;</li> <li>▪ Youth encouraged to express creativity and develop underlying talents;</li> <li>▪ It provided a therapeutic medium for the differently-abled;</li> <li>▪ Expanding the competencies and capabilities of community leaders through the exposure to new knowledge and experiences that promote growth and development;</li> <li>▪ Individuals, groups and communities are better informed to make decisions on a multiplicity of social issues facing the population.</li> </ul>
<b>Community Support Services</b> <b>Education</b>	Theme I Theme II Theme IV	<ul style="list-style-type: none"> <li>▪ Technical units utilized 120 times.</li> <li>▪ Vehicles utilized 189 times.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Individuals, groups and communities are better informed to make decisions and access resources and support.</li> </ul>
<b>Community Programme</b> <b>Centres</b>	Theme I Theme II	<ul style="list-style-type: none"> <li>▪ 12 community centres commissioned/re-</li> </ul>		<ul style="list-style-type: none"> <li>▪ Development and maintenance of</li> </ul>

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
	Theme III Theme IV Theme V	<ul style="list-style-type: none"> <li>dedicated;</li> <li>28 community centres under construction/ Refurbishment;</li> <li>13 community centres/facilities assisted.</li> </ul>		infrastructure that facilitate community/group interactions as well as providing a platform for the exchange of ideas and the development of projects to improve the community.
<b>Prime Minister's Best Village Trophy Competition</b>	Theme I Theme IV Theme V	<ul style="list-style-type: none"> <li>Training in the disciplines of Dance, Music, Drama, Tassa, Drumming and Directing for Folk Presentations; Folk Theatre; and One Act were facilitated under the programme throughout the various districts.</li> <li>The preservation and continuity of the Indigenous Folk Arts;</li> <li>Part-time employment for tutors in various communities.</li> <li>111 participants in the Grow-It-Yourself Initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Training for communities were interrupted by the Covid-19 Pandemic;</li> <li>Grants were distributed only to the tutors that were engaged in tutoring.</li> </ul>	<ul style="list-style-type: none"> <li>Facilitated community interaction as well as the transfer of knowledge and skills in the oral tradition and indigenous craft from one generation to the next;</li> <li>Allowed for the development of self-worth and discipline among young people.</li> </ul>
<b>Community Mediation Programme</b>	Theme I Theme II Theme IV	<ul style="list-style-type: none"> <li>7 active Parental Support Groups and 1 Men Support Group held 35 group meetings; 140 persons attended Workshop I and 110</li> </ul>	<ul style="list-style-type: none"> <li>Limited human resources.</li> <li>Readiness of the institutions which delays/impedes implementation of the programme.</li> </ul>	<ul style="list-style-type: none"> <li>Provides an alternative way for individuals, groups or communities to manage conflict and disputes in a non-violent way without having to go to court;</li> </ul>

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
		<p>persons attended Workshop II;</p> <ul style="list-style-type: none"> <li>▪ Peer Mediation Programme – Institutional Readiness Assessments completed at 11 schools (Arima North Secondary School, Egypt Government Primary School, Balmain Presbyterian Primary School, Granville R.C Primary School, Barrackpore West Secondary School, Rio Claro East Secondary School, Valencia Primary School, Carenage Boys Government Primary School, Couva Anglican Primary, Diego Martin Central Secondary School and Sangre Grande Secondary School);</li> <li>▪ Service delivery – 3,744 accessed services;</li> <li>▪ Intakes completed 1,219;</li> <li>▪ Cases managed – 709;</li> </ul>	<ul style="list-style-type: none"> <li>▪ Working according to the schedule and availability of the schools adversely affect timely implementation.</li> <li>▪ Conflict resolution issues with school administration and policy issues in the institutions which need to be dealt with before the implementation of the programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ It continued to promote communication and cooperation;</li> <li>▪ Providing citizens with information to make better informed decisions as well as encouraging them to become peace champions;</li> <li>▪ With the significant focus placed on enhancing family life in communities, parents were equipped with information and skills to boost their confidence and competence in childrearing; providing them with support and a coping mechanism;</li> <li>▪ Peaceful communities in which individuals and families feel safe;</li> <li>▪ Reduction in crime and violence within schools and communities as persons are equipped to deal with conflict;</li> <li>▪ Enhanced social stability.</li> </ul>



NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
		<ul style="list-style-type: none"> <li>▪ Cases mediated – 188;</li> <li>▪ Counselling administered to 1,245 clients;</li> <li>▪ 58 Counselling Sessions conducted on board the Mediation Mobile Unit.</li> </ul>		
<b>National Registry of Artists and Cultural Workers</b>	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> <li>▪ National Registry of Artists and Cultural Workers: - Total number of approved applicants – <b>55</b>: <ul style="list-style-type: none"> <li>❖ Individuals – 29</li> <li>❖ Organisations – 5</li> <li>❖ Certification of Creative Works – 21.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>▪ Cultural Linkages – Regional and International among creative sectors;</li> <li>▪ A database of registered artistes/artists and Cultural Workers which facilitated the development of cultural industries, research and heritage;</li> <li>▪ Promotion and sustainability of the creative sector;</li> <li>▪ Fosters the opportunity for a sustainable livelihood for persons directly and indirectly involved in the arts;</li> <li>▪ Promotion of Trinidad and Tobago's culture around the world.</li> </ul>
<b>Cultural Exchanges</b>	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> <li>▪ Cultural Exchanges conducted with (2) groups from - India.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Development of the cultural and creative sector;</li> <li>▪ Promotion of the diverse</li> </ul>

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
				culture of Trinidad and Tobago internationally; <ul style="list-style-type: none"> <li>▪ Cultural Linkages – Regional and International.</li> </ul>
<b>Curatorial Activities, Events and Exhibitions</b>	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> <li>▪ NMAG Exhibitions               <ul style="list-style-type: none"> <li>○ Carnival Long Ago;</li> <li>○ Atteck Exhibit and Lecture Update.</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>▪ Development of the creative sector.</li> </ul>
<b>Performances</b>	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> <li>▪ Performances held by performance spaces/facilities – NAPA 52 events; SAPA 63 events; Naparima 147 events; and Queen’s Hall 181.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Strengthening of National Pride;</li> <li>▪ Showcasing and promotion of Trinidad and Tobago’s diverse culture.</li> </ul>
<b>Transformation Development Centres</b>	Theme I	<ul style="list-style-type: none"> <li>▪ 190 meals distributed daily;</li> <li>▪ 69,621 meals served in total.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Providing the homeless or underprivileged with a nutritious meal.</li> </ul>
<b>Grants and Subvention</b>	Theme I Theme II Theme III	<ul style="list-style-type: none"> <li>▪ 566 applicants received funding;</li> <li>▪ Total funds disbursed - \$13,695,470.00;</li> <li>▪ 342 individuals received funding via the Cultural Relief Grant;</li> <li>▪ Total funds disbursed - \$1,710,000.00.</li> </ul>		<ul style="list-style-type: none"> <li>▪ Building and strengthening communities through the provision of financial assistance and support to address the basic needs, development aspirations and critical interventions of the community;</li> <li>▪ Preservation and promotion of Trinidad</li> </ul>

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
				and Tobago's diverse culture; <ul style="list-style-type: none"> <li>▪ Development and growth of the creative and cultural sector.</li> </ul>

## 7 CONCLUSION

The Annual Report for 2019/2020 comprised of information on the overall administration, technical services and supporting agencies within the Ministry of Community Development, Culture and the Arts.

The information highlights the Ministry's performance and efforts to align its policies, programmes, procedures and systems to the National Development Strategy 2016 – 2030. Through the establishment and implementation of its various policies, programmes, projects and other initiatives which are geared to nurturing an innovative and entrepreneurial spirit among individuals and communities, building resilient and sustainable communities, fostering national pride in addition to protecting, preserving and promoting the rich heritage, traditions and art forms, the Ministry remains committed to function as a key partner in the socio-economic transformation of Trinidad and Tobago towards sustainable growth and development.

## 8 APPENDICES

The Appendices, attached to this report, comprise the Annual Reports for the State Enterprises and Statutory Boards and other Bodies under the ambit of the Ministry of Community Development, Culture and the Arts. These Agencies include the following: Naparima Bowl, Queen's Hall, National Museum and Art Gallery, Export Centres Company Limited and National Commission for Self Help Limited.

# APPENDICES

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- ❖ APPENDIX II – NAPARIMA BOWL: ANNUAL REPORT 2019 – 2020 AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> SEPTEMBER 2020
- ❖ APPENDIX III – NATIONAL MUSEUM AND ART GALLERY OF TRINIDAD AND TOBAGO: ANNUAL REPORT 2019 – 2020
- ❖ APPENDIX IV – EXPORT CENTRES COMPANY LIMITED: ANNUAL ADMINISTRATIVE REPORT 2019 – 2020 AND FINANCIAL MANAGEMENT REPORT FOR THE YEAR ENDED 30<sup>TH</sup> SEPTEMBER 2020
- ❖ APPENDIX V – THE NATIONAL COMMISSION FOR SELF-HELP LIMITED: ANNUAL ADMINISTRATIVE REPORT 2019 – 2020, MANAGEMENT ACCOUNTS FOR THE YEAR ENDED 30<sup>TH</sup> SEPTEMBER 2020 AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30<sup>TH</sup> SEPTEMBER 2020

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## **9 APPENDIX I**

QUEEN'S HALL  
ANNUAL REPORT 2019 - 2020 AND UNAUDITED  
FINANCIAL STATEMENTS FOR THE YEAR ENDED  
30<sup>TH</sup> SEPTEMBER 2020



## **REPORT 2019-2020 QUEEN'S HALL**

### **INTRODUCTION**

For the period 2019 to 2020 Queen's Hall functioned under the jurisdiction of two Government Ministries – September 2019 the Ministry of Community Development Culture and the Arts and from August 2020 the Ministry of Tourism, Culture and The Arts. During the reporting period, the Queen's Hall Board continued to uphold its Vision which is stated below:

***“To create an organization which would facilitate a deep and lasting appreciation of all forms of the Arts among all sectors of society and promote the nurturing and development of excellence in the Performing Arts.”***

### **Organizational Structure**

#### **Corporate Structure**

Queen's Hall is a semi-autonomous agency which now reports to the Ministry of Tourism, Culture and The Arts. The Hall is managed by a nine-member board led by the Chairman and supported by a General Manager. Under the Queen's Hall Act, the Board is responsible for the 'management, control and maintenance of the Hall'. The Board carries out its mandate through the establishment of policy direction rather than Executive action. Implementation of Board Policy and direction is the responsibility of the Executive.

The Board has set up the following Committees through which it functions:

1. Finance
2. Tenders
3. Human Resources
4. Plant and Infrastructure
5. Marketing/Bookings





### **Services/Products provided**

Currently Queen's Hall operates as a rental facility in that Clients book the Hall and present and promote their productions. Queen's Hall strives to maintain a high quality of service to clients and makes every effort to provide the following facilities and equipment to its clients:

- An enclosed Auditorium and Lobby area
- Controlled Air conditioning
- Car Parks with access from Car Park A to Car Park B
- Separate rental of the Lobby, Grounds and Helen May Johnstone Room
- Facilities for the physically challenged – wheelchairs, vertical wheelchair lift and equipment for the hearing impaired
- State of the art theatre equipment for Stage, Lighting and Audio
- Assistance from Technical personnel

### **Reporting Functions**

Monthly financial reports are submitted to the Queen's Hall Board, the Line Ministry and The Arts and to the Ministry of Finance. Monthly Income & Expenditure Reports, Request for Allocations and Quarterly Development Programme reports are sent to the Line Ministry. Reports stating Recurrent Expenditure and DP are submitted to the Board on monthly basis.

### **Special Plans and Projects for the period**

For the period 2019-2020, emphasis of the Development Programme projects was placed on upgrade to the theatrical lighting, audio visual and additional storage network infrastructure. QH also initiate and established a Computerised Maintenance Management System (CMMS) which will manage all of its assets. Additionally QH have progressed to Phase II of its website development with the creation of a selection seating map and e-commerce platform. QH Guests will now be able to view and preselect its seating preference when purchasing its Tickets as well as to pre-order meals and purchase merchandise.

All of these projects allow Queen's Hall to provide enhanced services to clients and its guest, as well as ensure that Queen's Hall maintains its status as the Grande Dame of the Performing Arts.



## **Financial Operations**

### **Background**

The Board continued its work in the strengthening of the financial management system at Queen's Hall. During the period 2019/2020 the focus of the financial operations continued to be centered on the review of expenditure with the implementation of further cost reduction measures, as well as a review of the reporting systems used and their timely delivery of internal reports used for decision making by Management and the Board. This emphasis continues to be particularly important in light of the challenging economic circumstances. Through the review of the reporting systems being used, Queen's Hall is better able to utilize expenditure projections, actual incurred costs, projected income and variations to ensure the operations of the organisation are maintained to established standards.

### **Strategic Objective:**

Ensure a financial system that facilitates the financial viability and sustainability of the organization, in accordance with Government's rules and within the framework of its government given mandate.

### **Results**

- *Audited Accounts for the previous period up to date and submitted to the line Ministry.*
- *Comprehensive review of the Financial Management System conducted in accordance with International Accounting Standards and International Financial Reporting Standards for Small and Medium Sized Entities Recommendations were reviewed by the Board for implementation.*
- *Continuous review and updating of the Manual of Accounting Procedures aimed at the furtherance of good Corporate Governance.*
- *Development of a tracking system for each financial account to ensure that checks and balances are applied to each transaction. This system works in sync with the Accounting system.*



- *Changes in the structure and frequency of reports generated to ensure a more holistic view of all financial transactions. This system works in sync with the Accounting system.*
- *Review of the Accounts Receivable function to set stipulated timelines for payment and enforce such.*
- *Recurrent and Capital Budgets formulated according to procedures set out by the Ministry of Finance and the Ministry of Planning and Development*
- *Monthly financial reporting to the Board, Line Ministry and Ministry of Finance to ensure adequate budgetary and variance analyses are carried out based on stated projections.*

## **Human Resources**

### **Background**

Queen's Hall was renovated over the period 2001-2002 and was equipped with highly sophisticated and technologically advanced theatre equipment, including sound, lighting, stage and rigging. Cabinet by Minute 3376, December 21<sup>st</sup>, 2006 approved the creation/abolition/reclassification of posts as requested with the proviso that the Line Ministry and the Queen's Hall Board seek the advice of the CPO with respect to the final classification of the positions created.

This advice was sought and the process for classification begun in March 2007 with the CPO. During the period 2007/2011 tremendous efforts were made by the Board to elicit the completion of this exercise by the CPO. To date this exercise is not completed by the CPO. As a consequence, the Board with the approval of the Line Ministry and the collaboration of the recognized Union (Public Services Association) embarked on a Job Evaluation exercise for the organization in 2012.

In May 2015 and again in 2016, coming out of submissions by the Line Ministry to the Ministry of Public Administration, a Revised Staff Establishment and New Classification and Compensation Plan for employees of Queen's Hall was forwarded, along with the comments of the Minister of Public Administration, for the consideration of the Human Resource Advisory Committee. This is a Sub-Committee of Cabinet responsible for



monitoring wage and salary arrangements, as well as job evaluation, restructuring or similar exercises in the Public Service.

During the prior 2018-2019 period the Ministry and Queen's Hall attended two Human Resource Advisory meetings on the request of the Committee where clarifications of the submission was made. Both the Committee and the CPO indicated that they had no objection to the proposal but would consider the submission under advisement and would relay their final decision to the Minister. To date approval is still being sought for the above mentioned submission.

### **Strategic Objective**

To create an organization with highly trained personnel that are capable of providing managerial, technical, administrative and physical support to clients, which mirrors international best practices, while preserving the integrity of the facility and optimizing its use.

### **Results**

- *The lack of incompleteness of the regularization exercise has resulted in the Board's inability to permanently employ staff in critically needed positions. As a result, key positions on the establishment have been filled on a contractual basis. This is both to provide the organization with needed manpower and to improve staff morale.*
- *Continued updating and implementation of Queen's Hall's Health and Safety Programme for staff, suppliers and users of the Hall in keeping with the current Public Health regulations and the OSHA Act, to safeguard employees in carrying out of their duties while on the organization's compound.*
- *Continued work on a Succession plan for the organization to ensure that a cadre of persons are developed and trained so as to reduce the risk associated with the loss of experienced leadership.*
- *Introduction of a Change Management System, to streamline the activities of each department and staff member to the Vision and Mission of the organization.*
- *In keeping with protocols that are now required for QH staff and it's guest as a result of the Corona Virus Pandemic, Board has approved a comprehensive COVID 19 policy that dictates the procedures to be followed while staff are on site as well as when events are held on the compound*



### **Staffing**

There are currently thirteen (13) permanent staff and twenty-nine (29) contract staff, forty-two in total as well as approximately thirty-two (32) volunteer & short-term Ushers who comprise the staff at Queen's Hall.

### **Procurement of Resources**

#### **Strategic Objective**

(1) To ensure that all technology (theatre-related and otherwise) procured and implemented at Queen's Hall remains up-to-date and that the physical plant is maintained and enhanced to the benefit of all users of Queen's Hall.

(2) To ensure that all equipment, goods and services, etc. procured by Queen's Hall are accounted for and that the procedures used for their procurement are transparent and in accordance with government's procurement regulations.

### **Results**

- *Establishment and implementation of QH's Strategic Plan for the next 3 years to set its priorities, focus energy and resources, strengthen operations and ensure that employees and other stakeholders are working toward its goals and give directions for adjusting our response to the changing environment.*
- *Introduction of the Computer Maintenance Management System (CMMS). CMMS is an operational tool for managing the capital assets which will allow QH to track tasks that are related to planning, maintenance and inspections of its assets*
- *Establishment of an Organizational Record Management System for the creation, storage, and retrieval of all hard and digital information assets. This computer based records management system comprises an information filter for assuring that record data units offered to the system for storage are complete and not redundant.*
- *Establishment of a CCTV Venue Operation System to enhance the surveillance capability at QH to improve the safety of both assets and personnel which will also provide support to the TTPS and by extension the National Security Infrastructure.*



## **Tendering Procedures**

Tender Committee Rules for Queen's Hall were set up since 1984 with the assistance of the Central Tenders Board. As a result, the Board determined that it was necessary to amend the Tenders Rules based on the Public Procurement and Disposal of Public Property (Amendment) Act 2016 which was assented to by the President on June 17<sup>th</sup>, 2016. These rules delineate the composition of the QH Tenders Committee, the power and duties of the committee, the recording of decisions, the method of invitation of tenders, the contents of the invitation to tender etc.

## **Results**

- *In August 2020 Board approved the QH Purchasing and Procurement Policies and Procedures Manual. Subsequently, management appointed a Procurement Officer who is now responsible for public procurement and the disposal of public property for QH. The Procurement Officer is the person defined in the Public Procurement and Disposal of Public Property Act, 2015 at Section 61 (2).*
- *In August 2020 QH Tenders Committee advertised nine (9) Requests for Proposals (RFP) for the renewal of contracts which were due to come to an end or have already expired. The evaluation process is current being actioned.*

## **Public and Community Relations**

As a venue, Queen's Hall is intrinsically linked with the performances it hosts, it is necessary for Queen's Hall to:

1. Further cement its "brand" by ensuring a presence in the market place;
2. Inform Clients of its new systems, procedures and facilities;
3. Satisfy its mandate of nurturing excellence in the performing arts through ensuring that events held at the Hall are promoted through the Queen's Hall Website and other social media
4. Showcasing of the performing arts community through introduction of the QH "Men in the Arts" & "Women in the Arts" series

## **Strategic Objective**

- To promote Queen's Hall as a Concert Hall of choice for the performing arts
- To provide communications to the wider community on the role of Queen's Hall in the enrichment of the lives of the nation and the performing arts community of Trinidad and Tobago



## **Results**

- *Queen's Hall is converting its Courtyard into a new outdoor lounge called The Garden Theatre which will offer live entertainment, local art, cuisine and cocktails*
- *indigenous to Trinidad and Tobago. Apart from providing a space for current clients and upcoming artistes to hold intimate productions, QH will also be hosting its own live*
- *entertainment events in its drive to provide exposure for our artistes and to give patrons the opportunity to enjoy variety of genres – dance, comedy, stand up events, plays, local films etc. while enjoying food and beverage – i.e. a full cultural experience.*
- *Queen's Hall has strengthened and widened its reach by 100% on its social media through the introduction of several new features, including its “Men and Women in the Arts” thereby fostering an appreciation and knowledge in the wider community of the wealth of talent and versatility of our creatives. Hosting of virtual Challenges in Song and Dance on our social media thereby giving our youth a platform to showcase their talent and creativity.*
- *Queen's Hall has been communicating with Tourism Trinidad Limited in the pilot project for its new Theatre District which will promote Trinidad's performing arts spaces to local and international visitors*
- *Queen's Hall continues to strengthen its Stakeholder relations through discussions with organisations including the Parang Association, TUCO, Pan Trinbago, the National Dance Association and the National Drama Association to discuss matters of mutual interest and to identify areas where it can support and nurture.*

**QUEEN'S HALL  
FINANCIAL STATEMENTS  
30 SEPTEMBER 2020**



**QUEEN'S HALL  
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**QUEEN'S HALL  
STATEMENT OF FINANCIAL POSITION**

		Year as at Sep 30 <sup>th</sup>	
		2020	2019
<b>ASSETS</b>			
<b>Current Assets</b>	Notes		
Cash and Cash Equivalents		\$ 1,320,224	\$ 2,477,565
Accounts Receivables and Prepayments		1,036,334	1,226,401
<b>Total Current Assets</b>		<b>2,356,557</b>	<b>3,703,966</b>
<b>Non- Current Assets</b>			
Property Plant and Equipment		65,578,903	67,049,401
<b>Total Non Current Assets</b>		<b>65,578,903</b>	<b>67,049,401</b>
<b>Total Assets</b>		<b>\$ 67,935,460</b>	<b>\$ 70,753,367</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>			
<b>Liabilities</b>			
Overdrawn Current Accounts		-	670,883
Accounts Payable and Accruals		3,282,989	1,847,082
<b>Total Liabilities</b>		<b>3,282,989</b>	<b>2,517,965</b>
<b>Shareholders' Equity</b>			
Property Fund		3,444,377	3,444,377
Property Improvement and Equipment Fund		93,850,433	93,850,433
General Fund		(32,642,339)	(29,059,408)
<b>Total Shareholders' Equity</b>		<b>64,652,471</b>	<b>68,235,402</b>
<b>Total Liabilities and Equity</b>		<b>\$ 67,935,460</b>	<b>\$ 70,753,367</b>

**QUEEN'S HALL  
STATEMENT OF COMPREHENSIVE INCOME**

	<b>Year ended Sep 30th</b>	
	<b>2020</b>	<b>2019</b>
<b>Revenue</b>		
Government Grant	8,456,919	8,260,000
Local variety and dance	137,254	999,978
Other bookings	282,107	657,480
Miscellaneous	382,498	360,374
Restaurant and bar	33,258	92,779
Foreign performances	6,500	29,000
Conferences and Seminars	(6,475)	-
<b>Total Revenue</b>	<b>9,292,060</b>	<b>10,399,611</b>
<b>Expenses</b>		
Advertising and Promotion	210,610	240,828
Audit Fees	55,000	55,000
Board Fees	215,645	438,190
Depreciation	2,347,371	2,347,371
Gratuity	-	315,269
Insurance	25,035	230,289
Maintenance and Repairs	1,011,863	1,106,668
National Insurance Contributions	396,582	152,605
Office Expenses and stationery	100,426	151,029
Other goods and services	502,210	5,282,864
Other operating expenses	47,299	(30,734)
Refurbishment expenses	-	30,610
Salaries, wages and other benefits	6,292,071	2,070,263
Security	599,682	540,519
Seminars	-	(3,965)
Telephone Expenses	172,427	143,558
Training	10,756	120,336
Travelling and Transport	8,519	26,684
Utilities	626,625	547,541
Valued Added Tax written Off	309,313	357,319
<b>Total Expenditure</b>	<b>12,931,435</b>	<b>14,122,244</b>
<b>Deficit of income over expenditure</b>	<b>(3,639,375)</b>	<b>(3,722,633)</b>

**QUEEN'S HALL**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30th 2020**

**1 Incorporation and Activities**

The Board is a non-profit organisation, incorporated by Trinidad and Tobago Act of Parliament (Queen's Hall Act, Chapter 40:50; Act of 1969 amended by Act No. 45 of 1979). The principal activity is operation of the cultural and recreational facility known as 'Queen's Hall'. The principal place of business is #1-3 St Ann's Road, St Ann's.

**2 Summary of Significant Accounting Policies**

**(a) Basis of Preparation**

The financial statements have been prepared in accordance with the International Financial Reporting Standards (IFRS) and are stated in Trinidad and Tobago dollars rounded to the nearest dollar. These financial statements have been prepared on the historical cost basis.

**(b) Property, Plant and Equipment**

Property, Plant and equipment are stated at cost less accumulated depreciation. Full depreciation is charged in the year of purchase and not in the year of disposal. Depreciation is provided at rates estimated to write-off the cost of the assets over their useful lives except for the capital work-in-progress which is not depreciated. The rates applied are shown hereunder.

Depreciation on assets is charged so as to allocate the cost over their estimated useful lives as follows:

Queen's Hall Property	2% - straight line basis
Furniture and Fixtures	10% - reducing balance basis
Electrical Equipment	10% - reducing balance basis
Mechanical Equipment	10% - reducing balance basis
Land and building improvements	10% - reducing balance basis
Motor Vehicle	10% - reducing balance basis
Office and computer equipment	25% - reducing balance basis

No depreciation is charged on capital work in progress

**QUEEN'S HALL**  
**NOTES TO FINANCIAL STATEMENTS**  
**SEPTEMBER 30th 2020**

**(c) Financial Instruments**

Financial assets and financial liabilities are recognised on the Board's Statement of Financial Position when the Board becomes a party to the contractual provisions of the instrument. The fair values of the Board's financial assets and liabilities approximates to their carrying amounts at the reporting date.

**(i) Cash and Cash Equivalents**

Cash and cash equivalents consist of highly liquid investments which are carried at cost, which approximates market value

**(ii) Accounts Receivable and Prepayments**

Accounts receivables are amounts due from customers for services performed in the ordinary course of the business. All collections from sales are expected in one year or less and are classified as current assets. Accounts receivables are initially recognized at the transaction price.

**(iii) Accounts Payable and Accruals**

Accounts payable and accruals are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

**(iv) Revenue**

Government Grants are accounted for using the income approach. Under this approach, the grant is recognised in the profit and loss on a systematic basis over the periods in which the entity recognises as expenses, the related costs for which the grant is intended to compensate.

**(v) Taxation**

The Board is not subjected to Corporation Tax

# **APPENDIX II**

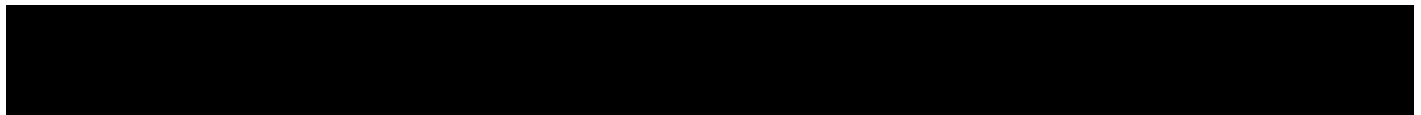
NAPARIMA BOWL  
ANNUAL REPORT 2019 -2020 AND UNAUDITED  
FINANCIAL STATEMENTS FOR THE YEAR ENDED  
30<sup>TH</sup> SEPTEMBER 2020



# **ANNUAL REPORT**

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**OCTOBER 2019 TO SEPTEMBER 2020**







## **EXECUTIVE SUMMARY**

Naparima Bowl (fondly referred to as ‘the Bowl’) was established by Act #19 of 1969, amended by Act #45 of 1979, with the sole purpose of providing for the establishment of a Concert Hall in the Borough of San-Fernando. Naparima Bowl as a sanctuary for the arts is an intrinsic part of the creative industries’ well-being – a sustainable creative enterprise. Our arts is our nation’s most precious heritage, for it is in our works of art that we reveal to ourselves, and to others, the inner vision which will guide us as a nation.. The ‘arts’ is a powerful tool and a sustainable driver of emerging economies. It helps individuals connect with each other and it accesses cultures and educates and enriches society.

In 2020, the Naparima Bowl along with the rest of the country was grappling with the onset of the Novel Coronavirus or COVID-19 virus. The Bowl was not immune to the effects of the national shutdown as we worked towards ensuring the safety of our staff and immediate stakeholders. The focus was, along with instituting personal protective equipment (PPE) and the required sanitization stations (wash sinks and hand sanitizers), the Bowl fought to remain relevant in a time which saw the prohibition of mass gatherings and the immergence of ‘social distancing’. The theatre by nature is congregational, collaborative and interactive. The slate of refunds on previous bookings painted a real picture of the volatility in the sector and the risks producers and performers were not willing to take at this time. However, the Bowl sought to keep engaged with our stakeholders through social media, and made the facility available for ‘livestream’ events and remote ‘site-visits’ for performing arts teachers.

Naparima Bowl’s phased refurbishment and expansion programme hinges on the underlying business philosophy to keep the entity financially viable rather than just alive. This redevelopment prioritizes the provision of related, contiguous spaces for the core performing visual, literary and allied artistic pursuits.

The future of the Naparima Bowl is hinged on its ability to remain relevant in an evolving creative sector. As resources become more limited, and creatives use innovative ways to present their work to audiences, the Bowl’s primary focus is to build alliances with a range of public and private sector stakeholders. This would foster relationships that can redound to the benefit of producers, creatives and performers by providing a higher quality service and delivery of entertainment in harmony with global industry standards.

1.1. **Mission Statement**

*“To make the Naparima Bowl a true centre for the arts where artists can be supported and encouraged to pursue their dreams and where the community can access the beauty and truth that the arts can provide for their enjoyment and the enrichment of their lives.”*

1.2. **Vision Statement**

*“To establish the Naparima Bowl as a premier arts centre that will be the forum for the expression and celebration of culture”.*

1.3. **Philosophy**

Our philosophy embodies our policies and management goals for the future development of Naparima Bowl. Both our Mission & Vision are driven by the dedication of our staff towards creating and providing the best competitive and popular product in theatre, music, drama, dance, visual and the literary arts. Additionally, we endeavor to be a space to nurture professional and emerging talent and creativity by providing highest technical standards and best practices to enable a thriving entertainment industry.

1.4. **Strategic Objectives**

- To provide exceptional, efficient, affordable infrastructure and cultural facilities for all the Arts.
- To provide job enhancement and job enrichment opportunities for all our staff in our quest to maintain a higher standard of customer service. In March 2020 saw the culmination of a process which began in 2019. Cabinet approved twenty-seven (27) contract positions inclusive of nine (9) positions in the technical unit, bringing that department to its full complement and now poised to provide a comprehensive service to our primary stakeholders.
- To secure the future of the Bowl by providing for solid career development, and move these positions onto the permanent establishment. In the interim, we continue to provide a cadre of expert professionals dedicated to the customized and unique needs of all our clientele.
- To reposition Naparima Bowl at the center of cultural, social and economic development in the City of San Fernando.

## **2.0 ORGANIZATIONAL STRUCTURE**

### **2.1 Organizational Profile**

The Bowl is comprised of the Auditorium, Amphitheatre, Piano/Production Room, dressing rooms, courtyard and administrative offices. The **Auditorium** accommodates 500 seats and hosts plays, musicals, oratorios, dance showcases, comedy events, weddings, seminars, graduations, pageants, annual general meetings, as well as regional and international festivals.

Immediately south of the auditorium is an open-air **Amphitheatre**, with the capacity to accommodate an audience of approximately 1500. It has showcased such events as, calypso showcases, comedy productions and steelpan concerts. It is suitably poised to host jazz picnics, music festivals and theatrical productions. The **Courtyard** is appropriate for wedding receptions, cocktail events, product launches, parties, fetes, bazaars and craft markets.

The Bowl is a preferred choice for local, regional and international clients that include arts organizations, educational institutions, corporate entities, Ministries, churches and NGOs. Complementary services include secure parking for 140 vehicles, a Box Office, a Cafeteria/Bar, a kitchen all nestled in the manicured landscape. The Bowl is currently manned by a complement of 40 full-time and part-time staff members (permanent, contract and support services). The premises is protected by 24/7 Security and video surveillance.

In an effort to diversify its offering, the Bowl has been able to maneuver its schedule to accommodate meetings, rehearsals, film screenings, live-stream events and video recordings within the existing building. Parking, whilst adequate, it often poses limitations. However, our longstanding relationship with Naparima College affords us the use of their parking facilities for larger events with full audience capacity. Most of the Bowl continues to be housed in refurbished steel shipping containers; space is severely restricted and we are unable to suitably accommodate technical staff and ushers. As a consequence, refurbishment of the area to house technical staff and ushers is ongoing, as funds become available.

## 2.2 **Corporate Structure**

The Chief Executive Officer is responsible for the management and strategic operations of the Organization. As the accounting officer, the CEO works closely with the Accountant to ensure prudent financial management in compliance with public service standards. The Board of Directors provides governance and the CEO acts as the interface between the Board and its stakeholders. Cabinet appoints the Board of Directors who are accountable to the line Minister.

## 2.3 **Services / Products Provided**

### **a) Services –**

Naparima Bowl continuously seeks to encourage and nurture a culture of customer service excellence in its systems, operations and procedures.

Naparima Bowl's product is strictly and essentially a Service defined as follows:

- 1) Rental of the following facilities:
  - a) Auditorium inclusive of dressing rooms
  - b) Amphitheatre
  - c) Courtyard and Grounds
  - d) Box Office, Cafeteria, Kitchen
  - e) Production & Piano Room
- 2) Additionally, clients enjoy the essential up-to-date technical services, which are an integral component of theatrical productions: *audio/sound equipment, lighting fixtures, stage properties and multimedia.*
- 3) Video recording and editing of events for clients as well as for archival purposes.
- 4) Full Front of House and protocol service inclusive of ushers and parking attendants led by the Front of House Coordinator.

### **b) Special Projects –**

The Ministry of Community Development, Culture and the Arts has continued to alleviate infrastructural problems experienced by the Bowl, pending the start of the Refurbishment and Expansion Project. Under the PSIP, we received \$1.5M to refurbish the Kitchen, design/build the cafeteria and furnish with commercial appliances. The earthquake in August 2018, caused major damage to the

cafeteria, rendering the structure unfit and therefore it had to be demolished. The original plan had been to renovate, but with this report the cafeteria had to be rebuilt.

The **Bowl Face** café was launched on Thursday 23<sup>rd</sup> January 2020. Designed to operate as a fully functional bar, the Bowl Face Courtyard Café is the cornerstone to all events that occur in the Naparima Bowl courtyard. Along with the kitchen, the Bowl Face Courtyard Café will be a regular source of income for the facility during and outside of the hours of concerts and events. Future plans include a merchandise and coffee shop

#### 2.4 **Delegated Levels of Authority**

Hierarchical levels of Authority: Minister of Community Development, Culture and the Arts, Permanent Secretary, Deputy Permanent Secretary, Board of Directors, CEO, Supervisors, Staff. (See Organizational Chart at Appendix 1).

#### 2.5 **Legislative and Regulatory Framework**

Naparima Bowl was established by Act #19 of 1969, amended by Act #45 of 1979, with the sole purpose of providing for the establishment of a Concert Hall in the Borough of San-Fernando. Monthly paid and contract employees operate within guidelines set by the Chief Personnel Officer. National Union of Government and Federated Workers (NUGFW) bargain with Naparima Bowl for terms and conditions for daily-rated employees, subject to approval by the CPO. The Public Services Association Union represent monthly-paid employees. The Bowl also operates under the Theatres and Dance Halls Act #39 of 1934 amended in 2014 and is also in compliance with the Copyright Act #8 of 1997.

#### 2.6 **Reporting Functions**

Departments submit monthly, annual, and special project reports, from which a consolidated report is prepared. These reports provide statistical data on the use of the Auditorium by clients and patrons. Annual reports are submitted to the Board of Directors of Naparima Bowl and to the line Ministry.

### 3.0. **POLICIES AND DEVELOPMENT INITIATIVES**

#### 3.1 **Short, Medium and long term plans**

- ✓ Short Term Plans: In the short term, extensive repairs continue towards building maintenance. These works include repainting of major areas of the facility, particularly the 'fly-tower' and plumbing and drainage repairs. Marketing and promotion of the facility is central to the short-term agenda and seeks to broaden its clientele and audiences.
- ✓ Medium Term Plans: Treasures of Naparima is the two (2) year programme of activities, events and projects in celebration of the 60<sup>th</sup> Anniversary of Naparima Bowl to be observed in 2022. 'The Bowl' has established itself as a leading contributor to the development of arts and culture, of not only San Fernando, but of Trinidad and Tobago as a whole. 'The Bowl' takes pride in its name and the homage it pays to the 'First Peoples of Trinidad and Tobago'. Treasures of Naparima also takes into account the 'Redevelopment and expansion projects of the Bowl'. As the creative sector takes a more prominent role in economic diversification, the Naparima Bowl will pay tribute to the artists and cultural practitioners who have honed and developed their craft on its stages and in its studios. The project will build new and strengthen existing relationships by allowing community participation in workshops, exhibitions, the collection of photos, programmes and other artefacts that represent the history of the Bowl and its contribution to the 'Cultural Soul of the South'.
- ✓ Long Term Plans: In July 2019, public bids were invited for the design of a Master Plan for the redevelopment of the new Naparima Bowl. The consultancy firm, Ramdhan Engineering Project Management and Consultancy Ltd. won the bid and began work on the designs. A steering committee was formed to meet with the consultants to guide the contents of the user's requirement and the design brief to ensure that the scope is managed adequately.

The final designs include major upgrade to our offices, entrances, rehearsal and change rooms; the building of studios and conference rooms as well as increased parking capacity. The Project involved looking at what really existed at the Naparima Bowl, the drainage challenges which led and continue to lead to flooding situations, the electrical and plumbing needs for the facility and the overall aesthetics. The Design Phase of the Project was completed and the final drawings and supporting information submitted to the Ministry in August 2020.

### 3.2 **Performance Objectives and Accomplishments**

*Our performance objectives are efficient service, state of the art cultural facilities, expert professionals and job enhancement.*

- The existing kitchen was refurbished – the roof was replaced, doors and windows replaced, cupboards installed, kitchen sink and accessories replaced, inside and outside walls repainted.
- The cafeteria was demolished, a new design submitted by an architect and construction included a washroom and storeroom. The building is designed to meet the criteria of Town and Country Planning in order to get approval for a bar license.
- The kitchen and cafeteria were equipped with stainless steel commercial type equipment.

In-house staff in the auditorium conducted maintenance works. They included:

- Deep cleaning of stage, dimmer room and fly gallery,
- Resetting of soft goods
- Completion of full inventory.
- Checks and service of lights and sound equipment

Other maintenance under facilities included:

- plumbing
- serviced air-condition units, equipment, tools and alarm system
- repainted dressing rooms and fountain,
- constructed a tank stand to accommodate an additional two (2) 2,000 gallon tanks
- effected electrical works,
- inspected genie lift and had it certified
- refurbished the accounts unit
- inspected and serviced fire extinguishers
- repaired chairs in the courtyard
- effected repairs to the dressing rooms
- repaired leaks in Auditorium

### **COVID-19: Standard Operating Procedures for Performing Arts Spaces**

Performing arts centers are constantly devising new strategies for ensuring safety whilst allowing creative freedom. Gathering in limited numbers through “social distancing” pose the greatest challenge to the performing arts. Theatres and producers must now **innovate**, **reimagine** and **collaborate** to ensure sustainability to the sector and the livelihoods of thousands of creatives.

The health and safety of our clients, patrons and artistes has and continues to be a priority for the management and staff of Naparima Bowl. COVID-19 has resulted in changed ways of life for citizens of the world – the ‘New Normal’. However, given the local, regional and international developments with the COVID-19 virus and the precautionary measures given by the Ministry of Health and our line ministry, we instituted additional safety operating procedures. The national performing arts spaces, along with community centers and the national museum developed a comprehensive document to guide users of the space during this time.

#### **4.0 FINANCIAL OPERATIONS**

Our Auditors for fiscal 2020 is Bob Gopee and Associates

##### **4.1 Budget Formulation:**

Budget formulation is an essential step in the process of securing financial resources for the Naparima Bowl. Two (2) budgets are prepared once per year within the framework drawn up by the Ministry of Finance; the first budget covers Recurrent Income and Expenditure and the second covers Development Programmes. Each department submits their budgetary requests to the accounting unit, giving detailed information and justification for their proposals. The budget is prepared by March of the current year for the next fiscal year, and submitted to the Board of Directors for their approval. It is then submitted to the line Ministry, Ministry of Tourism, Culture and the Arts, who then forwards it to the Ministry of Finance. Officers from Naparima Bowl are usually invited to a meeting with the line Ministry to defend its budgets.

##### **4.2 EXPENDITURE VERSUS INCOME:**

- a) Expenditure for the fiscal year, inclusive of commitments for gratuities and contract employment totaled **\$5,229,932** – an increase of **\$264,108** over fiscal 2019 expenditure.
- b) The total annual amount received under Government Grant was **\$4,798,578** (an increase of \$513,627) from last year's. Total annual revenue earned from venue and affiliated rentals was \$253,653 (a decrease of \$427,291 over last year). The decrease in income was primarily because of the COVID-19 pandemic as Theatres were not able to operate for a few months. Furthermore, VAT refunds were received in the amount of \$177,832. Total revenue for the year under report was \$5,230,063.



## **Income exceeded expenditure by \$131.00**

We are still awaiting a refund of \$559,745 from the VAT office following a judgement by the court in Naparima Bowl's favour.

### **4.3 Debt Policy:**

Although the Naparima Bowl Acts states in part..."*may, subject to the approval of the Minister of Finance borrow sums required by it for meeting any of its obligations and discharging any of its functions...*" it has not been the policy of the Board to accrue debts.

### **4.4 Investment Policy:**

The Act states in part..."*Funds of the Board not immediately required to be expended in the meeting of any obligations or the discharge of any functions of the Board may be invested from time to time in securities approved by the Minister for investment by the Board.*" The Board has Fixed Deposits in its name held at RBTT Bank Limited, RBTT Merchant Bank and Republic Bank (Total: \$1,250,866).

## **5.0 HUMAN RESOURCE DEVELOPMENT PLAN**

### **5.1 Organizational Establishment**

The Bowl is a Statutory Body guided by a Board of Directors, falling under the ambit of the line Ministry, and receives an annual subvention from Government, based on the submission of annual estimates of anticipated revenue and expenditure.

### **5.2 Category of Employees**

- **Public Officers –**  
1 Clerk/Stenographer II,
  
- **Daily Paid Workers–**  
3 Watchmen  
1 Agricultural Foreman  
4 Male Labourers,  
2 Female Labourers
  
- **Contract Staff –**  
Chief Executive Officer  
Operations Manager

Accountant  
Accounts Clerk  
Bookings/Promotions Coordinator  
Front of House Coordinator  
Facility Officer  
Driver/Courier  
Technical Coordinator  
Stage Manager  
Assistant Stage Manager  
5 Stage Technicians  
Senior Lighting Technician  
5 Lighting Technicians  
Senior Audio Technician  
5 Audio Technicians

- ***On-call Services -***
  - 1 Watchmen*
  - 2 Janitors*
  - 12 Ushers*

The majority of staff continues, unfortunately, to be on short-term employment. As per approval granted in March 2020 approval was granted to renew existing contracts for a number of positions and the hiring of which will fully equip the technical and operations departments of the facility.

### **5.3 Career Path Systems:**

Naparima Bowl is a small organization. However, we continue to expose workers to training in the technical field and all workers are encouraged to pursue studies in relevant fields in the hope of advancing themselves. Employees are able to see the relationship between the experience gained on the job and the career paths available to them because of their increased knowledge and skills. Training for the period included 'Landscaping' aimed towards the facilities department, and 'Video Editing' for the technical department.

In July 2020, members of the Facilities Department participated in a three (3) day programme facilitated by the Ministry of Agriculture, Land and Fisheries. The training course provided was designed at skills development critical for maintaining high standards in the upkeep of the grounds at Naparima Bowl.

As a result, the first phase of this collaboration was conducted training by the Extension, Training and Information Services Division (ETIS). The two courses offered

were *'Introduction to Landscaping'* which was conducted over four (4) half-day sessions from Tuesday 21<sup>st</sup> to Friday 24<sup>th</sup> July at no cost to the Bowl. As well as and *'Small Gas Engine Repairs'* was conducted from Monday 27<sup>th</sup> to Friday 31<sup>st</sup> July.

The workshop in *'Beginner's Guide to Video Editing'* is offered by the Filmmakers' Collaborative of Trinidad and Tobago (FILMCO) and will equip the Technical Unit with foundation skills in video editing.

#### **5.4 Performance Assessment/Management Strategies**

Supervisors conduct Performance Appraisals on all staff members either on a yearly basis, or at the end of his/her contracted term. This enables the individual to be aware of his/her strengths and weaknesses, and management can make the necessary arrangements to assist the individual where needed, either by training or counselling. It also serves as a form of motivation.

#### **5.5 Promotion – Selection procedures**

a) Promotion is based on the procedures listed in the Collective Agreement for daily-rated employees and Public Service Regulations for monthly-paid employees. There were no promotions during the fiscal year.

#### **b) Recruitment - Selection Procedures**

Staff recruitment to *Daily Paid and Monthly Paid* positions is by internal and subsequent external advertisement. An interviewing panel interviews the applicants and makes recommendations to the Board, who in turn informs the parent Ministry. To fill contract positions, the vacancies are advertised, the Board interviews suitable applicants and makes the necessary selections. Their recommendation goes to the parent Ministry who then seeks the approval of the Chief Personnel Officer to determine terms and conditions.

#### **5.6 Employee Support Services**

Employee Support Services were not engaged for the 2020 period. However, the Bowl continues to foster healthy working relationships amongst staff through social activities. It is our intention to introduce programmes and activities which will focus on communication skills, leadership and work-life balance.

## **6.0 PROCUREMENT PROCEDURES**

6.1 A Tenders Committee, numbering four (4), is appointed from among members of the Board. They operate within the rules of the 'Naparima Bowl Board Tenders Committee Rules'. The committee invites and considers tenders for works and makes the necessary recommendations. These recommendations are reviewed and approved by the Central Tenders Board and then submitted to the Naparima Bowl Board for their approval.

## **7.0 PUBLIC AND COMMUNITY RELATIONS**

### **7.1 Client and Public Access to services/service delivery systems:**

Access to the Bowl's services is through personal contact, telephone contact or through social media. A schedule of upcoming events is circulated online and through our stakeholder mailing list.

### **7.2 Activities during the year:**

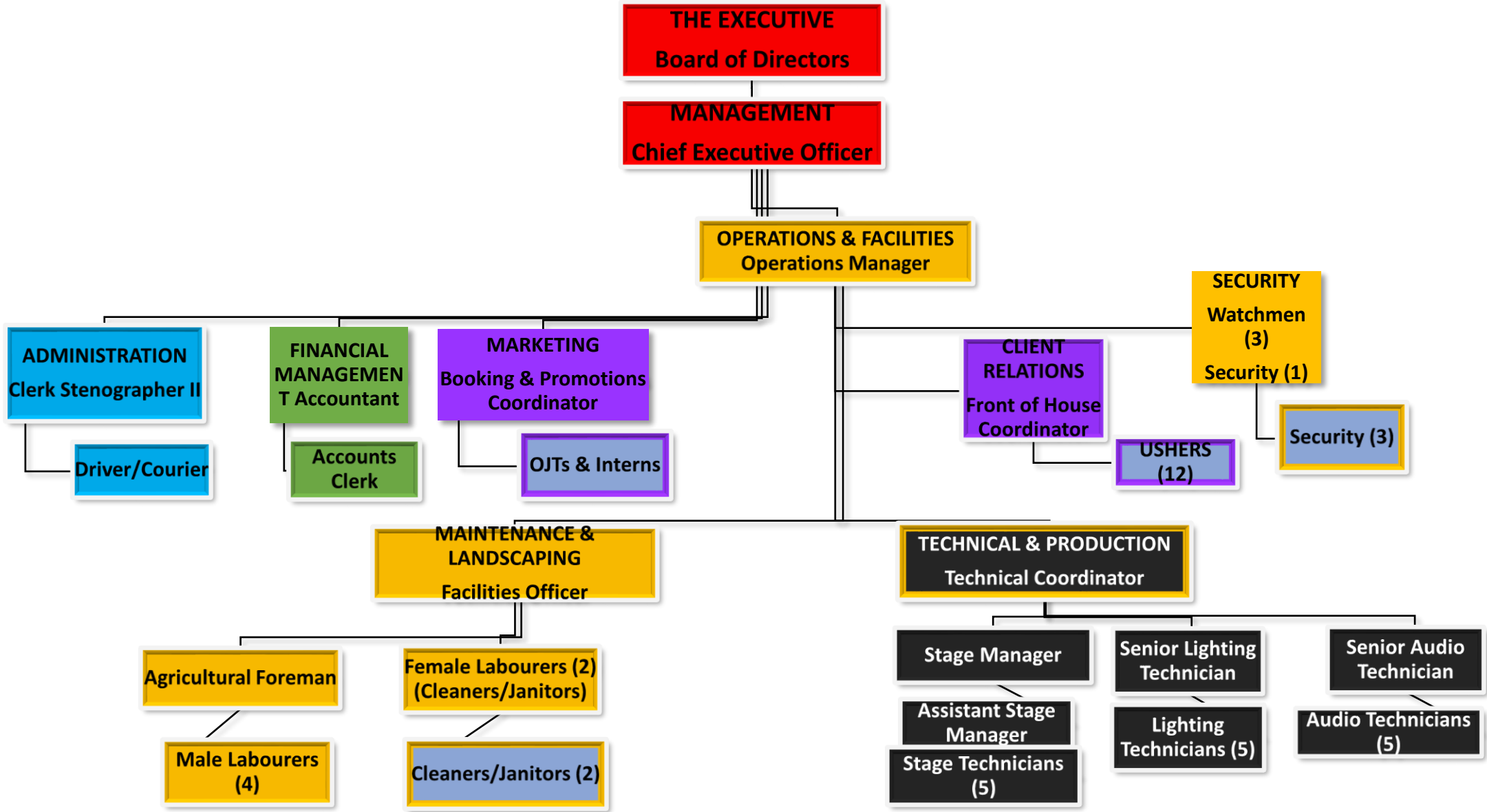
During the period October 2019 to September 2020, 147 events were held with an attendance of approximately 37,562 patrons. One carnival fete on the grounds attracted about 3,000 persons. Events and audience participation was significantly impacted by the onset of COVID-19 and the National Health Protocols that were subsequently implemented. Many events for the year were cancelled due to the intermittent closure of the facility beginning in March 2020. Producers sought to pivot by utilizing the social media platforms to present their events. The Bowl hosted four (4) 'live-stream' events and was able to also accommodate rehearsals, auditions and film screenings during the period.

Additionally, we also took the opportunity to engage with our stakeholders by promoting the technical aspects of the theatre through the 'Naparima Bowl CONNECT' programme. The technical team embarked on a video series highlighting the elements of technical theatre; *stage, lighting and audio*. The six part series covered the fundamental elements of technical theatre and was partly informed by the Visual and Performing Arts Syllabus (VAPA) as well as advice from the Secondary Schools' Drama Association and UTT.

Submitted by

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Marlon De Bique (Mr.)  
Chief Executive Officer



NAPARIMA BOWL  
UNAUDITED FINANCIAL STATEMENTS  
30TH SEPTEMBER 2020

Prepared by:  
C. Mahabhi  
Accountant  
Naparima Bowl  
19/3/21



NAPARIMA BOWL  
UNAUDITED FINANCIAL STATEMENTS  
30TH SEPTEMBER 2020

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**NAPARIMA BOWL**  
**UNAUDITED STATEMENT OF FINANCIAL POSITION**  
**AS AT 30TH SEPTEMBER 2020**  
(With comparative figures as at 30th September 2019)

	<u>Notes</u>	<u>\$TT</u> <u>2020</u>	<u>\$TT</u> <u>2019</u>
<b><u>ASSETS</u></b>			
<b><u>NON CURRENT ASSETS</u></b>			
Property, Plant and Equipment	N5	46,037,394	46,229,261
<b><u>CURRENT ASSETS</u></b>			
Cash in Hand		2,673	1,944
Cash at Bank	N3	2,959,370	4,468,390
Investments	N4	1,256,356	1,250,873
Accounts Receivable		8,206	6,994
Prepayments		1,907,795	1,410,026
Other Receivable		0	7,800
Value Added Tax Refundable	N6	2,341,440	2,366,640
Taxation Refundable		688	688
		<u>8,476,528</u>	<u>9,513,355</u>
<b>TOTAL ASSETS</b>		<u>54,513,922</u>	<u>55,742,616</u>
 <b><u>EQUITY AND LIABILITIES</u></b>			
<b><u>ACCUMULATED FUNDS AND RESERVES</u></b>			
Accumulated Fund - General		11,765,016	13,070,018
Accumulated Fund - Appeal Committee	N7	203,980	203,980
Revaluation Reserve		39,702,616	39,702,616
		<u>51,671,612</u>	<u>52,976,614</u>
<b><u>CURRENT LIABILITIES</u></b>			
Accounts Payable		71,689	118,456
Accruals		0	45,106
Other Payable		2,770,621	2,602,440
		<u>2,842,310</u>	<u>2,766,002</u>
<b>TOTAL EQUITY AND LIABILITIES</b>		<u>54,513,922</u>	<u>55,742,616</u>

The attached notes form an integral part of these financial statements and should be read in conjunction therewith.

DIRECTOR:.....

DIRECTOR:.....

On .....the Board of Directors approved the financial statements and authorised its issue.

**NAPARIMA BOWL**  
**UNAUDITED STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND**  
**FOR THE YEAR ENDED 30TH SEPTEMBER 2020**  
(With comparative figures for the year ended 30th September 2019)

	<b>\$TT</b>	<b>\$TT</b>
	<b><u>2020</u></b>	<b><u>2019</u></b>
<b><u>REVENUE</u></b>		
Government Monthly Subventions	4,798,578	4,284,951
Government Funding for Upgrade of Facilities	93,712	1,411,436
Rental of Auditorium and Amphitheatre	157,207	519,843
Other Income	40,189	48,962
Interest Income	5,483	5,455
Recording and Broadcasting Income	14,956	24,556
Tender Fees		15,000
Vat refunds	177,832	
	<u>5,287,957</u>	<u>6,310,203</u>
<b><u>LESS: EXPENDITURE</u></b>		
Wages	816,608	955,418
Contract Employment Expenses	56,000	84,000
Short Term Employment	1,361,483	1,658,548
Remuneration to Board Members	378,600	371,200
Gratuities	57,600	-
Salaries	85,608	84,954
Contribution to National Insurance	210,710	211,590
Pensions	84,000	84,000
Overtime	77,927	81,637
Contribution to Group Health	47,982	45,693
Uniforms	33,661	12,686
Janitorial	36,026	44,799
Electricity	219,191	225,625
Security Services	154,695	83,493
Repairs and Maintenance - Building	213,255	214,903
Promotions, Publicity and Printing	96,093	35,253
Other Contracted Services	71,065	60,794
Repairs and Maintenance - Equipment	210,758	139,016
Insurance	121,002	120,011
Fees	30,140	46,569
Office Stationery and Supplies	122,673	85,007
Telephone	64,190	50,736
Training	91,434	6,000
Materials and Supplies	33,618	30,661
Water Rates	7,550	12,168
Repairs and Maintenance - Motor Vehicles	6,568	4,383
Loss on Disposal of Property, Plant and Equipment	43,734	237
Travelling Expenses	621	1,076
Green Fund Levy	691	1,739
Depreciation	1,858,092	1,927,590
	<u>6,591,575</u>	<u>6,679,786</u>
<b>GENERAL FUND (DEFICIT)/SURPLUS BEFORE TAXATION</b>	<b>(1,303,618)</b>	<b>(369,583)</b>
<b>TAXATION - BUSINESS LEVY</b>	<b>(1,384)</b>	<b>(3,663)</b>
<b>GENERAL FUND (DEFICIT)/SURPLUS AFTER TAXATION</b>	<b><u>(1,305,002)</u></b>	<b><u>(373,246)</u></b>

**NAPARIMA BOWL**  
**UNAUDITED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH SEPTEMBER 2020**  
(with comparative figures for the year ended 30th September 2019)

	<u>\$ TT</u> <u>2020</u>	<u>\$ TT</u> <u>2019</u>
<b><u>NET CASHFLOW FROM OPERATIONS</u></b>		
Net (Deficit)/Surplus before Taxation	(1,303,618)	(369,583)
Adjustments to reconcile net profit to net cash flows from operating activities:		
Loss on Disposal of Property, Plant and Equipment	43,734	237
Depreciation	1,858,092	1,927,590
Movements in working capital:		
Decrease / (Increase) in Accounts Receivable	(1,212)	3,695
Increase in Prepayments	(497,769)	(1,075,907)
Decrease / (Increase) in Other Receivable	7,800	(7,800)
Decrease / (Increase) in Value Added Tax Recoverable	25,200	(65,428)
(Decrease) / Increase in Accounts Payable	(46,767)	30,541
Increase in Accruals and Other Payable	123,075	551,791
	<u>208,535</u>	<u>995,136</u>
<b><u>TAXATION PAID</u></b>	(1,383)	(3,477)
<b><u>INVESTING ACTIVITIES</u></b>		
Additions to Property, Plant and Equipment	(1,711,109)	(382,874)
Sale Proceeds on Disposal of Property, Plant and Equipment	1,149	1,900
	<u>(1,709,960)</u>	<u>(380,974)</u>
<b>NET CASH FLOW BEFORE FINANCING ACTIVITIES</b>	(1,502,808)	610,685
<b><u>FINANCING ACTIVITIES</u></b>		
<b>(DECREASE)/INCREASE IN CASH</b>	<u>(1,502,808)</u>	<u>610,685</u>
<b>CASH BALANCE - AT START OF YEAR</b>	5,721,207	5,110,522
<b>CASH BALANCE - AT END OF YEAR</b>	<u><u>4,218,399</u></u>	<u><u>5,721,207</u></u>
<b><u>REPRESENTED BY:</u></b>		
CASH IN HAND	2,673	1,944
CASH AT BANK	2,959,370	4,468,390
INVESTMENTS	1,256,356	1,250,873
	<u><u>4,218,399</u></u>	<u><u>5,721,207</u></u>

**NAPARIMA BOWL**  
**UNAUDITED STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 30TH SEPTEMBER 2020**  
(with comparative figures for the year ended 30th September 2019)

	<u>GENERAL FUND</u>	<u>APPEAL COMMITTEE</u>	<u>REVALUATION RESERVE</u>	TOTAL
<b><u>2020</u></b>				
Balance b/f at 01-10-2019	13,070,018	203,980	39,702,616	52,976,614
Less: Net Loss after Taxation	(1,305,002)	0		(1,305,002)
Balance c/f at 30-09-2020	<u>11,765,016</u>	<u>203,980</u>	<u>39,702,616</u>	<u>51,671,612</u>
<b><u>2019</u></b>				
Balance b/f at 01-10-2018	13,443,264	203,980	39,702,616	53,349,860
Add: Net Profit/(Loss) after Taxation	(373,246)	0	0	(373,246)
Balance c/f at 30-09-2019	<u>13,070,018</u>	<u>203,980</u>	<u>39,702,616</u>	<u>52,976,614</u>

**NAPARIMA BOWL**  
**UNAUDITED NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 30TH SEPTEMBER 2020**

**1 INCORPORATION AND PRINCIPAL ACTIVITY**

The Naparima Bowl was established on 1st July 1969 in the Republic of Trinidad and Tobago by the Naparima Bowl Act Chapter 40:51 (and Act of Parliament to provide for the establishment of a concert hall in the city of San Fernando and for the management and control facilities thereof). Its registered office is at #19 Paradise Pasture, San Fernando. The principal activity of Naparima Bowl is the hosting of national, social and cultural events.

**2 SIGNIFICANT ACCOUNTING POLICIES**

The following accounting policies, based on generally accepted accounting principles, have been applied, unless otherwise stated.

**a Basis of Preparation**

These financial statements have been prepared under the Historical Cost Convention Basis and in accordance with International Financial Reporting Standards. These amounts have been rounded to the nearest dollar.

**b Use of estimates**

The preparation of financial statements, in conformity with International Financial Reporting Standards, requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

**c Property, Plant and Equipment**

Property, Plant and Equipment are stated at Net Book Value. Depreciation is provided for at rates established to write off the cost of the assets by the reducing balance method, as follows:

Computer Equipment	25%
Appliances and Lamps	12.50%
Office Equipment and Furniture	10%
Water Tanks	10%
Chairs and Tables	10%
Building and Leasehold Property	5%
Piano and Paintings	5%

**d Revenue Recognition**

Revenue comprises the invoiced value for the sale of goods and /or services net of Value Added Tax, rebates and discounts. Revenue from the sale of goods is recognized when significant risks and rewards of ownership of the goods are transferred to the buyer. Revenue from rendering services is recognized based on the stage of completion determined by references to services performed to date as a percentage of total services to be performed.

**(i) Government Subventions**

These are contributions received from the government towards the operation of Naparima Bowl and are recognised on the accrual basis.

**(ii) Non Government Sources**

This relates to income generated from the rental of premises, equipment and services in the ordinary course of Naparima Bowl's activities. Rental income is recognised on the accrual basis and is net of value added tax and discounts.

**NAPARIMA BOWL**  
**UNAUDITED NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 30TH SEPTEMBER 2020**

**2 SIGNIFICANT ACCOUNTING POLICIES**

**e Cash and Cash Equivalent**

Cash and Cash Equivalent are carried in the Statement of Financial Position at cost. For the purpose of the Statement of Cash Flows cash and cash equivalents comprise of cash on hand and at bank, bank overdrafts and other short term highly liquid investments with original maturity of three (3) months or less.

**f Accounts Receivable**

Accounts Receivable are carried at original invoice amount less provision made for impairment of these receivables. A provision of impairment of accounts receivable is established when there is an objective evidence that the company will not be able to collect all amounts due. The amount of the provision is the difference between the carrying amount and the receivable amount.

**g Provisions**

Provisions are recognised when there is a present legal or constructive obligation as a result of past events, from which it is more likely than not that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

**h Taxation**

The company is subject to corporation tax based on the stipulated rate for the respective year of income, in addition to green fund levy at the rate of 0.3% and business levy at the rate of 0.6% of gross revenue.

**3 CASH AT BANK - \$2,959,370**

The company maintains an account with RBC Royal Bank (Trinidad and Tobago) Limited, High Street, San Fernando.

**4 INVESTMENTS - \$1,256,356**

This balance is made up as follows:

	<b>\$ TT</b>	<b>\$ TT</b>
	<b><u>2020</u></b>	<b><u>2019</u></b>
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	195,954	195,367
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	921,944	917,344
Republic Bank Limited - Fixed Deposit	7,802	7,768
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	55,620	55,509
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	75,036	74,885
	<u>1,256,356</u>	<u>1,250,873</u>

**NAPARIMA BOWL**  
**UNAUDITED NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 30TH SEPTEMBER 2020**

**5 PROPERTY, PLANT AND EQUIPMENT - \$46,037,394**

	LAND & BUILDING	MOTOR VEHICLE	LIGHTING & STAGE EQUIPMENT	FURNITURE & EQUIPMENT	TOTAL
	\$	\$	\$	\$	\$
<b><u>Year Ended 30th September 2020</u></b>					
Opening net book amount	40,758,996	34,816	965,173	4,470,276	46,229,261
Additions	1,278,843	220,853	96,777	114,637	1,711,109
Disposals and adjustments			(5,811)	(39,073)	(44,884)
Depreciation charge for the year	(1,212,740)	(17,906)	(182,223)	(445,223)	(1,858,092)
Closing net book amount	<u>40,825,099</u>	<u>237,763</u>	<u>873,916</u>	<u>4,100,617</u>	<u>46,037,394</u>
<b><u>At 30th September 2020</u></b>					
Cost	57,394,207	380,900	1,297,615	9,454,430	68,527,152
Accumulated Depreciation	(16,569,108)	(143,138)	(423,699)	(5,353,813)	(22,489,758)
Net book amount	<u>40,825,099</u>	<u>237,762</u>	<u>873,916</u>	<u>4,100,617</u>	<u>46,037,394</u>
<b><u>Year Ended 30th September 2019</u></b>					
Opening net book amount	41,751,853	46,421	1,024,511	4,953,329	47,776,114
Additions	245,240		36,512	101,122	382,874
Disposals and adjustments			(2,137)		(2,137)
Depreciation charge for the year	(1,238,097)	(11,605)	(93,713)	(584,175)	(1,927,590)
Closing net book amount	<u>40,758,996</u>	<u>34,816</u>	<u>965,173</u>	<u>4,470,276</u>	<u>46,229,261</u>
<b><u>At 30th September 2019</u></b>					
Cost	56,115,364	160,047	1,200,838	9,339,793	66,816,042
Accumulated Depreciation	(15,356,368)	(125,231)	(235,665)	(4,869,517)	(20,586,781)
Net book amount	<u>40,758,996</u>	<u>34,816</u>	<u>965,173</u>	<u>4,470,276</u>	<u>46,229,261</u>

**6 VALUE ADDED TAX REFUNDABLE - \$2,341,440**

This amount represents VAT refunds due to Naparima Bowl for the periods October 2016 to September 2020.

**7 ACCUMULATED FUND - APPEAL COMMITTEE - \$203,980**

This amount represents donations from non government sources at the start up of the operations which were used for the purchase of specific assets and short term investments.

**8 EMPLOYEES**

	<u>2020</u>	<u>2019</u>
The number of employees at year end	28	44

## **APPENDIX III**

THE NATIONAL MUSEUM AND ART GALLERY OF TRINIDAD AND  
TOBAGO  
ANNUAL REPORT 2019 -2020





THE NATIONAL MUSEUM  
AND ART GALLERY



ANNUAL  
ADMINISTRATIVE  
REPORT  
OCTOBER 2019 -  
SEPTEMBER 2020

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## INTRODUCTION

The Covid19 pandemic has caused major changes in the operations of businesses across the world. And unfortunately museums were some of the worst affected with major funding cuts, staff shortages, declines in visitor numbers and full closures for smaller museums. The National Museum and Art Gallery was not immune to these challenges. The NMAG was forced into full closure on March 13<sup>th</sup> 2020 and was unable to re-open to the public until October 20, 2020. Consequently, the Museum was limited in the number of programmes and exhibitions that it was able to execute and visitor numbers severely suffered.

Despite all of this, it is imperative that the museum be recognised as an irreplaceable public good, as an active space in which the cultural patrimony is interrogated. The National Museum and Art Gallery must continue to evolve from simply being a passive storehouse and display space to a living entity that can respond to the needs of its public with agility and sensitivity. The NMAG as a “living museum” considers the participation of citizens at the forefront of operations, both in our physical galleries and now more than ever, in our virtual spaces.

The National Museum and Art Gallery fully embraces its role as a leading resource for enabling the exploration, interpretation and preservation of the cultural heritage of Trinidad and Tobago. It sees itself as part of the cultural ecosystem of Trinidad and Tobago and over the last few years it has strived to expand the digital footprint of the NMAG, increase and diversify audiences to the Museum and support the history and art educational curriculum of Trinidad and Tobago all in an environment that makes learning engaging for children and adults.

## **BACKGROUND**

The National Museum and Art Gallery has its' roots in the Royal Victoria Institute, one of the oldest buildings in Port of Spain. The building was constructed in 1892 in commemoration of the Jubilee of Queen Victoria as part of a general British colonial policy to build cultural institutions throughout the Commonwealth.

The Museum was established to care for the material culture of Trinidad and Tobago. It is a non-profit, permanent institution in the service of society and its development. The Museum acquires, conserves, researches, interprets and exhibits, for the purpose of education and enjoyment, the material culture of the people of Trinidad and Tobago and their environment.

The Museum has five (5) major collections: Art, History, Natural History, Geology and Archaeology, with a permanent collection of approximately ten thousand (10,000) objects and artefacts. The Museum also houses a small gallery of paintings by famous 19<sup>th</sup> century Trinidadian artist Michel Jean Cazabon.

The Museum's normal opening hours to the public is from Tuesday - Saturday 10:00am – 6:00pm and the office operates from Monday – Friday 8:00am – 4:15pm. Due to the Covid-19 Pandemic restrictions, the opening hours of the Museum have been temporarily changed to Tuesday – Saturday 10:00am – 4:00pm.

In recent years, the National Museum has extended beyond the walls of the Royal Victoria Institute. Notable extensions of the service include the opening of the Museum of the City of Port of Spain at Fort San Andres on South Quay and the Sugar Museum at Sevilla House, Couva, both currently closed for refurbishment.

## **VISION**

To be the leading resource for enabling the exploration, interpretation and preservation of the cultural heritage of Trinidad and Tobago.

## **MISSION STATEMENT**

Through our network of museums and heritage sites, we will acquire, preserve, interpret, develop, share and make collections accessible. We will be a trusted voice in the national conversation on cultural heritage management. We will exercise the power of museums and heritage sites to transform, promote, appreciate, empower, represent, the values and issues of national and international concern. We will support exhibitions, publications, and education through research and discussion.

We will create spaces and experiences that inspire and celebrate an understanding of ourselves and our world.

We will cultivate a sustainable ecosystem of the museums and heritage sites that nurtures new talent and inspires future generations of cultural practitioners and audiences.

## **LEGISLATIVE & REGULATORY FRAMEWORK**

The National Museum and Art Gallery is governed by the National Museum and Art Gallery Act, Chapter 40:52 of the Laws of Trinidad and Tobago. In May of 2019, a Museum Board was appointed to oversee operations for a term of three years in keeping with the stipulations of the Act.

The membership of the NMAG Board is:

Mr. Ken Crichlow, Artist - Chairman

Mr. Edric Murray, Businessman – Deputy Chairman

Mr. Tomely Roberts, Artist & Teacher – Member

Mr. Clayton DeFreitas, Artist – Member

Ms. Barbara Jenkins, Writer – Member

Ms. Brianna McCarthy, Artist – Member

Ms. Nimah Muwakil-Zakuri, Artist – Member

Ms. Nicole Gopaulsingh, Attorney - Member

## STRATEGIC OBJECTIVES

- To establish a policy that governs the management of the National Museum of Trinidad and Tobago.
- To maintain and promote open transparent, informed and knowledgeable communication with all our stakeholders.
- To amplify the power of museums as influencers in the national landscape.
- To construct purpose-built and develop appropriate venues to commemorate and inspire.
- To support and empower cultural practitioners, artists, scholars, and audiences.
- To develop and implement a robust, sustainable fundraising strategy that directly supports the purpose and priorities of the National Museum of Trinidad and Tobago.
- To build cultural confidence among individuals, communities and society.
- To empower audiences through innovative engagement models.

## GUIDING PRINCIPLES

- Participation of Citizenship
- Research and Documentation
- Acquisitions
- Representation

## AREAS OF PRIORITY

The areas of priority for the National Museum at this time are as follows:

- Collections Management
- Improved Institutional Capacity
- Enhancement of the Physical Plant
- Enhanced public awareness, access and understanding

## HUMAN RESOURCE

The current Organization chart, as well as the categories of Museum staff, is listed at Appendices A. There are several challenges with the current structure including:

- A lack of technical positions at the Museum
- Workflow inefficiencies stemming from a very bottom-heavy organization
- A dated staff structure which increases the operating costs of the institution

In the circumstances, it should be noted that the Board of the National Museum and Art Gallery is in the process reviewing of the organization structure of the institution, with a view to modernizing and strengthening the institution.

## FINANCIAL OPERATIONS

The National Museum and Art Gallery is funded by an annual government subvention every fiscal year. All procedures governing expenditure and procurement are guided by the Exchequer and Audit Act, 1959.

The sum of \$3,000,000.00 was allocated for recurrent expenditure for the 2019/2020 financial year, to meet the daily operational costs as well as the programs and activities of the National Museum and Art Gallery. For the period under

review, N MAG annual expenditure was \$2,914,271.81. A detailed breakdown of the categories of expenditure can be seen in the table below.

### ANNUAL OPERATIONAL EXPENDITURE 2020

<b>Operational Expenditure for Financial Year 2019/2020</b>		
<b>Categories</b>	<b>Amount</b>	<b>Remarks</b>
Board Fees	\$ 584,225.80	
Salaries	\$ 585,957.03	
Utilities	\$ 176,303.70	
Security	\$ 960,018.75	
Facilities Management	\$ 71,030.76	
Stationery & Household	\$ 187,009.85	
Storage	\$ 142,875.60	
Vehicle Management	\$ 8,590.98	
Insurance for National Collection	\$ 69,459.34	
CARIFESTA XIV	\$ 107,800.00	
CURATORIAL EVENTS	\$ 21,000.00	
<b>TOTAL</b>	<b>\$ 2,914,271.81</b>	

## DEVELOPMENT INITIATIVES

In the fiscal year 2019/20 the National Museum and Art Gallery sought to continue its signature projects in order to achieve its core strategic goals. Major repairs to the roof and major remodelling of the hardwood railings and upper walkways were carded to the RVI and FSA buildings respectively. But forced closures and work stoppages due to Covid19 handicapped the commencement of these projects.

Funds were allocated under the 2019/20 Public Sector Investment Programme as listed hereunder:

- a. National Museum Development - \$800,000.00
- b. Establishment of the Sugar Museum - \$1,500,000.00
- c. Museum of the City of Port of Spain - \$500,000.00

The table below summarizes the expenditure for 2020 in the development fund

Name of Fund & Executed Projects	Allocation	Releases	Expenditure	Remarks
National Museum Development	\$800,000.00	\$36,062.00	\$36,062.00	All releases were used to pay bills carried forward from previous years. <ul style="list-style-type: none"> <li>• Sewerage Payment &amp; Retention: \$25,929.75</li> <li>• Retention for the Removal of Tree - \$10,132.03</li> </ul>
The Establishment of the Sugar Museum	\$500,000.00	NIL	NIL	
Museum of the City of Port of Spain –	\$1,500,000.00	\$353,241.00	\$353,241.00	All releases were used to pay bills carried forward from previous years. <ul style="list-style-type: none"> <li>• Payment for Flooring Works (\$244,661.84)</li> <li>• Carpentry Works Retention (\$38,772.29)</li> <li>• Electrical Works Retention (\$69,806.25)</li> <li>• Additional Electrical Works (\$30,583)</li> </ul>

## POLICIES

The core museum business of acquiring artefacts and exhibiting them for public education and enjoyment are guided by the following internal policies, drafted and submitted by the NMAG Board in December 2019:

- NMAG Programming Policy
- Ethics & Code of Conduct Policy
- Collections Management Policy
- Functions & Operations Policy
- Resource Management Policy
  - i. Corporate Policy
  - ii. Human Resource Policy
  - iii. Facilities Management (H&S, Security, Maintenance)
  - iv. Public Relations Policy (Outreach and Access to Museum Resources, Communications Procedures etc)
  - v. Legal Management (IP, Partnership Agreements etc)
  - vi. Financial Policy (Monetary Gifts, Royalties, Fess, Disbursements etc)
- Fundraising Policy
- Grants/Funding Policy



## PUBLIC AND COMMUNITY RELATIONS

Each year the Museum mounts a programme of exhibitions from its permanent collections and from artefact loans. Local and international contemporary art and historical works are highlighted in a series of temporary exhibitions. Typically, NMAG would mount approximately 6-8 exhibitions per year, each with a duration of 2-3 months. This year, due to closures caused by Covid19, NMAG was only able to mount two (2) exhibitions before full closure in March 2020.

- **Carnival Long Ago**

Carnival Long Ago showcased the various aspects of Trinidad and Tobago's Carnival in several mediums of paintings, sculpture, photography and film. Three lectures associated with this exhibit was held on February 6, 12 and 19, 2020.

The Museum's *Carnival Long Ago* exhibit was opened on January 24, 2020 at 11:00am with live portrayals of traditional mas characters. The opening of the exhibit was live streamed on our Facebook page.

According to Facebook statistics, Museum posts for the month of January reached approximately 12 million persons. The poster promoting the exhibit reached approximately 6 million and had a total of 423 engagements. The live streaming of the opening event reached approximately 1 million persons with 376 persons viewing the video. The video was shared 12 times. Images of the exhibit and the opening have also been posted on our Facebook page.

The launch was attended by approximately 100 persons including museum staff, artists, board members, school groups, and the public. Visitor figures for the month of January was 650 persons.

- **Atteck Exhibit and Lecture Update**

A small exhibit of artworks by pioneer artist Sybil Atteck was held in the Revolving Gallery at the Museum. The works on exhibit were taken from the National Collection and the Central Bank Collection. The exhibit opened to the public on February 4, 2020 with a lecture taking place on February 6, 2020. A poster promoting the exhibit and lecture was posted on Facebook on January 24, 2020 and has reached 361 persons in two days. The lecture, given by the nephew of Atteck was attended by well over 80 persons.

### ***TOTAL VISITOR FIGURES: 16,648***

For the last three years, the Museum has continued to experience a steady increase in our visitor figures, from 7,427 persons in 2017 to 8,738 in 2018 and 16,648 persons up to October 2019.

## STRATEGIC PARTNERSHIPS

1. *Collaboration with the Zoology Museum of the University of the West Indies:*

In 2019/2020, because of the many challenges in the preservation, storage and display of the Natural History Collection, the National Museum and Art Gallery continued its collaboration with the Zoology Museum of the University of the West Indies in the caring for, cataloguing and storing of part of the Natural History Collection of the Museum. The Museum hopes to continue this relationship with the UWIZM in 2020/2021 and to now include a new exhibit on Trinidad's flora and fauna in the National Museum.

## COMMUNITY AND STAKEHOLDER RELATIONS

1. *Guidelines for Support to Community Museums:*

In working with the Policy Unit of the Ministry of Community Development, Culture and the Arts, the Museum has developed guidelines (DRAFT) for providing resources, both financial and administrative, to community museums in Trinidad and Tobago. It is the intent of the Museum, that these guidelines will be used as a tool to standardize the sector and so maximize the output of the museum sector.

## CONCLUSION

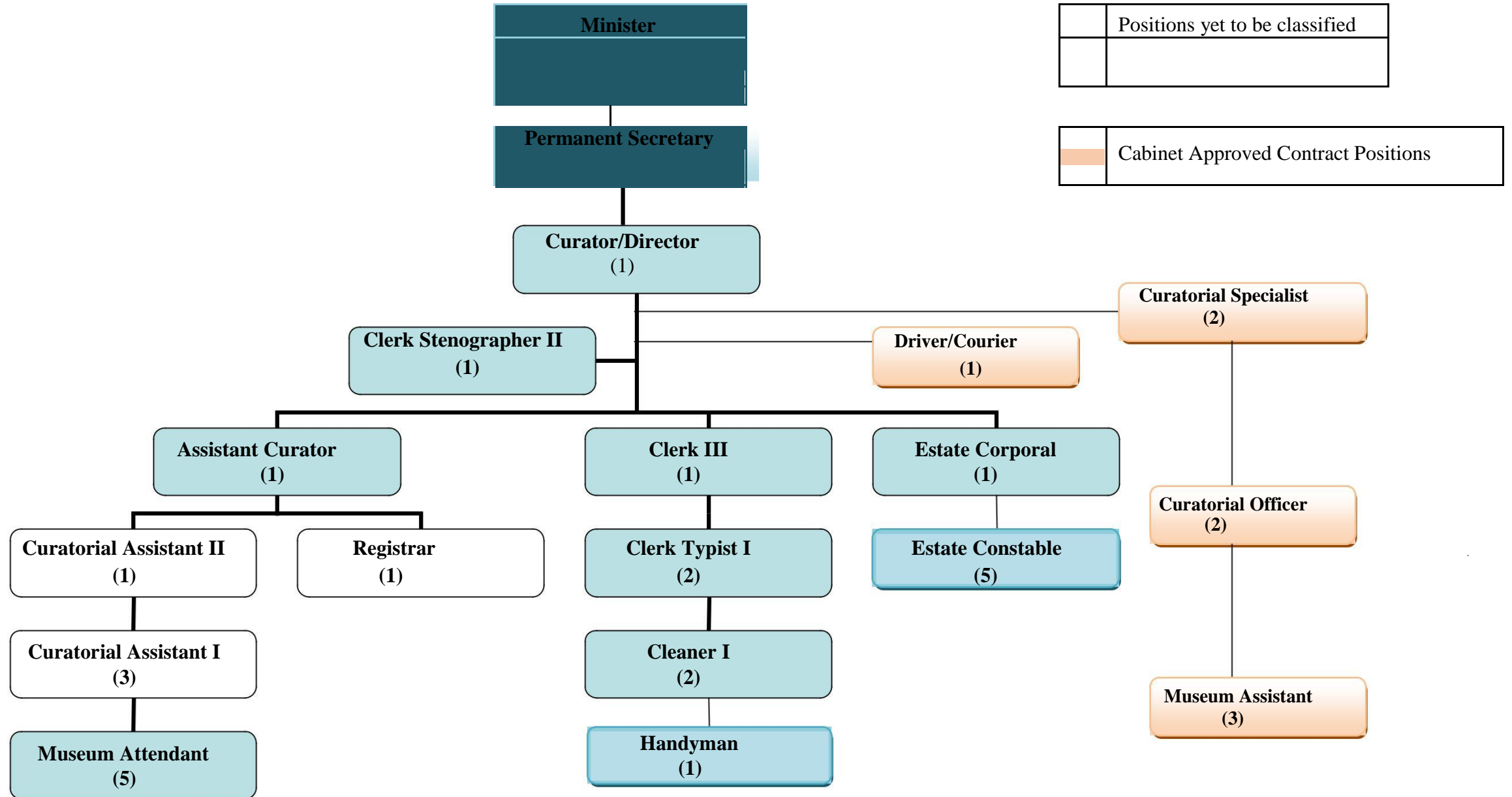
A well-developed National Museum is essential to the transmission of positive values to the country at large – its very presence is a testament to the high regard in which we hold our national patrimony.

Through all its iterations, the National Museum has always been a place of learning geared towards the improvement of society. When the Royal Victoria Institute was opened on 17th September, 1892 it was as a Science and Art Museum used for research and natural history and archaeology exhibits. By 1905 it had become a centre for social and dramatic functions. By 1923, after recovering from the fire of 1920, music and business classes were added to offerings. By 1945, it was officially a museum by law to be renamed the National Museum and Art Gallery of Trinidad and Tobago after Independence.

The work of the National Museum is to care for the material culture of Trinidad and Tobago. As the Museum fulfils its mission of collecting, preserving and displaying all aspects of our material culture, it helps to foster a sense of patriotism through appreciation of the shared history of Trinidad and Tobago.

As the NMAG moves into the future, we will continue to refine, adapt, innovate and elevate our programming to continue meeting the needs of our greatest stakeholders – the citizens of Trinidad and Tobago. The Museum is open to the public from Tuesdays to Saturdays 10 a.m. to 6 p.m. The public is welcomed to visit the National Museum and Art Gallery during these hours, to learn, explore and be inspired by the history and cultural heritage of Trinidad and Tobago. The National Museum continues to take pride in supporting the arts and Preserving our Heritage.

**APPENDIX A**  
**National Museum Service**  
**Organization Chart**



**APPENDIX IV**  
EXPORT CENTRES COMPANY LIMITED  
ANNUAL ADMINISTRATIVE REPORT  
2019 -2020 AND FINANCIAL MANAGEMENT  
REPORT FOR THE YEAR ENDED  
30<sup>TH</sup> SEPTEMBER 2020



**EXPORT CENTRES COMPANY LIMITED**

**ANNUAL  
ADMINISTRATIVE  
REPORT**

**October 2019 -  
September 2020**

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# **Preface**

In keeping with the vision of the Government of The Republic of Trinidad and Tobago, Export Centres Company Limited (ECCL) is committed to nation building while contributing to sustainable development of the innate potential and creativity of our people. The ECCL has embarked on a path whereby; we see our organisation as the leading institution involved in training persons to become micro-entrepreneurs capable of producing and selling high quality craft items

ECCL offers distinct and various handicraft programmes at our eleven geographically dispersed centres across Trinidad and Tobago. This organisation operates under the purview and mandate of its line Ministry in playing a major role in artisan development by providing quality craft and enterprise training, aimed at developing the manufacturing sector of the craft industry with the intention of penetrating the export market.



## **VISION**

To create a sustainable, globally competitive craft sector

## **MISSION**

:

ECCL's Mission is to build the capacity of Artisans in the Craft Sector toward local self-sufficiency; such that it eventually leads to full production and export. ECCL will accomplish its Mission through Certification Training, Technical Capacity Building of Entrepreneurs, Incubator Programs, Production Opportunities and linking Artisans to local and foreign partners that support Export Opportunities

# **POLICY AND PHILOSOPHY**

ECCL's policy direction is underpinned by the five (5) pillars from the GORTT Policy Framework 2016-2030:



ECCL's organizational philosophy is based on the following beliefs:

- Belief in delivering excellence and innovative service to empower members of the craft sub-sector.
- Belief in facilitating and inspiring the craft sub-sectors to deliver superior quality, efficiency, productivity and best in class.
- Belief that the true wealth of our nation lies in the creativity of our citizenry.

# **STRATEGIC OBJECTIVES**

The Strategic direction is geared to the revitalization of the craft industry in Trinidad and Tobago. This is a re-formed ECCL, it explicitly employs a particular business model that describes the architecture of the value created for the sub sectors in which it operates, and the delivery mechanisms that are to be employed. The new ECCL business model will serve as the platform to launch artisan development, sales, mass production and eventually export. Some objectives are:

- To carry on the business as project managers in the administration and organisation of industry and business and the training and utilization of personnel for industry and business and to carry on all or any of the businesses of industrial business and personnel managers and consultants, market research consultants and to act as intermediaries in the introduction of sellers, purchasers and partners
- To establish, maintain and carry on facilities for teaching scientific, technical, vocational and commercial subjects and crafts of every description, which may be conducive to knowledge of or skill in any profession, trade or calling
- To establish and manage centres throughout Trinidad and Tobago which shall engage in light manufacturing, woodwork, craft, agro-processing and any or all other business activity, for export purpose
- To provide financial, managerial and administrative advice, services and assistance for any company in which this company is interested and for any other company”
- To carry on all and any of the businesses of importers, exporters, purchasing agents, manufacturers, manufacturers’ representatives and local and foreign marketers and distributors of all kinds of personal property, merchandise, articles, goods and equipment for industrial, commercial, household, medical or recreation purposes

- To establish a Home for Craft for Artisans and an Online Platform to generate / facilitate Sales and Business Opportunities for Artisans and for ECCL
- To carry on the business of warehousemen and storers of goods, ware and merchandise of every kind and description whatsoever.

ECCL will execute two sustainable performance strategies:

1. Institutional alignment
2. Promoting innovative and entrepreneurial competitiveness.

Emanating from these Performance strategies are the following strategic objectives:

- Development of a professionally managed organisation in which staff are motivated to perform optimally.
- Development of a company oriented to production and commercial operations.
- Implementation of training programmes and services to build and enhance the social and economic skills capacity of the handicraft industry.
- Improvement of the public image of the ECCL.
- Provision of assistance and support for local artisans.
- Research and development.

# **ORGANIZATIONAL STRUCTURE**

# **ORGANIZATIONAL PROFILE**

The Government of the Republic of Trinidad and Tobago inaugurated the Export Centres Company Limited on July 3, 1996. The Export Centres Company Limited (ECCL) presently falls under the purview of the Ministry of Sport and Community Development. This organization was initially geared towards the revitalization of the craft industry and enterprise development in Trinidad and Tobago.

**The company is also a special government initiative that has a long-term goal of crime and poverty reduction, while contributing to the economic diversification of the economy leading to export.**

ECCL is modelled under the Weberian Bureaucratic structure, which follows a functional orientation. Corporate governance is entrusted on the Board of Directors as the Policy Making arm of ECCL. There are presently five (5) Directors, a Chairman, and a Corporate Secretary. The Chief Executive Officer is entrusted with managing the business and general operations of the Company.

There are at present ten (10) managers that report to the CEO; the Training and Development Manager, Financial Accountant, Facilities Manager, Human Resource Manager, Production Manager, Health and Safety Officer, Security Supervisor, Marketing and Sales Officer, Communications Coordinator and the Internal Auditor. However, when projects are initiated a matrix structure is implemented as a form of cross-fertilization across departments.

There are 11 Training Centres dispersed Nationwide. They are fully equipped and utilized for training in relation to ECCL's mandate; however at present one (1) of these centres is now being utilized for the production of wooden craft items for resale.

ECCL has a staff of sixty-six (66) persons who collectively possess a considerable wealth of institutional knowledge and experience in the local handicraft industry. Financing of ECCL comes through a government subvention as designed by

GORTT. In addition to this, a disbursement from the Public Sector Investment Program (PSIP) is allocated to ECCL to be used for the refurbishment and construction of Centres,

## **CORPORATE STRUCTURE**

The Export Centres Company Limited is made up of the following departments:

- ➔ Ministry of Sport and Community Development
- ➔ Board of Directors
- ➔ Administration
- ➔ Training Department
- ➔ Production Department
- ➔ Accounts Department
- ➔ Human Resource Department
- ➔ Facilities Department
- ➔ Health & Safety Unit
- ➔ Information Technology Unit
- ➔ Marketing and Sales Unit
- ➔ Communication Unit
- ➔ Audit
- ➔ Security.

# **SERVICES PROVIDED**

ECCL'S projects, programmes & services:

- Basic, Intermediate and Advance Craft Training
- Information Workshops for established Artisans in the Craft Sector
- Business Development support re: Incubator Services / Craft Markets / Online Sales
- Production of high-end quality craft items for resale

# **DELEGATED LEVELS OF AUTHORITY**

Levels of authority are ascertained by the organizational structure and the State Enterprise Performance Monitoring Manual (SEPMM). The Board of Directors is charged with establishing policies that drive efficiency in the planning, monitoring controlling and reporting activities of the company. The Board of Directors is headed by the Chairman who has the responsibility of ensuring that the objectives of the company are achieved.

The Chief Executive Officer (CEO) is accountable to the Board through the Chairman for achievement of the Company's declared purposes and performance targets.

The management team is led by the Chief Executive Officer and is accountable to the Board through the CEO. The Chief Executive Officer sets the Objectives and performance targets and delegates to management, which in turn cascades to staff.



# **LEGISLATIVE AND REGULATORY FRAMEWORK**

The legal and regulatory framework is comprised of several laws, regulations and international conventions, which impact on the ECCL. Among these however, are some, which have direct connection to the work of the ECCL:

- **The Constitution (the Schedule to the Constitution of the Republic of Trinidad and Tobago Act, 1976, Chapter 1:01)** – This is the supreme law of the land. The constitution establishes Ministries, Ministerial portfolios, appoints the various Ministers and sets out their tenures. It also establishes the offices of Permanent Secretary and Auditor General among others.
- **The Civil Service Act (Chapter 23:01) and Regulations** – Governs the relationship between the ECCL and public servants in such areas as personnel, consultation and negotiation.
- **The Public Service Commission Regulations** – Made under section 129 of the 1976 Constitution which sets out the role of the Public Service Commission as it pertains to the holders of public office that are employed by the Export Centres Company Limited.
- **The Freedom of Information Act, 1999** – This Act extends the right of (citizens) to gain access to information in the possession of public authorities, affecting them in their dealings with public authorities. This includes the ECCL
- **The Occupational Safety and Health Act, 2004** – This Act seeks to ensure that employers respect and provide for the safety, health and welfare of persons at work. ECCL is no exception.

- **The Exchequer and Audit Act Chap. 69:01, the Financial Regulations 1965 and the Financial Instructions 1965** provide the framework for financial management of ECCL.
- **Ministry of Finance Financial Directives.** The Ministry of Finance issues Financial Directives from time to time, related to the spending of money and overall budgetary allocations. ECCL is not exempt in this area, and must follow these directives.
- **Industrial Relations Act 23 of 1972, chapter 88:01** and amendments thereto. ECCL has a unionized workforce. This Act therefore impacts on the operations of ECCL as it is a state enterprise and falls within the overall industrial relations regulations of the legislation.
  - ✓ Procurement Legislation (Draft legislation at this stage)
  - ✓ Memorandum and Articles of Association of ECCL 1996.  
(Companies Ordinance Chap. 31, No.1)

The legal parameters in which public institutions are obligated to function are generally known, and as a result, ECCL is obligated to plan and implement within the above legislative framework.

## **REPORTING FUNCTIONS**

### **DEPARTMENTAL REPORTS**

Departmental reports are to be submitted by the head of each department on a monthly basis to the Chief Executive Officer. These reports form part of her status report to the Board of Directors. Reports consist of budgets, project status, weekly action plans etc. Through these reports the Chief Executive Officer can utilize the information to better monitor and evaluate the operations of the organization.

## **REPORTS TO MINISTRY, PRESIDENT / PARLIAMENT**

### **Reports to Ministry:**

<b>Report/Request</b>	<b>Due Date/Period</b>
Achievement Report	Quarterly and Yearly (3 <sup>rd</sup> day of the following quarter and the end of the fiscal year)
Status Report	Monthly (3 <sup>rd</sup> day of the following month)
Implementation Schedules	Yearly (At the start of every fiscal year)
Projections of Expenditure for Fiscal Year	Yearly (At the start of every fiscal year)
Requests for Release of Funds	Monthly (2 weeks before payroll)

## **REPORTS TO MINISTRY, PRESIDENT/PARLIAMENT**

### **Reports to Ministry:**

<b>Report/Request</b>	<b>Due Date/Period</b>
Draft Estimates of Expenditure	March 1 <sup>st</sup>
Action Report	Quarterly (3 <sup>rd</sup> day of the following quarter)
Administrative Report	Yearly (At the end of every fiscal year)
Social Sector Programme (SSIP) Report	Quarterly (3 <sup>rd</sup> day of the following quarter)
Achievement Report	Monthly (3 <sup>rd</sup> day of the following monthly)

**POLICIES AND  
DEVELOPMENT  
INITIATIVES**

# **SHORT, MEDIUM AND LONG TERM PLANS**

The ECCL short, medium and long term plans focuses on human and social capital development by building on the national policy framework of the Government of Trinidad and Tobago.

Three of these policy directives in particular are taken into consideration:

- 1. People Centred Development**
- 2. Poverty Eradication and Crime Reduction**
- 3. A more Diversified Knowledge Intensive Economy-Building on the Native Genius of our People**

Our plans place emphasis on the revitalization of the craft industry by initiating craft training at a higher level. This is accomplished by providing business support for local established artisans and promoting the development of a craft cluster through research, development, production and marketing.

The plan will also place priority on making ECCL globally competitive by repositioning and rebranding the organization in alignment with 21st Century organizational standards and quality management systems

ECCL will embark on a course of Business Process Re-engineering to re-configure departments and align them with the chosen strategic direction.

ECCL will also drive a new product development and innovation process by concentrating on new design elements in handicraft and establishing an innovative environment through a virtuous circle of innovation.

ECCL will launch a Craft Store – both locally and online; Permanent Craft Markets and Incubation Centres at its various Centres and Roving Craft Markets within Communities in its efforts to assist artisans with establishing their entrepreneurial careers with a view to facilitating export.

# **PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS**

For the period October 2019 to September 2020 the Export Centres Company Limited has been somewhat restricted in our services provided due to financial constraints, transitions within Senior Management and the COVID-19 Pandemic. However, our Board of Directors have been working tirelessly to chart the way forward and has developed a Draft Strategic Plan 2019-2021. This plan was approved by the Line Ministry in October 2019 and by the Ministry of Finance – subject to certain amendments in a letter dated July 31, 2020.

Additionally, since the aforementioned period above the organisation has only been in receipt of subvention for the purpose of salaries, wages, and partial amounts for mandatory administrative and operational expenses. ECCL has since been requesting funds to pay for outstanding operational expenses, Unaudited and Audited Financials for 2012 – 2019, replacement of company vehicles, computers and overall Information Technologies requirements and Retirement Funds for employees that have reached the retirement age.

The organisation was allocated \$700,000 in PSIP funding for this fiscal period to conduct maintenance / refurbishment work to our facilities in terms of painting, minor repairs and fencing. However, despite submitting all paperwork to access the full amount; ECCL was only able to access \$238,812.00

*See Appendix 1 (ECCL Achievement Report PSIP 2019 – 2020)*

ECCL has received a conditional approval of our Strategic Plan and our updated Organizational Chart. Once the required changes to the Strategic Plan 2019-2021 have been made and submitted to the Ministry of Finance, ECCL can consider the plan approved. The Company was able to achieve the accomplishments attached.

*See Appendix 2 (ECCL Accomplishments Report 2019 – 2020)*

# **REMEDIAL PLANS**

ECCL's present architecture and operations are not in complete sync with both its internal and external environment.

- Its internal organizational structure is outmoded. The revised vision and mission enshrined in the 2019 / 2021 Strategic Plan and Organizational Chart has been prepared to create innovative capacity for the craft industry.
- ECCL plans to form alliances with similar organisations, funders and community groups to foster growth and alignment in areas of synergy. These plans have already been put in motion (see below)
- The external environment is in constant flux. Economic problems drive the need to diversify the economy and the thrust in the GORTT Medium Term Policy Framework towards the creative industries is well received. ECCL will utilize this opportunity to focus on penetrating the export market as indicated in our strategic pathway
- ECCL's vehicles have now reached twelve (12) years old. Due to the constant use, they now cost more to operate than the value of their services rendered. ECCL put in for Funds at the 2020 mid-term review in the amount of \$800,000 to allow the CEO a vehicle (per contract terms) and the Messenger's vehicle which is in constant need of repair.
- ECCL also requested and obtained funds for three (3) employees to access their *ex-gracia* payments in FY' 2019/2020. ECCL will put in another request for funds to build a Home for Craft and to pay for the 2012 – 2020 Unaudited and Audited Financials.

## **Synergies between ECCL and Other State Enterprises**

**NCC:** ECCL will seek partnership with NCC to mutually promote Trinidad and Tobago and provide a joint platform for those involved in the Arts and Culture to market their products and showcase the talent resident in our country. This arrangement will be symbiotic as NCC will have a variety of craft on display at their craft huts and artisans will have the opportunity to earn income and launch into the international market as they participate in the Greatest Show on Earth.

**NEDCO:** ECCL will refer artisans to NEDCO for access to start-up and entrepreneurship funding. NEDCO staffs Business Development Officers who walk entrepreneurs through the borrowing process; as well as consultants who provide training in Business Development and Sustainability.

**Ministry of Tourism:** As ECCL coordinates its Online Sales Platform, its Roving Craft Markets and its Stationary Home of Craft; the Company will collaborate with the Tourism Sector to ensure that Artisans are continuously exposed to income generating opportunities. Visitors will likewise be exposed to our local expression through craft, which would result in extending our local reach into the international market.

**Tobago House of Assembly:** ECCL envisions a presence in Tobago although some skilled Tobagonian Artisans participate in ECCL Craft Markets. A partnership with THA would give ECCL access to our sister isle's artisans and materials and give the Artisans access to ECCL's programs and services in a manner that encourages THA to expand ECCL offerings to Tobago.

**Ministry of Agriculture, Lands and Fisheries:** ECCL will partner with MALF to teach Artisans how to harvest our natural resources and simultaneously aid with conserving the eco-system. Artisans will become knowledgeable with the efficient use of bamboo, perite, seaweed, coconut branch flex, etc. ECCL may be able to access space at the Queens Park Savannah through the Ministry's Queens Park Savannah's Management Committee and add live demonstrations of the use of local flora and fauna to its craft offerings. MALF would benefit by widening its reach to locals who frequent craft shows, as well as foreigners who visit Trinidad and Tobago.



**exporTT:** exporTT's Training Unit focuses on building the capacity of Trinidad and Tobago Exporters to master the essentials of an effective export strategy. Whether it is guiding new Exporters or updating existing Exporters, all initiatives are designed to equip Exporters with the skills to win new business in international markets and/or generate export leads. Training programmes can be designed by exporTT to treat with the specific export needs of ECCL's clientele who can benefit from this project. exporTT has a unit that is dedicated to providing market intelligence. They have access to powerful databases and market research that can provide market intelligence on virtually any market in the world. ECCL, through an established MOU with exporTT will collaborate on joint training initiatives to improve local artisans' export skills and knowledge as part of improving their export capacity. exporTT can build custom research reports and export dashboards specific to ECCL's members' products for specific markets. These dashboards give a snapshot of the market and provides a summary of key market information, which are critical for analysing the target market.

**Ministry of Planning and Development:** ECCL can contribute to the nation's economic diversification. ECCL will support the craft industry by providing advanced craft and enterprise training for artisan development and the manufacturing of high quality craft products.

**Ministry of Trade and Industry (MTI):** MTI is willing to partner with ECCL to establish synergy with respect to manufacturing and exporting strategies. ECCL will act as an intermediary for educating, informing and guiding artisans with respect to the manufacturing and exporting of quality products.

**Knitting Communities Together through Craft Skills Training:** Partnership with Members of Parliament and Community Groups across the nation to provide customized courses to their constituents based on feedback from MPs and their stakeholders. This was successfully piloted in the Laventille East / Morvant Constituency where a partnership was formed between ECCL, Minister the Honourable Adrian Leonce – MP for the Laventille East / Morvant Constituency, the IGBEGA Foundation, the Women in Action for the Needy and Destitute

(WAND) Foundation and the Unemployment Relief Programme (URP) to sponsor a programme called the Laventille East/Morvant Empowerment Project.

**FINANCIAL OPERATIONS  
OF ECCL**

# **BUDGET FORMULATION**

Budget helps to aid management in the planning of actual operations and to consider how change affects cost. It also helps coordinate the activities of the organization by compelling managers to examine relationships between their own operation and those of other departments.

The managers of ECCL are provided with a template for the budget, the prior year's actual expenditure for their respective department and the current strategic plan.

The following are to be considered in preparation of the budget.

- Recurrent cost for the past year (past year's expenses less any special expenditure)
- The changes in the cost of essential expenses, e.g. electricity, water rates, NIS etc.
- Any expenditure that must be incurred to complete activities coming forward from the prior year
- The cost of activities that must be taken to achieve the objectives of the Strategic Plan in the coming year
- The cost of severances, union negotiations, new employment positions and staff salary increases in the coming year
- Staff training initiatives, staff functions and seminars to be undertaken in the coming year
- Special projects of the Board of Directors

The managers are required to prepare the budgets for their respective departments in the format provided. They must consider the above and any other situation that materially changes expenditure.

The managers meet to present their department's budget to ensure their activity complement each other, according to the strategic plan and that efforts are not being duplicated.

These rules are used in the standard formation of ECCL's budgets. However, due to financial constraints the budget prepared for 2020 (Fiscal Year October 1, 2019 to September 30, 2020) was focused on payments of staff salaries/wages and payment only to basic administrative Expenses such as utilities, yard maintenance etc.

## **EXPENDITURE VERSUS INCOME**

The financial expectations of the management are detailed in their budget. When commenced, the operational activity will incur actual costs that are to be compared against the budgeted costs. Hence, variances will arise.

Any differences are known as variances. If the actual expenditure is greater than the budgeted expenditure, then the variance is adverse. If the actual expenditure is lower than the budgeted expenditure, then the variance is favourable.

Differences are required to be explained by the managers and the budgets may have to be reviewed.

## **DEBT POLICY**

Nil

## **INVESTMENT POLICY**

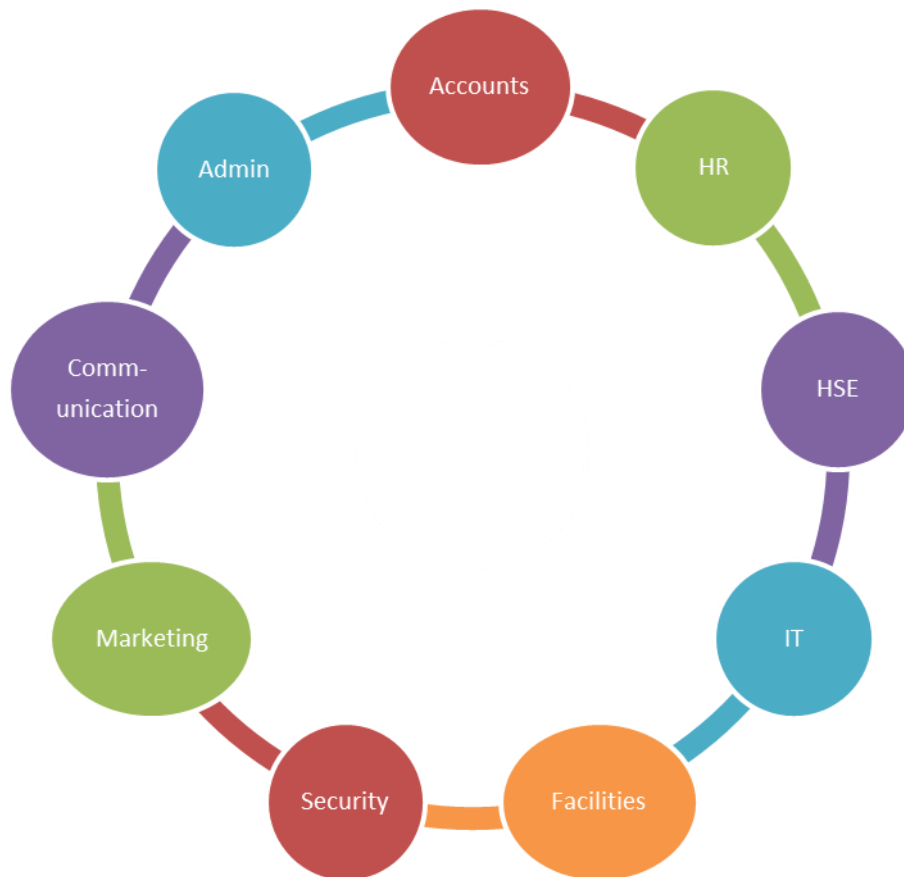
Nil

***See Appendix 4 – Financial Statements***

**THE HUMAN RESOURCE  
DEVELOPMENT PLAN**

# ORGANIZATIONAL ESTABLISHMENT

The Human Resource utilized in the daily operations of the company comprise mainly of administrative support staff and technical experts in various craft skill areas, who are required to efficiently assist the organisation in realizing its goals and objectives.



# **CATEGORY OF EMPLOYEES**

ECCL current compliment of staff includes the following:

- 37 permanent staff members; 5 of which are forth nightly paid and 32 monthly paid.
- 29 contracted workers 7 of which are monthly paid and the remaining 22 are daily paid.

# **CAREER PATH SYSTEMS**

## **RECRUITMENT AND SELECTION PROCEDURES**

Export Centres Company Limited is committed to establishing recruitment, hiring and orientation practices that attract highly qualified candidates and ensure that the workforce will meet the organization's goals and objectives.

## **OCCUPANCY OF VACANCIES**

In filling vacancies, the Company shall give first consideration to current employees.

Whenever a vacancy arises, the following procedure shall be adopted for filling such a vacancy.

- The Department Head where the vacancy occurs shall recommend to the appropriate Senior Authority, the employee most suitably qualified to fill the vacancy.



- The assessment of suitability for this purpose shall include proven ability, experience and qualifications to adequately perform the job in accordance with the job specification.
- All other things being equal, seniority in service shall be the deciding factor where two or more employees hold equal claim to the filling of a vacancy.
- Where no suitable candidate is identified within the Department or discipline concerned, the Department Head shall request approval to recruit. The “Employment Application Form” (EAF) shall be completed and submitted to the Human Resource (HR) Officer, who shall obtain approval from the Chief Executive Officer, prior to circulation of an Internal Vacancy Notification (IVN).
- The HR Officer, after obtaining the required approval, shall advertise all vacancies which cannot be filled by direct promotion/transfer as follows:
  - ✓ *Internal Advertisement*
    - ✓ All staff shall be notified of vacant positions by way of an Internal Vacancy Notification (IVN) which must precede external search. If no current employees respond to the internal advertisement within fourteen (14) days, an external search shall begin.
    - ✓ *Information to Applicants*
      - ✓ Internal advertisements shall contain, for the information of prospective applicants, the terms and conditions of employment for the vacancy that is being advertised.
- Any employee wishing to be considered for a vacant post shall submit an application to the HR Department.
- The HR Department shall keep an Employee Skills Bank which shall categorize employees to reflect those who have the potential for promotion, those who are in need of special redeployment for career development, and those with other skills which can be successfully utilized by the company.

- Entries in the Skills Bank shall comprise information pertaining to all employees and persons who have applied for employment with the Company. The information shall be kept current by periodic reviews as often as is necessary.

## **SELECTION OF CANDIDATES**

Interviews must be conducted by a panel that must include a senior member of the Human Resources Department. A Selection Committee comprising the Department Head in which the vacancy exists and the HR Officer shall review and select a candidate for the vacant position. Before the final appointment is made, the Chief Executive Officer's approval shall be obtained in writing.

The hiring of personnel at Export Centres Company Limited shall as far as possible be based on merit, qualifications, and abilities. In compliance with the provisions of the Equal Opportunity Act (2000) Export Centres Company Limited does not discriminate in employment opportunities or practices because of race, colour, religion or political persuasion, sex, national origin, age or disability.

As part of the company's selection process, all persons who are being considered by the Company for employment may be required to pass a pre-employment medical examination in order to ensure that the prospective employees are medically fit and physically able to perform in the position for which they are being considered.

### **Character Reference**

The Company may enquire of any referee named by a prospective employee without further reference to the prospective employee.

- Business references for employment shall be processed by the HR Officer and forwarded to the Chief Executive Officer for approval.
- Information obtained from referees and/or previous employers shall be treated in confidence and not be disclosed to prospective employees.
- Any decision to appoint a person despite an unsatisfactory report from a referee must first have the approval of the Chief Executive Officer.

## **Police Certificate of Good Character**

All employees will be required to submit a police certificate of good character as a pre-requisite for employment.

# **PERFORMANCE ASSESSMENT**

## **MANAGEMENT STRATEGIES**

There now exist an Employee Performance Management System (EPMS) at the Export Centres Company Limited (ECCL).

This System is based on Key performance indicators that are guided by Export Centres Company Limited (ECCL) strategic Plan (2012-2016) and cascaded to Department where department performance.

An overall perspective of Export Centres Company Limited (ECCL) Performance Management System includes the following *et al:-*

- Achievement against objective KPI's.
- Standards of Performance against competencies and Development needs.
- Training Coaching
- Reward Recognition
- Establishing Performance Standards
- Problem Solving and analytical skills

This system is subject for review as the company's need changes



## Guidelines for Use

### NOTES TO THE EMPLOYEE

The Export Centres Company Limited Performance Management System is a developmental tool used to evaluate and assess performance with the aim of assisting you in the execution of your duties. The Performance Developmental Review is an estimation of your performance in your current position within the review period, with a guide to your developmental (training) needs.

The Performance Review is a continuation of the meaningful dialogue which should be taking place between you and your supervisor. It is a valuable opportunity to have open discussion with your supervisor about your performance. Employee participation is important and you are encouraged to raise questions.

#### **Key Points to Remember:**

- **At the beginning of the review period**, the employee should be provided with a copy of their Performance Developmental Review form. A private meeting will be arranged a few days later to discuss the form and make any amendments necessary. The employee should feel free to propose amendments (in terms of the job description and performance standards). **NB: If circumstances change within your department during the review period, which may impact on the employee's performance, a subsequent meeting would be needed.**
- **The Performance Developmental Review meeting MUST be confidential and private.** Please allow for sufficient time to conduct the review, since neither party should feel rushed during the process.

- **The employee must know why he/she received a particular rating** and clearly understand what is needed to achieve a higher rating or maintain the rating received during the period.
  
- **Developmental Plan** – Allow the employee to identify the areas he/she would like to receive training in during the period. It is management’s responsibility to guide the employee (if he/she is unsure) and confirm that the training is relevant to the achievement of the performance standards.
  
- **Ending of the meeting** – The meeting should always end on a positive note, with future developmental plans. At the end of the meeting, the employee is allowed to retain the Review form for no more than two (2) days so he/she can re-examine and comment. Management should not attempt to influence the comments being made by an employee. Management must sign and date the form before the employee is allowed to leave with it. When the form is returned ensure that it is signed and dated by the employee, with either the “Agree” or “Disagree” boxes checked off.

## **PERFORMANCE RATING**

<b>RATING</b>		<b>DESCRIPTION</b>
<b>EXCEPTIONAL</b>	<b>5</b>	<p>Performance results are consistently above the standards set and overall performance substantively exceeds objectives.</p> <p>The supervisor has no hesitation in delegating important tasks to the employee. The employee exercises initiative, assumes responsibility, and has a sound knowledge of the policies and procedures related to the position. Minimal supervision is required.</p>

<b>OUTSTANDING</b>	<b>4</b>	Performance results are usually above the standard and overall performance consistently exceeds objectives. The supervisor can delegate most tasks to the employee. The employee demonstrates sound interest in his/her work.
<b>SATISFACTORY</b>	<b>3</b>	Performance results show generally consistent achievement of objectives. The employee performs duties with efficiency and effectiveness. There is room for improvement in meeting performance standards, but the quality and quantity of work are acceptable.  The supervisor must continue to guide and assist the employee and provide ongoing opportunities for training and development.

### **GENERAL WORK ATTRIBUTES**

**Employee's Quantity of Work** – Required- look at work actually done against that which should have been done.

**Employee's Quality of Work** –Required- look at the depth and value of the employee's work.

**Employee's Presentation of Work** – Required- look at standards and professionalism of work.

**Problem Analysing / Decision Making Skills** – Should look at employee's capacity to obtain, co-ordinate and formulate information that can dictate a course of action and use logical or systematic approaches in dealing with problems related to job functions.

**Communication Skills (Written/ Oral)** – Should look at ability to arrange thoughts and ideas and translate them on paper and also look at employee's ability to express him/herself clearly and effectively.

**Punctuality** – Should look at employee's ability to be on time on a consistent basis.

**Ability to Meet Deadlines** – Should look at employee’s ability to meet company’s deadlines especially in urgent cases.

**Team Spirit/Leadership** – Should look at employee’s willingness and ability to gain co-operation, delegate responsibility, foster team work, inspire confidence, direct people, treat others with dignity and be flexible in dealing with differences and tolerance.

**Creativity/ Innovation** – Should look at the ways individuals move the organization ahead through generating and applying new ideas, finding better ways of doing work, and encouraging others to think and act creatively.

**Adaptability** – Should look at the ability to grasp, interpret and adjust to instructions, new situations and procedures.

**Integrity** – Should look at employee’s honesty and consistent use of moral principles.

**Attendance** –Should look at the way in which employees follows rules concerning time off and lunch periods, number of days sick leave used during the period of review, the number of occurrences, and whether these were in conjunction with a weekend and/or statutory holiday.

## **PROMOTION**

Promotion is ultimately the discretion of the Chief Executive Officer. Other deciding factors shall include:

- Availability of position/rank
- Head of Department recommendation
- Human Resource input



# **EMPLOYEE SUPPORT SERVICES**

Export Centres Company Limited supports the professional development of all staff at all levels of the organization. We are committed to training and development in areas that further enhances staff's ability and capacity to contribute to the organization in a meaningful way and at the same time to develop their career aspirations in the future.

As a result, the company provides financial aid to staff desirous of furthering their studies.

## **POLICY**

The Company shall provide assistance by way of a reimbursement to employees up to seventy-five (75%) of the tuition to an amount not exceeding \$20,000.00. A course is eligible under the Plan if it is directly related to the work/job currently being performed by the employee or his or her work group, or a course/degree recommended by the employee's supervisor as part of the employee's overall development and training as discussed and agreed upon in the Performance Management Process.

**PROCUREMENT  
PROCEDURES OF ECCL**

# **PROCUREMENT PROCEDURES**

Export Centres Company Limited in an effort to operate in an atmosphere of accountability and transparency has developed a procurement policy document.

Inherent in this strategic policy is the adoption of **ethical principles** that underpin best practice tendering procedures.

## **Scope of Document**

This document will outline and establish the parameters and requisite information necessary for the procurement of goods and services.

Pursuant to the state enterprises performance operating manual this document will be mirrored along those lines

## **Deliverables of this document:**

- This document outlines the standardization of the tendering process for ECCL
- Provides a framework for the effective, consistent and efficient management of tendering practices in keeping with the procedures as set out in the State Performance Monitoring Manual
- In addition this document will address and ensure that once the tendering process is complete, projects' will be completed within Time, Budget Quality and Scope.

# **OPEN TENDER**

The Company's first stage in procurement procedures is the practice of Open Tendering. This provides Companies with the opportunity to become pre-qualified with ECCL.

This involves pre-qualification with ECCL for General Construction and Service works which are advertised in the public spheres for example the Newspaper for a period of two weeks.

This type of tendering is practiced when the Company's needs requires services and goods which the current suppliers with the Company are unable to fulfil.

# **SELECTED TENDERING**

When the Company requires specific works and services to be performed for instance roof works, ECCL utilises selective tendering. This involves inviting suppliers who have already been pre-qualified/registered with the Company to tender for projects. This form of tendering fosters competition among companies. Suppliers that have a good performance record and provide cost effective bids are selected.

Selective Tendering is a process where Tenders are invited from the Company's list of approved vendors and/or where justified, vendors specifically approved by the Registration Committee responsible for the pre –qualification of vendors in closing a Selective Tendering process , the Company Shall:-

- Set a minimum number of invitees so as to allow adequate completion in the procurement process. The invitees selected shall be among the top ten (10) ranked vendors registered to provide the particular goods, Works and/or services. In cases where there are less than ten (10) registered vendors, all

vendors registered to provide the particular goods, Works and/or Services shall be invited.

- Continually evaluate Vendors on their performance, inclusive of responsiveness to tender invitations and overall compliance with contract terms and conditions.

## **SOLE TENDER**

Sole tendering is not applicable except in cases according to the State Enterprises Performance Monitoring Manual (4.5, pg. 58) ‘where only one(1) Vendor / Consultant is capable or available or identified as having the qualifications or special proficiency , experience and skill of skill of exceptional worth , expertise and /or equipment to supply the required materials, works or services.

**PUBLIC AND COMMUNITY  
RELATIONS**

# **Client and Public Access to Services**

ECCL's clientele includes citizens of Trinidad and Tobago who are interested in the production of craft as a viable means of earning an income. Our Centres are geographically located throughout Trinidad.

In-house Training was conducted for this period at the following Centres:

1. Bon Air
2. Tunapuna
3. Morvant
4. Diego Martin
5. Fyzabad
6. Palo Seco
7. La Brea
8. Point Fortin

ECCL offered services to all in the following Craft Areas:

1. Fabric Design
2. Upholstery
3. Wood craft
4. Soap & Candles
5. Home Furnishings

ECCL also introduced Online Training in July, 2020

Training at the Morvant Centre is still ongoing and at present there are twenty six (26) trainees involved in Wood work and Fashion Wear.

*See Appendix 4 – Training plan, Enterprise and Design modules*

# **Community Stakeholder Relations/Outreach**

ECCL participated in the Ministry of Social Development's Outreach Caravan where staff distributed brochures and shared information at the following venues: Cedros, Point Fortin, Guaico Tamana, Morvant, Beetham, Barataria, Malabar, La Horquetta, and Bon Air.

ECCL staff has been collecting data on artisans with the intention of identifying possible challenges and needs of the artisans. Simultaneously they are marketing ECCL and the services that we provide.

PDS Mr. Thomas was selected to train eight (8) students at the El Dorado West Secondary School, who were preparing for their SBA's for CSEC 2020. These students are hearing impaired and pursuing visual arts. They were certified in Fabric Design.

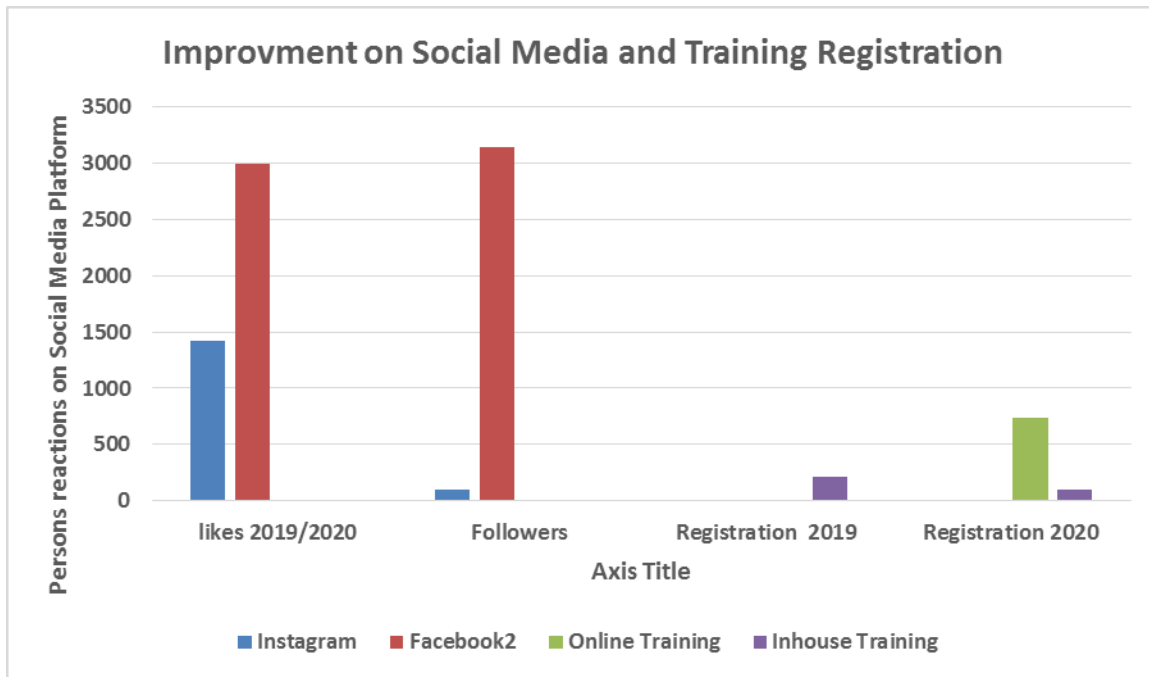
ECCL began discussions with a few Constituency Offices to provide customized courses to their constituents based on feedback from MPs and their stakeholders. This was successfully piloted in the Laventille East / Morvant Constituency where a partnership was formed between ECCL, Minister the Honourable Adrian Leonce – MP for the Laventille East / Morvant Constituency, the IGBEGA Foundation, the Women in Action for the Needy and Destitute (WAND) Foundation and the Unemployment Relief Programme (URP) to sponsor a programme called the Laventille East/Morvant Empowerment Project.

ECCL participated in Carnival Village for the period 2019-2020 in the section for corporate booths. We accommodated eight (8) Artisans. A Marketing Plan, Brand Identity Guideline, Instagram and ECCL's Twitter were launched. The Marketing Department began reaching out to Primary schools in January 2020 to introduce craft to students. Schedules were set for Tutors to deliver introductory workshops for students and PTAs. However, due to COVID pandemic guidelines, this initiative is presently on hold. The intention was to move from Primary to Secondary school in order to foster an appreciation of craft at an early age.



ECCL began an aggressive outreach program on both Social Media, Traditional Print Media and Television, which served to elicit reactions out of more than 40,037 persons to ECCL. Engagements via Posts were 8,529

ECCL introduced its Online Program in the wake of the social distancing requirements. The diagram below shows how ECCL's infusion of activity on Social Media Platforms influenced the Company's reach. Note the difference in engagement of in-house Registration / Training vs Online Registration / Training.



Be sure to like us on



# Appendices

## Appendix 1

### PSIP ACHIEVEMENT REPORT AS AT SEPTEMBER 30, 2020

#### **Project No: Phase 2 – Project # 1**

Project Description: “Installation of P-Trap Toilet Sets and ½ HP potable water pumps”

Project Objectives: “To have a 100 % functional waste-water system in each of the Export Centres and 100% available potable water system”

#### Scope of Works:

Purchase and the Installation of eleven (11) P-Trap Toilet sets, eleven (11) Toilet Seats and three (3) ½ HP Water pumps

Approved Project Cost: \$17,675.07 TTD

Commencement Date: 30/09/2020

Projected Completion Date: 31/10/2020

2019 Actual Expenditure: \$300,000.00 TTD

Cumulative Expenditure as of September 30, 2020: **\$317,675.07 TTD**

Status from inception to September 30, 2020: Purchase and Installation of Toilet Sets and Potable Water Pumps - 0% completed – to be completed by 31/10/2020

Achievements for fiscal 2020 (incl. profile of contracts awarded):

Upgrades to the Waste-Water system and Potable Water system and meeting regulatory compliances under the OSH ACT 2004, amended 2006.

Explanation of variances from the planned programme:

The total amount of PSIP monies received for the fiscal year 2019/2020 was **\$238,812.00 TTD out** of a total allocation of **\$700,000**. As per memorandum from Ministry of Finance dated February 26, 2020, Release #7 of 2020, approval was given to release **\$238,812.00 TTD** for the following projects:

<b>Project No. and Name</b>	<b>Amount</b>	<b>Description of works</b>
09/004/14/A/007 Refurbishment of Export Centres	\$238,812	\$221,136.93 was used to purchase equipment for the Training and Production Departments; while \$17,675.07 was allocated to plumbing upgrade of Centres

Remarks:

The sum of **\$17,675.07 TTD** was allocated to the **Facilities Maintenance Department** for Plumbing upgrades. The remainder of the PSIP money received - \$221,136.93 was allocated to the **Training** and **Production** Departments to purchase machinery and equipment. These funds were received in October 2020; therefore, they will be spent in October – November 2020.

## Appendix 2 – Accomplishment Report

### EXPORT CENTRES COMPANY LIMITED

#### ACCOMPLISHMENT REPORT

#### FOR FISCAL PERIOD OCTOBER 2019 – September 2020

Kindly see table below with the accomplishments of Export Centres Training Programs and other activities for the period October 2019 – September 2020.

<b>Activity</b>	<b>Date</b>	<b>Artisans/ Trainees</b>	<b>Revenue/Outcome</b>	<b>Sponsor</b>
Laventille/Morvant Empowerment Project	Sept. 2019 to Dec. 2019	13  13	ECCL collaborated with WAND, URP and IGBEGA to provide level 1 training to persons in the community to assist in providing them with a skill to become self-sustainable by awarding successful applicants with a City & Guilds level 1 certificate.	ECCL WAND URP IGBEGA
ECCL Secondary School Training (SBA Project for hearing impaired)	Nov. 2019 to Jan. 2020	8	ECCL, PDS Mr. Dell Thomas initiated a partnership with the principal of the El Dorado West Secondary School where 8 differently abled students were provided with skill training in Fabric Arts in preparation for their SBA's for CXC, they were all successful in this area of discipline.	El dorado West Secondary School
Laventille/Morvant Empowerment Project	13/01/2020 to 18/03/2020	13  10	ECCL collaborated with WAND, URP and IGBEGA to provide level 2 training to persons in the community to assist in providing them with a skill to become self-sustainable by awarding successful applicants with a City & Guilds level 2 certificate.	ECCL WAND URP IGBEGA

<b>Activity</b>	<b>Date</b>	<b>Artisans/ Trainees</b>	<b>Revenue/Outcome</b>	<b>Sponsor</b>
ECCL Training Programme	20/01/2020 to 26/02/2020	55	ECCL provided an introductory craft skills training in the following disciplines: Upholstery, Linen & Drapery, Soap & candle, Fabric Design and Home Furnishing	ECCL
ECCL Interim Craft Training Programme	20/07/2020 To 28/08/2020	115	ECCL provided introductory craft skills training in the following areas: Events management, Bread, Cakes and Pastries, Manicure/Pedicure, Jewelry, Linen & Drapery, Bag Making and Bath & Body Products. Participants completing this course was provided with an ECCL certificate of participation.	ECCL
NIPDEC Production of Face Mask	June – July 2020	-	ECCL was successful in acquiring a contract to make 8,000 face mask for NIPDEC. Staff and trainees came together and completed this project meeting the timeline given by the purchaser, this project derived a revenue of <b>\$80,000.00</b> for ECCL.	ECCL NIPDEC
ECCL Virtual Online Craft Training	14/09/2020 Ongoing	374	ECCL launched its first Online Craft Training Programme in the following areas: Events, Woodwork, Linen & Drapery, Jewelry, Manicure/Pedicure, Fabric Arts and Upholstery. This training is schedule to end early November 2020	ECCL

# ECCL TRAINING PLAN

## CRAFT SKILLS TRAINING

### PROPOSED

## PROGRAMME PLAN

### OCTOBER 2020

# PROPOSED PROJECT PLAN

## Training Programme

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### 10. Project Theme

“Knitting Together Communities Through Craft Skills Training”

#### **Goals**

This Training program will service persons in the environs of ECCL’s Centres who are interested in acquiring a craft skill. The training Project aims to:

- Provide quality training in the respective craft skills.
- Introduce research, design principles and creativity in both disciplines.
- Provide training in production for re-sale (mass production).
- Impart knowledge on the employability skills needed to communicate effectively in the business environment.
- Provide the relevant Business Skills required for self-sustainability.
- Provide an International City & Guilds Certificate to successful participants.
- Provide support in commencing business ventures.

#### **Purpose**

The purpose of this plan is to provide detail information and guidance to the relevant persons directly involved in executing this project successfully. This plan will provide information regarding the project deliverables and identifying the services that the project will deliver. The roles and responsibilities of the project team, all related cost required to execute this project and how it will be managed, including detailed risk and quality management, programme management and assessment and evaluation management. This plan will also outline clearly how resources will be applied to this project, defined lines of communication and the methods of communication to be used, and most importantly, the procurement strategy which includes purchasing and distribution.

This plan will also identify key milestones with timelines and clear descriptions necessary for tracking project progress while providing clearly outlined guidelines for the project team.

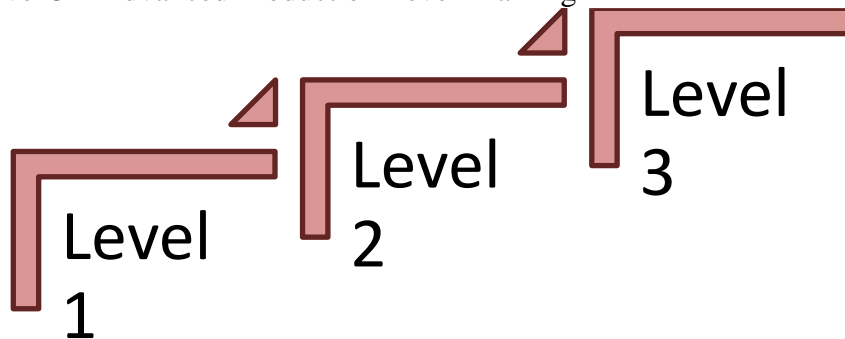


## Objectives

This project is aimed at improving the lives of community members through the implementation of training in various craft skills resulting in production and introduction to the export market. It provides the opportunity for creating business entrepreneurs at a reduced cost through partnership. The intention is to equip participants with a skill that will provide sustainability, income generation and business opportunities, thus improving the quality of life of residents in the community and by extension the nation.

This project encompasses three levels of training as follows:

- Level 1 – Basic Level Training
- Level 2 – Intermediate Level Training
- Level 3 – Advanced Production Level Training



## Target Group:

The course is open to citizens of T&T residing in various communities where ECCL Centres are located. Priority will be given to persons recommended by the proposed partners.

Accepted registrants will be provided with the following:

1. Raw materials for training and assessment projects.
2. Tools and equipment for the selected course.
3. A stipend for each day present.
4. An International City & Guilds Certificate, upon successful completion of the course with a minimum of 80% attendance record.

Accepted Registrants will be expected to adhere to the following:

1. The Centre rules laid out by ECCL.
2. Trainees dropping out of class pre-maturely would not be given the chance to re-enter, unless they can provide a valid reason.
3. No stipend will be paid to trainees for days absent from class.

## **LEVEL 1 –BASIC LEVEL TRAINING**

### **Description**

The Basic Level Training is an introduction into the two craft disciplines being offered and will include 36 – 4 hour training sessions, totalling 144 contact hours for a period of 9 weeks. Each course will include the following:

- 27 - Craft Skills training sessions
- 3 – Employability and Business Skills Sessions
- 6 – Creative Design Sessions

### **Class Schedule;**

Monday to Thursday, 8:30am to 1:00pm, with 30 minutes lunch break.

Each class will house a total of fifteen (15) trainees.

### **Interventions**

1. This program consists of **Thirty six (36) four hour sessions**.
2. Twenty three (27) **Craft Skill Training** sessions ensuring trainees acquire the relevant craft skill training required for understanding techniques utilized in both qualifications, which will include practical and theoretical sessions.
3. Six (6) **Creative Design** sessions to develop and improve the trainee's creativity which is of utmost importance in craft production. This will ensure creative and innovative new and contemporary designs and will include practical and theoretical sessions.
4. Three (3) **Employability and Business Skills** Sessions which will assist in introducing trainees to business skills and soft skills (Communication skills, attitudinal skills and group involvement skills, computer skills, etc.) needed, to start a business.

<b>Level 1 - Basic Training</b> <b>Design and Structure</b>		
<b>CRAFT SKILL TRAINING</b>  <b>108 contact hours</b>  <b>27 – 4 hour sessions</b>	<b>EMPLOYABILITY &amp; BUSINESS SKILLS</b>  <b>12 contact hours</b>  <b>3 - 4 hour sessions</b>	<b>CREATIVE DESIGN</b>  <b>24 contact hours</b>  <b>6 – 4 hour sessions</b>
<b>Total 36 sessions – 144 contact hours</b>		

4 days per week - 4 hours per session – 9 weeks

Total contact hours

=> 144 Contact Hours => 36 Sessions Total

Projected Start date 2<sup>nd</sup> September 2019

Projected End date 8<sup>th</sup> November 2019

### **Conclusion:**

Trainees completing an evaluation and assessment successfully will be provided with a Level 1 City & Guilds Certificate. A certificate distribution and display of trainees work would take place at the said venue where stakeholders would be invited to view and ascertain the progress of the project.

The successful trainees would now have the ability and opportunity to continue into the second phase; Level 2 Intermediate Training

## **LEVEL 2 – INTERMEDIATE LEVEL TRAINING**

### **Description**

This Intermediate Level Training phase is a continuation of our Basic Level Training and will continue the pathway towards getting participants to the Advance Training Phase. This phase will include 45 – 4 hour training sessions, totaling 180 contact hours for a period of 12 weeks.

Each course will include the following:

- 25 - Craft Skills training sessions
- 10 – Enterprise Development Skills Sessions
- 10 – Creative Design Sessions

### **Class Schedule**

Monday to Thursday, 8:30am to 1:00pm, with 30 minutes lunch break.

Each class will house a total of fifteen (15) trainees.

### **Interventions**

1. This program consists of **Forty five (45) four hour sessions**.
2. Twenty five (25) ***Craft Skill Training*** sessions ensuring trainees acquire the relevant craft skill training required for utilizing techniques in both qualifications. This will include practical, theoretical and workshop sessions.
3. Ten (10) ***Creative Design*** sessions to develop and improve the trainee's creativity which is of utmost importance in craft production. This will ensure creative, innovative and new designs towards revitalization of craft items produced and will include practical and workshop sessions.
4. Ten (10) ***Enterprise Development Training*** Workshop Sessions which will assist in developing the trainees' business skills, including preparation for entry into both the local and international market, product development, research and sales.

<b>Level 2 - Intermediate Level Training Design &amp; Structure</b>		
<b>CRAFT SKILL TRAINING</b>  <b>100 contact hours</b>  <b>25 – 4 hour sessions</b>	<b>ENTERPRISE DEVELOPMENT SKILLS</b>  <b>40 contact hours</b>  <b>10 - 4 hour sessions</b>	<b>CREATIVE DESIGN</b>  <b>40 contact hours</b>  <b>10 – 4 hour sessions</b>
<b>Total 45 sessions – 180 contact hours</b>		

4 days per week - 4 hours per session – 12 weeks

Total contact hours

=> 180 Contact Hours => 45 Sessions Total

Projected Start date 6<sup>th</sup> January 2020

Projected End date 3<sup>rd</sup> April 2020

### **Conclusion:**

Trainees completing an evaluation and assessment successfully will be provided with a Level 2 City & Guilds Certificate. A certificate distribution and display and sales of trainees work would culminate this level 2 phase. Stakeholders would be invited to view and determine the progress of the project.

The successful trainees would now have the option to continue into the third and final phase; Level 3 Advanced Production Training.

## **LEVEL 3 - ADVANCED PRODUCTION LEVEL TRAINING**

This Advance Production Level Training phase is the final phase of the Training and will include 16 – 4 hours training sessions and 12 - 4 hours production training totaling 112 contact hours for a period of 8 weeks.

Each course will include the following:

- 4 – Assurance building sessions
- 6 – Workshop Sessions
- 6 – Product Development and Clinic Sessions
- 12 – Introduction to Production Sessions

### **Class Schedule**

Monday to Thursday, 8:30am to 1:00pm, with 30 minutes lunch break.

Each class will house a total of fifteen (15) trainees.

### **Interventions**

1. This program consists of **Twenty eight (28) four hour sessions**.
2. Four (4) **Assurance Building** sessions ensuring trainees are confident enough to enter this final phase. This will include theoretical and workshop sessions.
3. Six (6) **Workshop** sessions to provide information with regards developing the trainee's technical expertise and creating avenues for their business development which is of utmost importance in craft production, this will include practical and interactive workshop sessions.
4. Six (6) Product Development and Clinic Sessions which will assist in developing and improving quality and consistency in production. The clinic sessions will allow the participants to provide constructive criticism to other classmates' products after they have presented.
5. Twelve (12) **Introduction to Production sessions** which will allow trainees to reproduce items created with consistency and high quality. This session will include a simulated production line designed to reproduce items, recording the work flow and time specifications required to complete a product efficiently and cost effective.

<b>Level 3 - Advanced Production Level Training</b> <b>Design &amp; Structure</b>			
Assurance Sessions <i>[4 Hours]</i>  <b>4 Sessions</b>	Workshop Sessions <i>[4 Hours]</i>  <b>6 Sessions</b>	Product Development Sessions <i>[2 Hours]</i> <i>(critique)</i>  Clinic Sessions <i>(corrective arrangements)</i> <i>[2 Hours]</i> <b>6 Sessions</b>	Production Sessions <i>[4 Hours]</i>  <b>12 Sessions</b>
<b>4 Sessions</b>	<b>12 Sessions</b>		<b>12 Sessions</b>

4 days per week - 4 hours per session – 7 weeks  
 Total contact hours  
 => 112 Contact Hours => 28 Sessions Total  
 Projected Start date 20<sup>th</sup> April 2020  
 Projected End date 12<sup>th</sup> June 2020

**Conclusion:**

Trainees completing the final evaluation and assessment successfully will be provided with a Level 3 City & Guilds Certificate and would now be able to graduate from the program. Successful, interested graduates will be provided with the opportunity to continue producing items for re-sale at a minimal rental cost to use the facilities for a period of approximately three (3) to six (6) months.



## INVENTORY PROCESS FLOW

### INVENTORY PROCESS FLOW

Process / Data Flow	Person responsible	Persons Involved	People to be informed	Task
<pre> graph TD     A[Prepare Purchase Requisition] --&gt; B[Compile &amp; Submit to CEO's]     B --&gt; C[CEO's Approval]     C -- NO --&gt; D[Modification of]     D --&gt; B     C -- YES --&gt; E[Procurement]     E --&gt; F{Verify order quantities and orders in process}     F --&gt; G[Prepare and send out RFQ to suppliers]     F --&gt; D     G --&gt; H[Review Quotations and select suppliers]     H --&gt; I[Prepare Purchase Orders and submit authorized documentation for approval]                     </pre>	PDS	Inventory Officer Centre Supervisors	T&D Manager	Liaise with Inventory personnel to quantify items for purchase or Transfer based on existing stock
	Inventory Officer	PDS		Full review of all requisitions, transfers, and notations for approval
	CEO		Accountant	Consultation on budget and expenditure Transfer of existing stock will be done under <i>Distribute Goods</i>
	Procurement Officer	PDS	Inventory Officer	Check for stock that has been ordered but not yet delivered Recalculate base on available quantities and sizes
	Procurement Officer			Contact suppliers, received quotation
	Procurement Officer	Accountant	PDS	Accountant shall review all supporting documents and authorize

## INVENTORY PROCESS FLOW

Process / Data Flow	Person responsible	Persons Involved	People to be informed	Task	
<div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 10px; display: inline-block;">Receive Goods</div> <div style="color: blue; font-size: 20px; margin: 0 10px;">↓</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 10px; display: inline-block;">Distribute Goods</div> <div style="color: blue; font-size: 20px; margin: 0 10px;">↓</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 10px; display: inline-block;">Centre Stock intake</div> <div style="color: blue; font-size: 20px; margin: 0 10px;">↓</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 10px; display: inline-block;">Distribution of goods for</div> <div style="color: blue; font-size: 20px; margin: 0 10px;">↓</div> <div style="background-color: #1a3d4d; color: white; padding: 5px; margin-bottom: 10px; display: inline-block;">Reconciliation of centre stock</div>	Procurement Officer	CEO		CEO will review and ensure all relevant documents are submitted and accurate	
	Accounts Payables	Accountant	Supplier		Review terms and conditions for payment Input data on accounting software
	Procurement Officer	Inventory Officer	PDS		All POs, DN, and Invoices will be reviewed and verified. Items will be check for damages and specification Enter stock on inventory records
	Inventory Officer	PDS	Training Manager Centre Supervisor		Quantities based on requisitions/ Transfer Forms, shall be packaged and transferred to the relevant centres IO to update inventory records
	Centre Supervisor	PDS			CS will ensure all stock are stored and recorded on Centre inventory Storage will be properly secured
	Centre Supervisor	Tutor			Tutors will complete a Training material request form for items needed on a weekly basis.
	Centre Supervisor		Tutor PDS		Update inventory Records. Monitor stock threshold

**PROPOSED CRAFT OFFERINGS**

<b>No.</b>	<b>Training Centres</b>	<b>Craft Offering</b>	<b>ECCL Staff</b>	<b>Staff to be Contracted</b>
1	Diego Martin	1.Confectionery 2.Wire Bending	PDS (vacant) CS (vacant) Custodian Security	(2) Craft Tutors
2	Bourg Mulatresse	1. Fashion Wear 2. Confectionery	PDS CS Custodian Security	(2) Craft Tutors
3	Tunapuna	1.Fashion Wear 2.Natural Jewelry	PDS CS Custodian Security	(2) Craft Tutors
4	Bon Air	1.Bead Needle Weaving 2.Upholstery	PDS CS Custodian Security	(2) Craft Tutors
5	Fyzabad	1.Confectionery 2.Weaving	PDS CS Custodian Security	(2) Craft Tutors
6	Palo Seco	1.Upholstery 2.Curtain Making	PDS CS Custodian Security	(2) Craft Tutors
7	La Brea	1.Fashion Wear 2.Fabric Design	PDS CS Custodian Security	(2) Craft Tutors
8	Point Fortin	1.Upholstery 2.Pottery/Concrete	PDS CS Custodian Security	(2) Craft Tutors

**City & Guilds Certification**

### Level 1

This certificate is intended for people who wish to undertake a creative activity for the first time.

Each certificate has two units; Design Unit and Craft Skill Unit, enabling learners to start using the techniques of the chosen craft. Each certificate takes 120 hours to compete.

### Level 2

These are for people who would like to pursue their skills beyond basic level.

Each certificate consists of two units (Design Unit and Craft Skill). Candidates will need to produce three original items and the certificate takes 120 hours to complete.

### Level 3

For the Level 3 Certificate, learners will be expected to make more demanding items, as well as develop their skills in observation, recording and research. They will have the opportunity to explore new techniques and progress innovative ideas. A design unit plus a craft unit must be completed.

To deliver these qualifications suitably qualified staff will be required to conduct training and assessment.

Suitable facilities will also be needed to carry out the required training to enable learners to achieve industry standards.

Anyone can pursue these qualifications as it is competency based and caters for persons with theoretical challenges.

## **Budget Considerations**

### **1. Diego Martin**

<b>Item</b>	<b>Description</b>	<b>Basic Level (120 hrs.)</b>	<b>Intermediate Level (120 hrs.)</b>	<b>Advance Production Level (80 hrs.)</b>	<b>Total</b>

Tuition Fee:	2 Craft skilled Tutors: Basic \$50 per hr. Inter. \$100 per hr. Advance \$150 per hr.	\$12,000	\$24,000	\$24,000	\$60,000
Raw Materials	Confectionery 15 Trainees	\$4,000	\$4,500	\$7,000	\$15,500
	Wire Bending 15 Trainees	\$5,000	\$6,000	\$8,000	\$19,000
NTA Certification Fee	Confectionery – 15 Trainees Registration and Results Certificate.	\$6,000	\$6,000	\$6,000	\$18,000
	Wire Bending – 15 Trainees Registration and Results Certificate.	\$6,000	\$6,000	\$6,000	\$18,000
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$33,000</b>	<b>\$46,500</b>	<b>\$96,000</b>	<b>\$175,500</b>

## Budget Considerations

### 2. Bourg Mulatresse

Item	Description	Basic Level (120 hrs.)	Intermediate Level	Advance Production	Total
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			(120 hrs.)	Level (80 hrs.)	
Tuition Fee:	2 Craft skilled Tutors: Basic \$50 per hr. Inter. \$100 per hr. Advance \$150 per hr.	\$12,000	\$24,000	\$24,000	\$60,000
Raw Materials	Confectionery 15 Trainees	\$4,000	\$4,500	\$7,000	\$15,500
	Fashion Wear 15 Trainees	\$10,000	\$12,000	\$15,000	\$37,000
NTA Certification Fee	Confectionery – 15 Trainees Registration and Results Certificate.	\$6,000	\$6,000	\$6,000	\$18,000
City & Guilds Certification Fee	Fashion Wear – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$36,500</b>	<b>\$53,250</b>	<b>\$105,250</b>	<b>\$195,000</b>

## Budget Considerations

### 3. Tunapuna

Item	Description	Basic Level (120 hrs.)	Intermediate Level (120 hrs.)	Advance Production Level (80 hrs.)	Total

Tuition Fee:	2 Craft skilled Tutors: Basic \$50 per hr. Inter. \$100 per hr. Advance \$150 per hr.	\$12,000	\$24,000	\$24,000	\$60,000
Raw Materials	Natural Jewelry 15 Trainees	\$3,000	\$4,000	\$6,000	\$13,000
	Fashion Wear 15 Trainees	\$10,000	\$12,000	\$15,000	\$37,000
NTA Certification Fee	Natural Jewelry – 15 Trainees Registration and Results Certificate.	\$6,000	\$6,000	\$6,000	\$18,000
City & Guilds Certification Fee	Fashion Wear – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$35,500</b>	<b>\$52,750</b>	<b>\$104,250</b>	<b>\$192,500</b>

## Budget Considerations

### 4. Bon Air

Item	Description	Basic Level (120 hrs.)	Intermediate Level (120 hrs.)	Advance Production Level (80 hrs.)	Total
Tuition Fee:					

	2 Craft skilled Tutors: Basic \$50 per hr. Inter. \$100 per hr. Advance \$150 per hr.	\$12,000	\$24,000	\$24,000	\$60,000
Raw Materials	Bead Needle Weaving 15 Trainees	\$3,000	\$4,000	\$6,000	\$13,000
	Upholstery 15 Trainees	\$15,000	\$15,000	\$15,000	\$45,000
City & Guilds Certification Fee	Upholstery – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
City & Guilds Certification Fee	Bead Needle Weaving – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$39,000</b>	<b>\$56,500</b>	<b>\$106,500</b>	<b>\$202,000</b>

## Budget Considerations

### 5. Fyzabad

Item	Description	Basic Level (120 hrs.)	Intermediate Level (120 hrs.)	Advance Production Level (80 hrs.)	Total
Tuition Fee:	2 Craft skilled Tutors:	\$12,000	\$24,000	\$24,000	\$60,000



	Basic \$50 per hr. Inter. \$100 per hr. Advance \$150 per hr.				
Raw Materials	Weaving 15 Trainees	\$5,000	\$6,000	\$6,000	\$17,000
	Confectionery 15 Trainees	\$4,000	\$4,500	\$7,000	\$15,500
NTA Certification Fee	Weaving – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
NTA Certification Fee	Confectionery – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$30,000</b>	<b>\$48,000</b>	<b>\$98,500</b>	<b>\$176,500</b>

## Budget Considerations

### 6. Palo Seco

Item	Description	Basic Level (120 hrs.)	Intermediate Level (120 hrs.)	Advance Production Level (80 hrs.)	Total
Tuition Fee:	2 Craft skilled Tutors: Basic \$50 per hr. Inter. \$100 per hr. Advance \$150 per hr.	\$12,000	\$24,000	\$24,000	\$60,000

Raw Materials	Curtain Making 15 Trainees	\$12,000	\$12,000	\$15,000	\$39,000
	Upholstery 15 Trainees	\$15,000	\$15,000	\$15,000	\$45,000
City & Guilds Certification Fee	Upholstery – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
City & Guilds Certification Fee	Curtain Making – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$48,000</b>	<b>\$64,500</b>	<b>\$115,500</b>	<b>\$228,000</b>

## Budget Considerations

### 7. La Brea

Item	Description	Basic Level (120 hrs.)	Intermediate Level (120 hrs.)	Advance Production Level (80 hrs.)	Total
Tuition Fee:	2 Craft skilled Tutors: Basic \$50 per hr. Inter. \$100 per hr.	\$12,000	\$24,000	\$24,000	\$60,000

	Advance \$150 per hr.				
Raw Materials	Fabric Design 15 Trainees	\$8,000	\$12,000	\$15,000	\$35,000
	Fashion Wear 15 Trainees	\$10,000	\$12,000	\$15,000	\$37,000
City & Guilds Certification Fee	Fabric Design – 15 Trainees Registration and Results Certificate.	\$4,500	\$6,750	\$8,250	\$19,500
City & Guilds Certification Fee	Fashion Wear – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$39,000</b>	<b>\$61,500</b>	<b>\$115,500</b>	<b>\$216,000</b>

## Budget Considerations

### 8. Point Fortin

Item	Description	Basic Level (120 hrs.)	Intermediate Level (120 hrs.)	Advance Production Level (80 hrs.)	Total
Tuition Fee:	2 Craft skilled Tutors: Basic \$50 per hr. Inter. \$100 per hr. Advance \$150 per hr.	\$12,000	\$24,000	\$24,000	\$60,000
Raw	Pottery/Concrete	\$10,000	\$12,000	\$15,000	\$37,000

Materials	15 Trainees  Upholstery 15 Trainees	\$15,000	\$15,000	\$15,000	\$45,000
NTA Certification Fee	Pottery/Concrete – 15 Trainees Registration and Results Entry.	\$6,000	\$6,000	\$6,000	\$18,000
City & Guilds Certification Fee	Upholstery – 15 Trainees Registration and Results Entry.	\$4,500	\$6,750	\$8,250	\$19,500
Graduation				\$45,000	\$45,000
<b>Total</b>		<b>\$47,500</b>	<b>\$63,750</b>	<b>\$113,250</b>	<b>\$224,500</b>

**Total Budget Considerations for All Centres:**

Centre	Tuition	Raw Materials	Certification	Graduation	Total Cost
Diego Martin	\$60,000	\$34,500	\$36,000	\$45,000	\$175,500
Bourg Mulatresse	\$60,000	\$52,500	\$37,500	\$45,000	\$195,000
Tunapuna	\$60,000	\$50,000	\$37,500	\$45,000	\$192,500
Bon Air	\$60,000	\$58,000	\$39,000	\$45,000	\$202,000
Fyzabad	\$60,000	\$32,500	\$39,000	\$45,000	\$176,500
Palo Seco	\$60,000	\$84,000	\$39,000	\$45,000	\$228,000

La Brea	\$60,000	\$72,000	\$39,000	\$45,000	\$216,000
Point Fortin	\$60,000	\$82,000	\$37,500	\$45,000	\$224,500
<b>Total</b>	<b>\$480,000</b>	<b>\$465,500</b>	<b>\$304,500</b>	<b>\$360,000</b>	<b>\$1,610,000</b>

Note that Stationary, Ground Maintenance, Building Maintenance, Custodian Supplies, Preventative and Safety Maintenance, Security Costs, Staff Salary and Utilities, would be covered by ECCL.

### **Graduation:**

The program will conclude with a graduation and display of trainees' projects. Persons completing the course will be given a certificate of participation. Successful trainees who meet the City & Guilds standard criteria will be awarded a level 1, II or III City & Guilds Design for Craft Certificate or NTA level I or II Certificate. All competent trainees will be assisted in establishing sustainable business which will be supported by the Production and Marketing Unit.

### **Conclusion:**

Holding firmly to the belief that the children are the future of the nation, this multi-stakeholder partnership investment encourages persons in the community who are leading a life of crime to become deep rooted in a skill that will reward them. Through successive training with a foundation knowledge, individuals would now be able to gain entry into higher level specialized training programs. This type of program will create upward mobility in the socio-economic status of community members.

## **Appendix IV**

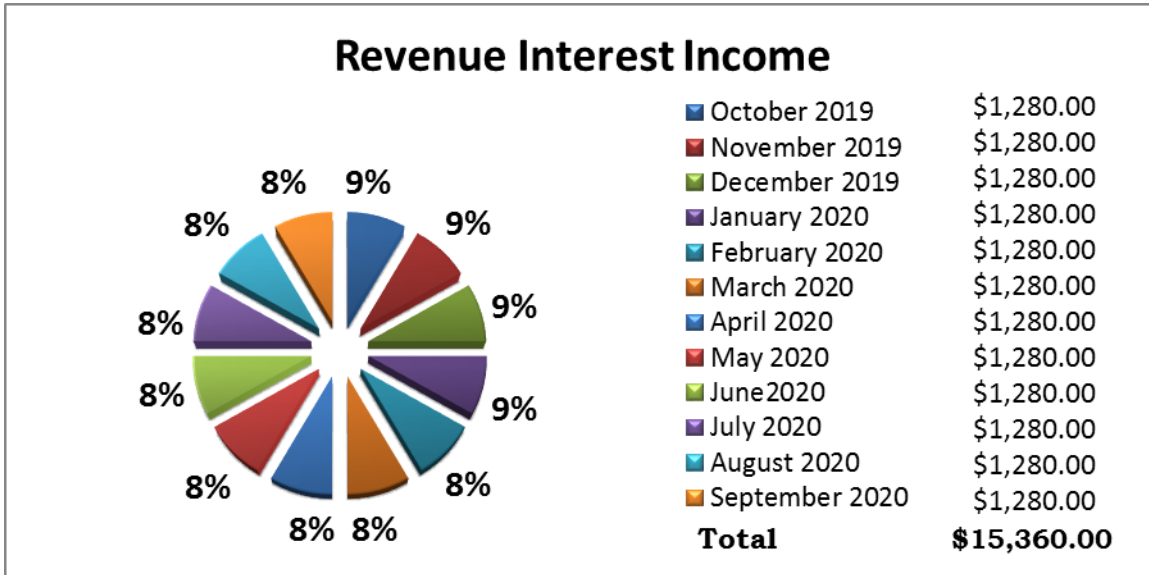
### **Annual Financial Statement for Period October 2019 – September 2020**

#### **Income Performance**

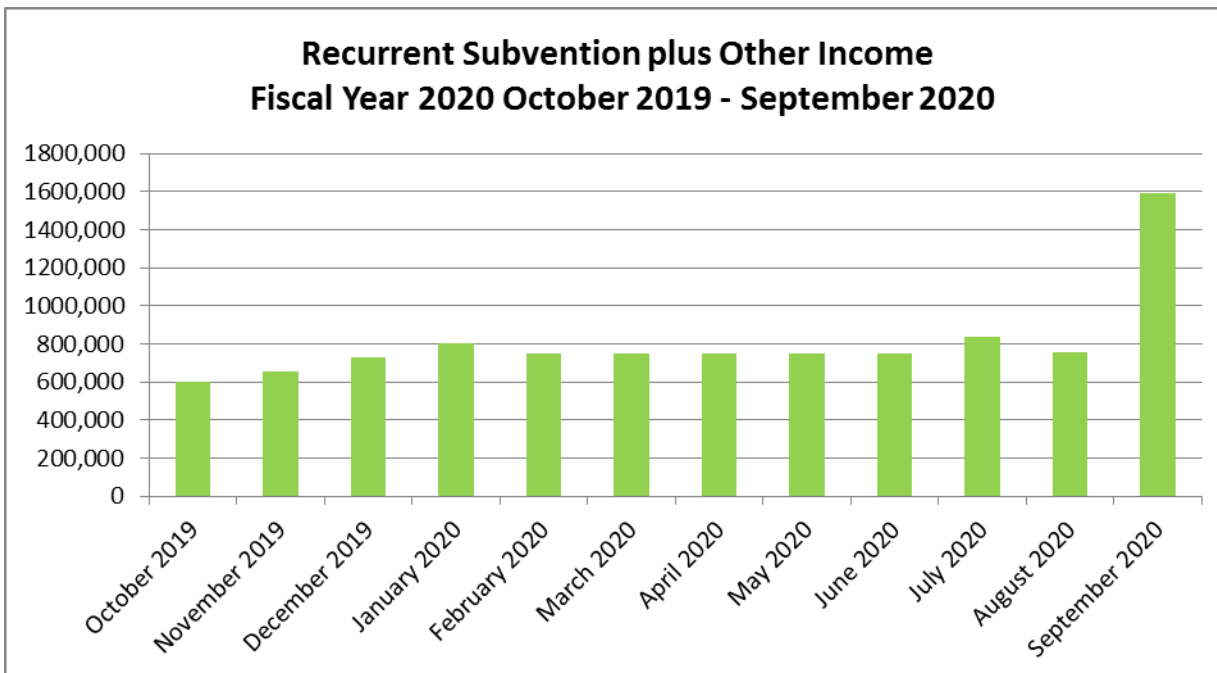
#### **Total Operating Income:**

Interest income in the amount of \$1.3K per month was estimated from investment in the money market account at UTC.

The following charts depict income commencing from the beginning of the FY2020 to current (*October 2019- September 2020*).



Monthly Recurrent Subventions for the fiscal year **October 2019 - September 2020**, reflected in the following chart.





**The Financial Reports for October 2019 – September 2020 are attached as follows:**

1. STATEMENT OF INCOME AND EXPENDITURE (CURRENT MONTH)
2. STATEMENT OF INCOME AND EXPENDITURE (ACTUAL vs BUDGETED)
3. STATEMENT OF INCOME AND EXPENDITURE (CURRENT YEAR vs PRIOR YEAR)
4. INCOME AND EXPENDITURE SUMMARY
5. STATEMENT OF BUDGETED EXPENDITURE FISCAL YEAR 2020
6. NOTES TO THE FINANCIAL MANAGEMENT REPORT – Pages 6-8
7. RATIO ANALYSIS – Page 9
8. FINANCIAL MANAGEMENT REPORT – MORVANT EMPOWERMENT PROJECT – Page 10



# EXPORT CENTRES COMPANY LIMITED

72-73 EASTERN MAIN ROAD, MT. HOPE

FINANCIAL MANAGEMENT REPORT  
FOR THE YEAR ENDED SEPTEMBER 30TH 2020

# EXPORT CENTRES COMPANY LIMITED

## FINANCIAL MANAGEMENT REPORT

FOR THE YEAR ENDED SEPTEMBER 30TH 2020

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# EXPORT CENTRES COMPANY LIMITED

## STATEMENT OF INCOME AND EXPENDITURE (CURRENT MONTH)

FOR THE YEAR ENDED 30TH SEPTEMBER 2020

	Notes	CURRENT MONTH			YEAR TO DATE		
		Actual Sep 2020	Budgeted Sep 2020	Variance	Actual Oct 19 - Sep 20	Budgeted Oct 19 - Sep 20	Variance
<b><u>INCOME</u></b>	<b>1</b>						
Government Subventions		\$ 1,588,812	\$ 608,700	\$ 980,112	\$ 9,538,812	\$ 7,300,000	\$ 2,238,812
Sales Income		-	-	-	85,180	-	85,180
Interest Income		1,280	1,280	0	15,360	15,360	(0)
Other Income		1,100	-	1,100	78,100	-	78,100
		-----	-----	-----	-----	-----	-----
<b>TOTAL INCOME</b>		<b>1,591,192</b>	<b>609,980</b>	<b>981,212</b>	<b>9,717,451</b>	<b>7,315,360</b>	<b>2,402,091</b>
Cost of Goods Sold - Facemasks: Materials		-	-	-	15,069	-	15,069
Cost of Goods Sold - Facemasks: Labour		-	-	-	27,354	-	27,354
Cost of Goods Sold - Morvant: Materials		-	-	-	14,268	-	14,268
Cost of Goods Sold - Morvant: Labour		-	-	-	65,800	-	65,800
		-----	-----	-----	-----	-----	-----
<b>GROSS PROFIT</b>		<b>1,591,192</b>	<b>609,980</b>	<b>981,212</b>	<b>9,594,961</b>	<b>7,315,360</b>	<b>2,279,601</b>
<b><u>EXPENSES</u></b>							
Salaries Expense & Allowances	3	362,955	370,600	(7,645)	4,246,057	4,361,200	(115,143)
Custodian Wages		31,082	27,000	4,082	377,587	324,000	53,587
Security Wages		63,015	53,000	10,015	700,178	636,000	64,178
Overtime Expense		-	1,000	(1,000)	46,215	12,000	34,215
Director's Remuneration & Travelling	4	27,850	27,850	-	306,350	334,200	(27,850)
NIS - Employers Contribution		33,917	51,000	(17,083)	436,146	586,000	(149,854)
Severance & Retirement Benefit		-	-	-	219,843	-	219,843
Health Plan - Employer's Contrib		4,726	4,520	206	54,383	54,240	143
		-----	-----	-----	-----	-----	-----
<b>TOTAL STAFF COSTS</b>		<b>523,545</b>	<b>534,970</b>	<b>(11,425)</b>	<b>6,386,760</b>	<b>6,307,640</b>	<b>79,120</b>
Electricity & Water Expenses		16,969	20,000	(3,031)	216,274	240,000	(23,726)
Finance Charges/Interest/Penalties/Fees		-	-	-	-	-	-
Gratuity Payments		-	-	-	-	-	-
Board of Directors Expenses		-	2,700	(2,700)	19,514	32,400	(12,886)
Maintenance, Building and General Exp	6	-	2,000	(2,000)	55,076	24,000	31,076
Maintenance Expense - Yard Mainten	6	17,093	20,000	(2,908)	158,837	240,000	(81,163)
Repairs & Maint-Computer & Equip		-	-	-	6,448	-	6,448



# EXPORT CENTRES COMPANY LIMITED

## STATEMENT OF INCOME AND EXPENDITURE (ACTUAL vs BUDGETED) FOR THE YEAR ENDED 30TH SEPTEMBER 2020

	Actual Oct 2019	Budgeted Oct 2019	Variance	Actual Nov 2019	Budgeted Nov 2019	Variance	Actual Dec 2019	Budgeted Dec 2019	Variance	Actual Jan 2020	Budgeted Jan 2020	Variance	Actual Feb 2020	Budgeted Feb 2020	Variance	Actual Mar 2020	Budgeted Mar 2020	Variance	Actual Apr 2020	Budgeted Apr 2020	Variance	Actual May 2020	Budgeted May 2020	Variance	Actual June 2020	Budgeted June 2020	Variance	Actual July 2020	Budgeted July 2020	Variance	Actual Aug 2020	Budgeted Aug 2020	Variance	Actual Sep 2020	Budgeted Sep 2020	Variance	Actual Oct 19 - Sep 20	Budgeted Oct 19 - Sep 20	Variance						
<b>INCOME</b>																																													
Government Subventions	\$ 600,000	\$ 608,300	\$ (8,300)	\$ 650,000	\$ 608,300	\$ 41,700	\$ 725,000	\$ 608,300	\$ 116,700	\$ 725,000	\$ 608,300	\$ 116,700	\$ 750,000	\$ 608,300	\$ 141,700	\$ 750,000	\$ 608,300	\$ 141,700	\$ 750,000	\$ 608,300	\$ 141,700	\$ 750,000	\$ 608,300	\$ 141,700	\$ 750,000	\$ 608,300	\$ 141,700	\$ 750,000	\$ 608,300	\$ 141,700	\$ 750,000	\$ 608,300	\$ 141,700	\$ 1,588,812	\$ 608,700	\$ 980,112	\$ 9,538,812	\$ 7,300,000	\$ 2,238,812						
Sales Income	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	85,180	-	85,180						
Interest Income	1,278	1,280	(2)	1,278	1,280	(2)	1,280	1,280	0	1,280	1,280	0	1,280	1,280	-	1,280	1,280	-	1,280	1,280	0	1,280	1,280	0	1,280	1,280	0	1,280	1,280	0	1,280	1,280	0	1,280	1,280	0	1,280	1,280	0	15,360	15,360	(0)			
Other Income	-	-	-	-	-	-	-	-	-	74,000	-	74,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,100	-	1,100	78,100	-	78,100						
<b>TOTAL INCOME</b>	<b>601,278</b>	<b>609,580</b>	<b>(8,302)</b>	<b>651,278</b>	<b>609,580</b>	<b>41,698</b>	<b>726,280</b>	<b>609,580</b>	<b>116,700</b>	<b>800,280</b>	<b>609,580</b>	<b>190,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>1,591,192</b>	<b>609,980</b>	<b>981,212</b>	<b>9,717,451</b>	<b>7,315,360</b>	<b>2,402,091</b>						
Cost of Goods Sold - Materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15,069	-	15,069						
Cost of Goods Sold - Labour	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	27,354	-	27,354						
Cost of Goods Sold - Morvant: Materials	5,703	-	5,703	-	-	-	2,733	-	2,733	3,020	-	3,020	2,813	-	2,813	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,268	-	14,268			
Cost of Goods Sold - Morvant: Labour	14,400	-	14,400	12,800	-	12,800	4,800	-	4,800	9,600	-	9,600	9,600	-	9,600	6,400	-	6,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	8,200	-	8,200	-	-	-	65,800	-	65,800			
<b>GROSS PROFIT</b>	<b>581,175</b>	<b>609,580</b>	<b>(28,405)</b>	<b>638,478</b>	<b>609,580</b>	<b>28,898</b>	<b>718,747</b>	<b>609,580</b>	<b>109,167</b>	<b>787,661</b>	<b>609,580</b>	<b>178,081</b>	<b>738,868</b>	<b>609,580</b>	<b>129,288</b>	<b>744,880</b>	<b>609,580</b>	<b>135,300</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>751,280</b>	<b>609,580</b>	<b>141,700</b>	<b>794,038</b>	<b>609,580</b>	<b>184,458</b>	<b>746,080</b>	<b>609,580</b>	<b>136,500</b>	<b>1,591,192</b>	<b>609,980</b>	<b>981,212</b>	<b>9,594,961</b>	<b>7,315,360</b>	<b>2,279,601</b>			
<b>EXPENSES</b>																																													
Salaries Expense&Allowances	327,219	327,600	(381)	324,923	327,600	(2,677)	331,435	370,600	(39,165)	362,725	370,600	(7,875)	378,814	370,600	8,214	350,161	370,600	(20,439)	363,223	370,600	(7,377)	362,485	370,600	(8,115)	363,234	370,600	(7,366)	347,362	370,600	(23,238)	371,522	370,600	922	362,955	370,600	(7,645)	4,246,057	4,361,200	(115,143)						
Custodian Wages	26,523	27,000	(478)	26,304	27,000	(696)	42,532	27,000	15,532	29,058	27,000	2,058	29,371	27,000	2,371	28,000	27,000	1,000	30,760	27,000	3,760	29,380	27,000	2,380	29,380	27,000	2,380	44,093	27,000	17,093	31,105	27,000	4,105	31,082	27,000	4,082	377,587	324,000	53,587						
Security Wages	53,515	53,000	515	49,086	53,000	(3,914)	75,940	53,000	22,940	52,160	53,000	(840)	51,260	53,000	(1,740)	58,055	53,000	5,055	50,300	53,000	(2,700)	51,700	53,000	(1,300)	54,688	53,000	1,688	79,918	53,000	26,918	60,540	53,000	7,540	63,015	53,000	10,015	700,178	636,000	64,178						
Overtime Expense	3,869	1,000	2,869	2,435	1,000	1,435	1,308	1,000	308	2,378	1,000	1,378	4,879	1,000	3,879	4,772	1,000	3,772	-	1,000	(1,000)	-	1,000	(1,000)	-	1,000	(1,000)	9,879	1,000	8,879	16,696	1,000	15,696	-	1,000	(1,000)	46,215	12,000	34,215						
Director's Remuneration & Travelling	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	27,850	27,850	-	306,350	334,200	(27,850)			
NIS - Employers Contribution	37,902	38,000	(98)	34,846	38,000	(3,154)	31,126	51,000	(19,874)	37,996	51,000	(13,004)	34,286	51,000	(16,714)	41,307	51,000	(9,693)	33,432	51,000	(17,568)	33,375	51,000	(17,625)	40,551	51,000	(10,449)	34,600	51,000	(16,400)	42,809	51,000	(8,191)	33,917	51,000	(17,083)	436,146	586,000	(149,854)						
Severance & Retirement Benefit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	219,843	-	219,843	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	219,843	-	219,843						
Health Plan-Employer's Contrib	4,514	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,515	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,514	4,520	(6)	4,726	4,520	206	54,383	54,240	143			
<b>TOTAL STAFF COSTS</b>	<b>481,391</b>	<b>478,970</b>	<b>2,421</b>	<b>469,957</b>	<b>478,970</b>	<b>(9,013)</b>	<b>514,705</b>	<b>534,970</b>	<b>(20,265)</b>	<b>516,682</b>	<b>534,970</b>	<b>(18,288)</b>	<b>530,974</b>	<b>534,970</b>	<b>(3,996)</b>	<b>514,659</b>	<b>534,970</b>	<b>(20,311)</b>	<b>729,922</b>	<b>534,970</b>	<b>194,952</b>	<b>481,454</b>	<b>534,970</b>	<b>(53,516)</b>	<b>520,217</b>	<b>534,970</b>	<b>(14,753)</b>	<b>548,216</b>	<b>534,970</b>	<b>13,246</b>	<b>555,036</b>	<b>534,970</b>	<b>20,066</b>	<b>523,545</b>	<b>534,970</b>	<b>(11,425)</b>	<b>6,386,760</b>	<b>6,307,640</b>	<b>79,120</b>						
Electricity & Water Expenses	15,162	20,000	(4,838)	29,073	20,000	9,073	13,919	20,000	(6,081)	13,651	20,000	(6,349)	21,511	20,000	1,511	30,921	20,000	10,921	18,256	20,000	(1,744)	17,308	20,000	(2,692)	9,089	20,000	(10,911)	12,312	20,000	(7,688)	18,106	20,000	(1,894)	16,969	20,000	(3,031)	216,274	240,000	(23,726)						
Board of Directors Expenses	1,500	2,700	(1,200)	2,729	2,700	29	4,356	2,700	1,656	1,500	2,700	(1,200)	2,215	2,700	(485)	1,125	2,700	(1,575)	3,000	2,700	300	-	2,700	(2,700)	1,172	2,700	(1,528)	1,917	2,700	(783)	-	2,700	(2,700)	-	2,700	(2,700)	19,514	32,400	(12,886)						
Maintenance, Building and General Exp	5,422	2,000	3,422	6,363	2,000	4,363	786	2,000	(1,214)	932	2,000	(1,068)	12,338	2,000	10,338	1,718	2,000	(282)	1,455	2,000	(545)	7,085	2,000	5,085	9,783	2,000	7,783	5,992	2,000	3,992	3,202	2,000	1,202	-	2,000	(2,000)	55,076	24,000	31,076						
Maintenance Expense - Yard Mainten	9,458	20,000	(10,542)	19,319	20,000	(682)	11,659	20,000	(8,341)	17,319	20,000	(2,682)	12,858	20,000	(7,142)	14,058	20,000	(5,942)	14,058	20,000	(5,942)	13,658	20,000	(6,342)	(1,900)	20,000	(21,900)	14,415	20,000	(5,585)	16,843	20,000	(3,158)	17,093	20,000	(2,908)	158,837	240,000	(81,163)						
Repairs & Maint-Computer & Equip	2,577	-	2,577	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	800	-	800	3,072	-	3,072	-	-	-	6,448	-	6,448						
Professional Fees & Consultancy Fees	-	-	-	-	-	-	6,188	-	6,188	-	-	-	450	-	450	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,638	-	6,638						
Insurance Expense	31,626	50,000	(18,374)	-	-	-	14,696	15,000	(304)	-	-	-	-	-	-	4,000	(4,000)	2,608	-	2,608	-	-	3,000	(3,000)	-	-	-	-	-	-	-	-	-	-	-	-	51,146	-	51,146	100,076	72,000	28,076			
Local Promotions, PR & Donation Exp	1,200	-	1,200	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,200	-	1,200						
Dues and Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	236	-	236	-	-	-	-	-	-	236	-	236						
Medical Supplies, Health & Safety Exp	-	-	-	-	-	-	-</																																						





# EXPORT CENTRES COMPANY LIMITED

## BUDGETED EXPENDITURE FISCAL YEAR ENDED SEPTEMBER 30TH 2020

EXPENSES	Q 1			Q 2			Q 3			Q 4			TOTAL
	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020	MAR 2020	APR 2020	MAY 2020	JUN 2020	JUL 2020	AUG 2020	SEP 2020	
Electricity	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	132,000
Water	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	108,000
Auto Expenses - Admin (Gas & Fuel )	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Bank Charges	750	750	750	750	750	750	750	750	750	750	750	750	9,000
Board of Directors Expenses	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	32,400
Director's Remuneration	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	24,100	289,200
Director's Travelling	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	45,000
Insurance Expense	50,000	-	15,000	-	-	4,000	-	3,000	-	-	-	-	72,000
Janitorial Services	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Health Plan	4,520	4,520	4,520	4,520	4,520	4,520	4,520	4,520	4,520	4,520	4,520	4,520	54,240
Maintenance Expense	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
NIS - Employers Contribution	38,000	38,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	51,000	586,000
Office Expense	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Custodial Supplies		12,000			12,000			12,000			12,000		48,000
Rent or Lease Expense (Copier)	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	4,700	56,400
Salaries Expense	327,000	327,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	4,354,000
Overtime Expense	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Watchman Wages Expenses	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	53,000	636,000
Security-Out Sourced-Diego Mar	20,000	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	4,600	20,000	86,000
Custodian Wages Expenses	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	27,000	324,000
Stat / Print & Post	-	2,500	-	-	2,000	-	-	-	2,000	-	-	2,000	8,500
Telephone Expense	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	180,000
Communication Internet Expense	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	43,200
Mileage Claim Expense	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Yard Maintenance - HO	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	240,000
<b>Total Expenses</b>	<b>621,220</b>	<b>570,320</b>	<b>626,820</b>	<b>611,820</b>	<b>625,820</b>	<b>615,820</b>	<b>611,820</b>	<b>626,820</b>	<b>613,820</b>	<b>611,820</b>	<b>623,820</b>	<b>629,220</b>	<b>7,389,140</b>
<b>Quarterly Totals</b>	<b>1,818,360</b>			<b>1,853,460</b>			<b>1,852,460</b>			<b>1,864,860</b>			<b>7,389,140</b>

# EXPORT CENTRES COMPANY LIMITED

## INCOME AND EXPENDITURE SUMMARY

FOR THE YEAR ENDED 30TH SEPTEMBER 2020

MONTH	Subvention, Interest and Other Income	Expenditure	Surplus/(Deficit)
OCT 2019	601,278	624,187	(22,909)
NOV 2019	651,278	608,887	42,390
DEC 2019	726,280	623,088	103,193
JAN 2020	800,280	609,042	191,239
FEB 2020	751,280	635,063	116,217
MAR 2020	751,280	620,885	130,395
APR 2020	751,280	800,661	(49,380)
MAY 2020	751,280	550,392	200,889
JUN 2020	751,280	594,083	157,197
JUL 2020	836,460	682,065	154,396
AUG 2020	754,280	652,600	101,681
SEP 2020	1,591,192	673,018	918,175
	-----	-----	-----
	\$ 9,717,451	\$ 7,673,969	\$ 2,043,483
	=====	=====	=====

### NET SURPLUS / (DEFICIT) OF INCOME OVER EXPENDITURE

There was a **Net Surplus of Income over Expenditure amounting to \$ 918K for Sep 2020** as Subvention, Interest and Other Income received totalled \$ 1,591K and Expenditure totalled \$ 673K.

**Year to Date (Oct 2019 to Sep 2020) Net Surplus of Income over Expenditure amounts to \$2.043M** as Subvention, Interest and Other Income received totalled \$9.717M and Expenditure totalled \$7.674M.

The Company has received approval / allocation for Subvention Fiscal Year 2020 i.e. October 2019 to September 2020 totalling \$7.3M. The Company has received additional amounts for Fiscal Year 2020 relating to Recurrent Subvention based on adhoc request submitted to Line Ministry; this additional recurrent subvention amounts to \$2M. Total Recurrent Subvention received for Fiscal 2020 \$9.3M. Total PSIP Subvention received for Fiscal 2020 \$239K.



# EXPORT CENTRES COMPANY LIMITED

## NOTES TO THE FINANCIAL MANAGEMENT REPORT FOR THE YEAR ENDED 30TH SEPTEMBER 2020

### 1) TOTAL INCOME

#### Government Subventions

##### **Recurrent Subvention**

Government Recurrent Subvention in the amount of \$7.3M was approved / allocated for the Fiscal Year 2020 i.e. October 2019 - September 2020. An additional amount of \$2M was received based on ad-hoc request to Line Ministry. Total Recurrent Subvention received for Fiscal Year 2020 \$9.3M

##### **Public Sector Investment Programme (PSIP) Subvention**

Government PSIP Subvention in the amount of \$700K was allocated for the Fiscal Year 2020 i.e. October 2019 - September 2020. As at September 30th 2020 \$239K was received and \$461K remains outstanding.

#### Interest Income

Interest Income in the amount of \$1.2K per month is projected from investment in the money market account at UTC.

#### Other Income

There are Agreements with organisations as WAND, IBEGA and URP to make financial contributions to the Morvant Centre in providing training services for the community. In Fiscal Year 2019 ECCL has received contributions amounting to \$73k; Fiscal Year 2020 ECCL is projected to receive a total of \$198k - as at August 31st 2020 \$74k has been received. Cash inflow \$3,000 relates to sale of Tender Packages for Corporate Secretary

### 2) BANK BALANCES

The sum of \$ 5,012,454 represents balances for bank accounts denominated in Trinidad and Tobago Dollars (TTD). The breakdown is as follows:

FINANCIAL INSTITUTION	ACCOUNT NUMBER	ACCOUNT DESCRIPTION	BALANCE (TTD)
First Citizens Bank	1007298	Recurrent / Operating Account	\$ 1,591,160
First Citizens Bank	1539308	PSIP Account	2,360,976
First Citizens Bank	2215058	Payroll Account	2,657
Unit Trust Corporation	0688877-2	UTC Income Fund Account	1,057,661
			-----
			<b>\$ 5,012,454</b>
			=====

The sum of \$52,268 represents the Trinidad and Tobago Dollars (TTD) equivalent for bank balances denominated in United States Dollars (USD). The breakdown is as follows:

<b>FINANCIAL INSTITUTION</b>	<b>ACCOUNT NUMBER</b>	<b>ACCOUNT DESCRIPTION</b>	<b>BALANCE (USD)</b>	<b>BALANCE (TTD)</b>
First Citizens Bank	1837095	USD Paria Fund	\$ 7,710	\$ 52,268
			\$ 7,710	\$ 52,268
=====				

# EXPORT CENTRES COMPANY LIMITED

## NOTES TO THE FINANCIAL MANAGEMENT REPORT FOR THE YEAR ENDED 30TH SEPTEMBER 2020

### 3) SALARIES AND WAGES

The sum of \$ 523,545 is represented as follows:

	ONE (1) MTH SEP 30 2020	YEAR ENDED SEP 30 2020
Salaries	\$ 345,685	\$ 4,011,301
Fixed Travelling	16,800	203,400
Subsistence	-	15,160
Mileage	470	16,195
	-----	-----
	<b>362,955</b>	<b>4,246,056</b>
Wages - Custodian	31,082	377,587
Wages - Security	63,015	700,179
Overtime	-	46,215
Severance & Retirement Benefit	-	219,843
Health Plan	4,726	54,383
NIS Employers Contribution	33,917	436,146
Directors Remuneration & Travelling	27,850	306,350
	-----	-----
	<b>\$ 523,545</b>	<b>\$ 6,386,760</b>
	=====	=====

### 4) DIRECTORS REMUNERATION

The sum of \$ 27,850 is represented as follows:

	ONE (1) MTH SEP 30 2020	YEAR ENDED SEP 30 2020
Chairman	\$ 7,500	\$ 82,500
Deputy Chairman	5,550	61,050
Director (1)	3,700	40,700
Director (2)	3,700	40,700
Director (3)	3,700	40,700
Director (4)	3,700	40,700
	-----	-----
	<b>\$ 27,850</b>	<b>\$ 306,350</b>
	=====	=====

### 5) OFFICE STATIONERY / CUSTODIAN SUPPLIES

The sum of \$ 1,190 is represented as follows:

	ONE (1) MTH SEP 30 2020	YEAR ENDED SEP 30 2020
Office expense	\$ 2,264	\$ 35,096
Stationery expense	2,922	33,568
Custodian Supplies	-	27,469
	-----	-----
	<b>\$ 5,186</b>	<b>\$ 96,132</b>
	=====	=====

Office expenses is made up of drinking water purchased for various centres.

# EXPORT CENTRES COMPANY LIMITED

## NOTES TO THE FINANCIAL MANAGEMENT REPORT

### FOR THE YEAR ENDED 30TH SEPTEMBER 2020

#### 6) MAINTENANCE

The sum of \$ 17,093 is represented as follows:

	<b>ONE (1) MTH SEP 30 2020</b>	<b>YEAR ENDED SEP 30 2020</b>
Yard Maintenance	\$ 17,093	\$ 158,837
Maintenance, Building and General Exp	-	55,076
Repairs and Maintenance, Computer and Equipment	-	6,448
	-----	-----
	<b>\$ 17,093</b>	<b>\$ 220,362</b>
	=====	=====

#### Yard Maintenance

Mausica	\$ 4,766	\$ 34,088
Morvant	3,018	29,546
Head Office	1,330	17,930
Laventille	3,000	22,500
Pairco	3,079	26,824
Diego Martin	1,500	19,500
Tunapuna	400	6,950
Bon Air	-	1,500
	-----	-----
	<b>\$ 17,093</b>	<b>\$ 158,838</b>
	=====	=====

Point Fortin, La Brea, Palo Seco, Fyzabad, Bon Air Centres are maintained by CEPEP from April 2019

Maintenance service contracts with Pestex Limited and Rentokil Initial were terminated in 2019, as such these services would be contracted on an as need basis.

#### 7) JANITORIAL SERVICES

The sum of \$ 1,344 is represented as follows:

	<b>ONE (1) MTH SEP 30 2020</b>	<b>YEAR ENDED SEP 30 2020</b>
Janitorial Services (Rental of two (2) cubic yard bins for Head Office and Mausica. Rental and servicing of sanitary bins included)	\$ 1,344	\$ 31,621
	-----	-----
	<b>\$ 1,344</b>	<b>\$ 31,621</b>
	=====	=====

#### 8) RENT / LEASE EXPENSE

The sum of \$ 4,703 is represented as follows:

	<b>ONE (1) MTH SEP 30 2020</b>	<b>YEAR ENDED SEP 30 2020</b>
RICOH AFICIO Copier MP2555SP (Upstairs)	\$ 1,671	\$ 20,049
RICOH AFICIO Copier MPC3504EX SPDF (Downstairs)	3,032	36,382
	-----	-----
	<b>\$ 4,703</b>	<b>\$ 56,431</b>
	=====	=====

# EXPORT CENTRES COMPANY LIMITED

## RATIO ANALYSIS FOR THE YEAR ENDED SEPTEMBER 30TH 2020

**Ratio analysis** is a useful management tool that will improve your understanding of financial results and trends over time, and provide key indicators of organizational performance. Managers will use ratio analysis to pinpoint strengths and weaknesses from which strategies and initiatives can be formed.

1) INCOME	One (1) Month Oct 2019			One (1) Month Nov 2019			One (1) Month Dec 2019			One (1) Month Jan 2020			One (1) Month Feb 2020			One (1) Month Mar 2020			One (1) Month Apr 2020			One (1) Month May 2020			One (1) Month June 2020			One (1) Month July 2020					
	Total	Increase / (Decrease) on Sep 19	% of Total Income	Total	Increase / (Decrease) on Oct 19	% of Total Income	Total	Increase / (Decrease) on Nov 19	% of Total Income	Total	Increase / (Decrease) on Dec 19	% of Total Income	Total	Increase / (Decrease) on Jan 20	% of Total Income	Total	Increase / (Decrease) on Feb 20	% of Total Income	Total	Increase / (Decrease) on Mar 20	% of Total Income	Total	Increase / (Decrease) on Apr 20	% of Total Income	Total	Increase / (Decrease) on May 20	% of Total Income	Total	Increase / (Decrease) on Jun 20	% of Total Income	Total	Increase / (Decrease) on Jul 20	% of Total Income
Government Subventions	600,000	(63,790)	100%	650,000	50,000	100%	725,000	75,000	100%	725,000	-	91%	750,000	25,000	100%	750,000	-	100%	750,000	-	100%	750,000	-	100%	750,000	-	100%	750,000	-	100%	750,000	-	90%
Sales	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	80,680	80,680	10%
Interest Income	1,278	0	0%	1,278	0	0%	1,280	2	0%	1,280	0	0%	1,280	(0)	0%	1,280	-	0%	1,280	-	0%	1,280	-	0%	1,280	-	0%	1,280	-	0%	1,280	-	0%
Other Income	-	13,000	0%	-	-	0%	-	-	0%	-	74,000	9%	-	(74,000)	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	4,500	4,500	1%
<b>TOTAL</b>	<b>601,278</b>			<b>651,278</b>			<b>726,280</b>			<b>800,280</b>			<b>751,280</b>			<b>751,280</b>			<b>751,280</b>			<b>751,280</b>			<b>751,280</b>			<b>751,280</b>			<b>836,460</b>		

## 2) EXPENSES

	One (1) Month Oct 2019	% of Oct 2019 Income	One (1) Month Nov 2019	% of Nov 2019 Income	One (1) Month Dec 2019	% of Dec 2019 Income	One (1) Month Jan 2020	% of Jan 2020 Income	One (1) Month Feb 2020	% of Feb 2020 Income	One (1) Month Mar 2020	% of Mar 2020 Income	One (1) Month Apr 2020	% of Apr 2020 Income	One (1) Month May 2020	% of May 2020 Income	One (1) Month Jun 2020	% of Jun 2020 Income	One (1) Month Jul 2020	% of Jul 2020 Income	One (1) Month Aug 2020	% of Aug 2020 Income	One (1) Month Sep 2020	% of Sep 2020 Income
Cost of Goods Sold	20,103	3%	12,800	2%	7,533	1%	12,620	2%	12,413	2%	6,400	1%	-	0%	-	0%	-	0%	42,423	5%	8,200	1%	-	0%
Staff Costs	481,391	80%	469,957	72%	514,705	71%	516,682	65%	530,974	71%	514,659	69%	729,922	97%	481,454	64%	520,217	69%	548,216	66%	555,036	74%	523,545	33%
Administrative Costs	91,064	15%	100,816	15%	91,937	13%	62,520	8%	78,229	10%	89,569	12%	58,019	8%	58,528	8%	62,933	8%	71,417	9%	78,308	10%	108,892	7%
Operating Costs	31,629	5%	25,314	4%	8,912	1%	17,220	2%	13,447	2%	10,258	1%	12,720	2%	10,410	1%	10,934	1%	20,009	2%	11,056	1%	40,581	3%
Total Costs	624,187	104%	608,887	93%	623,088	86%	609,042	76%	635,063	85%	620,885	83%	800,661	107%	550,392	73%	594,083	79%	682,065	82%	652,600	87%	673,018	42%

## 3) NET SURPLUS / (DEFICIT) MARGIN

A ratio of profitability calculated as net income divided by revenues, or surplus of income over expenditure divided by income. It measures how much out of every dollar of income a company actually keeps in earnings.

	One (1) Month Oct 2019	One (1) Month Nov 2019	One (1) Month Dec 2019	One (1) Month Jan 2020	One (1) Month Feb 2020	One (1) Month Mar 2020	One (1) Month Apr 2020	One (1) Month May 2020	One (1) Month Jun 2020	One (1) Month Jul 2020	One (1) Month Aug 2020	One (1) Month Sep 2020
SURPLUS / (DEFICIT) OF INCOME OVER EXP REVENUE	(22,909)	42,390	103,193	191,239	116,217	130,395	(49,380)	200,889	157,197	154,396	101,681	918,175
	601,278	651,278	726,280	800,280	751,280	751,281	751,280	751,280	751,280	836,460	754,280	1,591,192

# EXPORT CENTRES COMPANY LIMITED

## FINANCIAL MANAGEMENT REPORT - MORVANT EMPOWERMENT PROJECT

### FOR THE YEAR ENDED 30TH SEPTEMBER 2020

	(A)	(B)	(C) = (A) + (B)	(D)
	Year Ended September 30 2019	Year Ended September 30 2020	Total	Projected Year Ended September 30 2021
<b><u>INCOME</u></b>				
WAND	\$ 40,000	\$ 50,000	\$ 90,000	\$ 40,000
IGBEGA	33,000	24,000	57,000	69,000
URP	-	-	-	15,000
<b>Total Income</b>	<b>73,000</b>	<b>74,000</b>	<b>147,000</b>	<b>124,000</b>
<b><u>EXPENDITURE</u></b>				
Labour	(8,800)	(65,800)	(74,600)	(24,000)
Materials	(40,000)	(9,510)	(49,510)	(40,000)
Certification	-	(4,759)	(4,759)	(30,000)
Graduation	-	-	-	(30,000)
Contingencies	-	-	-	(18,132)
<b>Total Expenditure</b>	<b>(48,800)</b>	<b>(80,068)</b>	<b>(128,868)</b>	<b>(142,132)</b>
<b>SURPLUS/(DEFICIT) OF INCOME OVER EXPENDITURE</b>	<b>\$ 24,200</b>	<b>\$ (6,068)</b>	<b>\$ 18,132</b>	<b>\$ (18,132)</b>

REPRESENTED BY:

CASH AT BANK AS AT SEPT 30 2020

\$ 16,829

CASH IN HAND AS AT SEPT 30 2020

1,303

-----  
\$ 18,132  
=====

# **APPENDIX V**

THE NATIONAL COMMISSION  
FOR SELF HELP LIMITED  
ANNUAL ADMINISTRATIVE REPORT  
2019 -2020, MANAGEMENT ACCOUNTS FOR  
THE YEAR ENDED 30<sup>TH</sup> SEPTEMBER 2020  
AND UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
30<sup>TH</sup> SEPTEMBER 2020

ANNUAL  
ADMINISTRATIVE  
REPORT

THE NATIONAL COMMISSION FOR SELF HELP LIMITED

OCTOBER 2019  
TO  
SEPTEMBER 2020



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## **BACKGROUND**

The National Commission for Self Help Limited (NCSHL) was established by the Cabinet of the Government of the Republic of Trinidad and Tobago (GORTT) on April 7, 1987. Since April 14, 1997, it has been registered as a State owned company funded by the Government of Trinidad and Tobago. The NCSHL has evolved into an agency primarily concerned with poverty alleviation and the development and mobilization of communities to create a better life for all. It places an emphasis on providing financial assistance to needed individuals, particularly the elderly and those experiencing challenges and to providing infrastructure development within communities. The assistance provided by the NCSHL is given on a matching basis, the NCSHL provides the materials and the community supplies the labour.

The Board of the NCSHL currently reports to the Minister of Sport & Community Development. As a limited liability company, the NCSHL is governed by a Government appointed Board of Directors.'

Critical to mention, is that the Commission has completed the Strategic Plan for the period 2019 to 2023 which was approved by the Board of Directors in April 2019. As a consequence and in keeping with the new Strategic direction of the company the vision, mission and core values were revised.

# 1. VISION, MISSION, PHILOSOPHY and the STRATEGIC OBJECTIVES

## a. Vision

“The Leading Agency in Stimulating Communities to Alleviate Poverty and Transform Lives”

## b. Mission

“To improve and transform lives through micro and macro infrastructural Development, aiding deserving individuals and motivating communities to become self-sufficient”

## c. Philosophy

The philosophy of the organization is reflected in its core values, priorities and commitment to its stakeholders and forms the foundation on which its vision will be achieved.

The NCSHL is committed to conducting business through the following core values:

- **Integrity & Equity**  
We are committed to the highest ethical standards, demonstrating honesty, confidentiality and fairness in the discharge of our duties. We will act at all times in a manner above disrepute.
- **Accountability & Transparency**  
We take responsibility in our daily actions for our behaviours and for achieving the results required of us. We will comply with all relevant legal and regulatory guidelines and have clearly documented policies and procedures which we will follow.
- **Customer Care & People Focused Service**  
We are dedicated to service, demonstrating a caring and compassionate attitude and striving always to understand and satisfy the needs of our external customers as well as those of our internal co-workers.
- **Communication, Collaboration & Teamwork**  
We will cooperate with each other and work together as a team to complete our tasks accurately and in a timely manner. We will share information and learning and communicate regularly to achieve our strategic goals.

□ **Reliability & Professionalism**

We are trustworthy, consistent and dependable in performing our duties, ensuring that our customers and stakeholders can always rely on us. We apply our knowledge, skills and competence to the job at hand, providing quality work and cost effective service to our customers.

**d. Strategic Plan**

The Master Strategy of the NCSHL to achieve its mandate is based on the transformation of the Commission into a performance driven entity, which proactively delivers quality customer service to targeted communities and individuals throughout Trinidad and Tobago.

The Master Strategy will be executed by dividing the organisation's operations into four main quadrants:

**1. Financial and Risk;**

Financial and Risk Management is the process the NCSHL will utilize to setup guidelines to define our policies and procedures with a view to mitigate against risks. This process will aid in:

1. Identifying new strategies to become more self-sustaining
2. Increasing the efficiency of Financial processes
3. Effectively managing outstanding payables
4. Managing the funds received optimally to get value for money
5. Ensuring that the Financial reports meet the required standards
6. Ensuring effective management of assets

**2. Customers, Communities and Stakeholders**

Stakeholder engagement and management are arguably the most important ingredients for successful project delivery. In this regard, the NCSHL places emphasis on the element at caption to:

1. Improve service to Customers, Communities & Stakeholders
2. Build awareness of and educate Stakeholders on NCSHL's role and function

through Marketing and Public Relations

3. Work with State Agencies and other organisations to increase Public/Private partnerships
4. To identify new strategies to become more self-sustaining
5. To increase the efficiency of Financial processes
6. To effectively manage outstanding payables
7. To manage the funds received optimally to get value for money
8. To ensure that the Financial reports meet the required standards
9. To ensure effective management of assets

### **3. Internal processes**

Business process management empowers the NCSHL to align our internal processes so that they provide more value to both our internal and external customers. Therefore strengthening these processes will:

1. Increase efficiency and commitment to best practice
2. Establish more efficient Channel & Project Management to improve grants distribution and supplier relationships
3. Improve Technology Management
4. Monitor and Evaluate organisational performance
5. Ensure adherence/compliance with NCSHL's legal and regulatory framework and good corporate governance
6. Improve NCSHL's accessibility to Customers & Communities

### **4. Human Resource Management (HRM), Team Learning and Growth**

Human Resource Management is the strategic approach to the effective management of the organisation and is designed to maximize employee's performance in meeting their employer's strategic objectives. Team Learning and Growth is also a critical component in achieving the organisation's objectives since it aligns departmental and individual goals and performance with the organisation's overall vision and goals. Therefore it is critical for the NCSHL to:

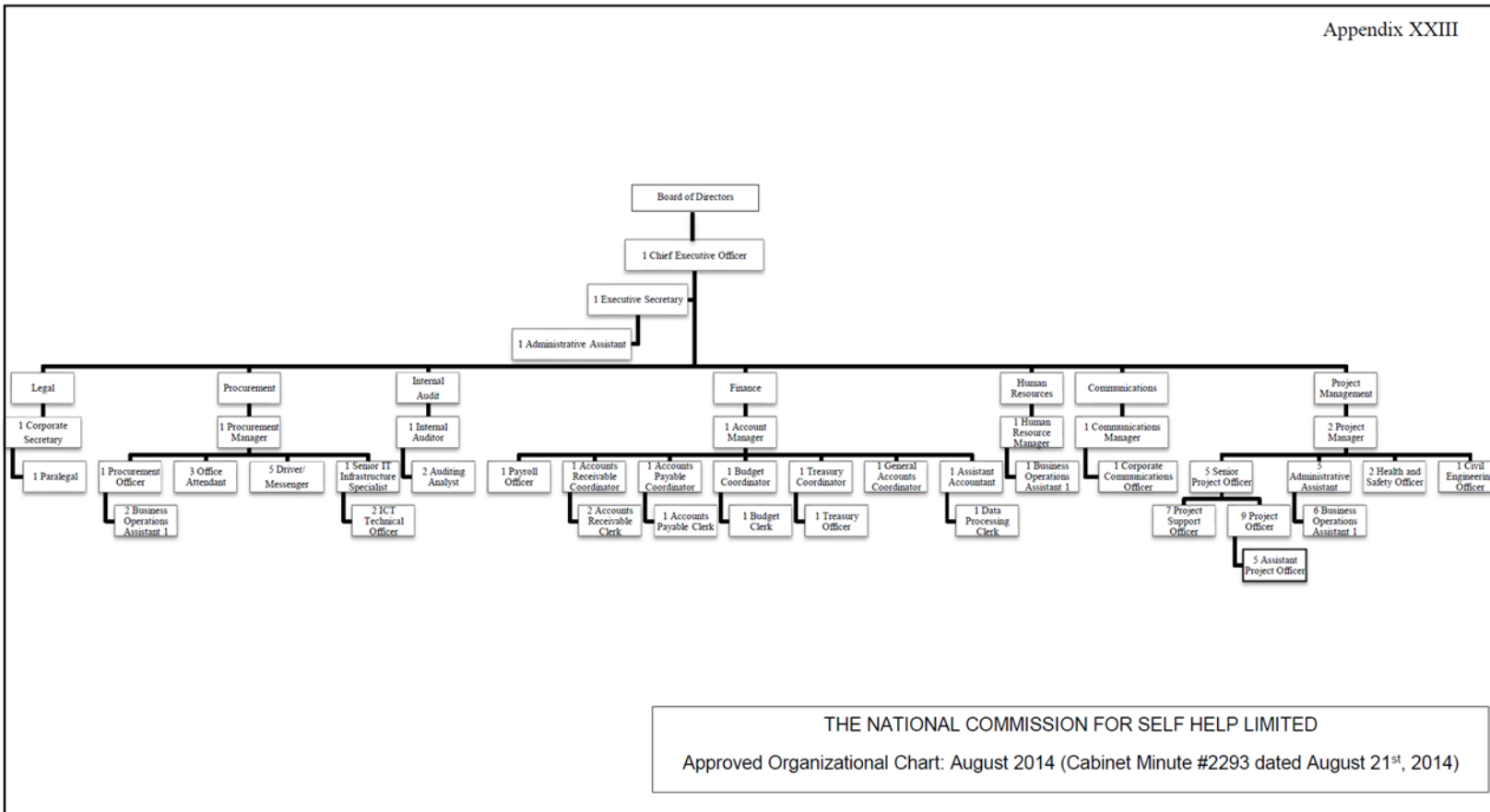
1. Develop & implement an HR Strategic plan in line with the Business Strategy
2. Effectively Restructure the organisation
3. Complete a Manpower Audit of NCSHL
4. Improve Staff Morale & Communication
5. Review and Modernise HR Policies and Procedures
6. Implement an effective Human Resource Information System (HRIS)
7. Drive the implementation of the Strategic Plan

## **2. ORGANIZATIONAL STRUCTURE**

### **a. Organisation Profile** (incorporated in the Background)

### **b. Corporate Structure**

The National Commission for Self Help Limited was established and has a cabinet approved organisational structure (August 2014), as illustrated by figure1 below.



THE NATIONAL COMMISSION FOR SELF HELP LIMITED  
 Approved Organizational Chart: August 2014 (Cabinet Minute #2293 dated August 21<sup>st</sup>, 2014)



### **c. Services provided**

The NCSHL was established at a period when the GORTT was attempting to promote the spirit of self-help and self-reliance among the communities of Trinidad and Tobago. With this initiative, the Commission became an agency of the government and a catalyst for infrastructural development particularly within depressed and disadvantaged communities.

The Commission's objectives are to empower communities through the self-help approach by providing assistance by way of funding and technical support. This enables them to play an active part in accessing basic infrastructural amenities with the aim of improving the quality of their lives as individuals and as members of the national community.

The NCSHL provides the following three (3) types of grants:

1. **The Minor Repairs and Reconstruction Grant (MRRG)** – this grant provides assistance by way of building materials to pensioners, under privileged and single parents to repair/ refurbish their homes. (Max. value \$15,000.00)
2. **The Emergency Repairs and Reconstruction Assistance Grant (ERRAG)** - this grant facilitates victims of natural disasters such as, but not limited to floods, fires, hurricanes and landslides. (Max. value \$25,000.00)
3. **Community Infrastructure Development Projects (CIDP)** – these are projects that are geared to developing and improving the infrastructure of the community. These include:
  - retaining walls
  - minor roads
  - drains
  - minor bridges
  - repairs to houses of worship
  - social care facilities
  - steps
  - walkways
  - recreational parks and facilities

### **d. Delegated Levels of Authority**

The Board of Directors of the NCSHL is appointed by Corporation Sole to oversee the management of the business and affairs of the organization. In the exercise of their powers and

the performance of their duties, some of their responsibilities are delegated to special purpose Committees and to the Chief Executive Officer.

The authority and discretion to commit the NCSHL’s funds, and the subsequent payment for goods and services purchased in the course of the NCSHL’s operations, reside with the Chairman of the Board of Directors and the Chief Executive Officer.

The financial authority levels are outlined below:

*Table 2: NCSHL Financial Levels of Authority*

Expenditure	Chairman	Chief Executive Officer
<b>Projects</b>	\$50,000.00	\$25,000.00
<b>Administration Costs</b>	\$25,000.00	\$15,000.00

Corporation Sole is responsible for the creation of any debt in excess of \$1,000,000.00 and the dissolution or liquidation of any of the Commission’s assets in excess of \$1,000,000.00.

**e. Legislative and Regulatory framework**

The National Commission for Self Help Limited is guided by the relevant laws and regulations of the Republic of Trinidad and Tobago, namely:

- **Companies Act 1995**
- **Company’s Bylaws**
- **Policy and Procedures manual**
- **The Public Procurement and Disposals of Public Property Act 2015**
- **State Enterprise and Monitoring Manual**

Management ensures compliance by:

- Reviewing the Company’s systems for monitoring compliance with laws and regulations, including fraudulent acts and accounting irregularities.
- Ensuring that all regulatory compliance matters have been considered in the preparation of financial statement.
- Taking appropriate corrective action based on findings of examinations communicated by regulatory agencies.

## f. Reporting Functions

The NCSHL is a Special Purpose State Enterprise and is accountable to the GORTT via Corporation Sole represented by the Minister of Finance. The NCSHL reports to Corporation Sole, the Minister and Permanent Secretary of its Line Ministry (Ministry of Community Development, Culture & the Arts) and Parliament.

The Board of Directors is appointed by Corporation Sole to set the direction of the Company while the Chief Executive Officer is responsible for the daily operations.

The table below outlines the reporting requirement to the central agencies in monitoring the work of the NCSHL:

*Table 4: NCSHL Reporting Functions*

Documents / Reports	Receiving Agency
Status Reports on the Performance of Infrastructural Development Fund (IDF) - Monthly	Office of the Prime Minister (via Line Ministry)
Achievement Report of the IDF - Quarterly	Line Ministry Ministry of Finance
Monthly Report on Contracts Issued for more than \$100,000	Ministry of Finance
Actual Recurrent Expenditure – Quarterly	Line Ministry
Financial Reports – Quarterly	Ministry of Finance
Cash Flow Report - Monthly	Ministry of Finance
Draft Estimates – Annually	Line Ministry Ministry of Finance
Administrative Report – Annually	Parliament (via Line Ministry) Office of the President
Public Sector Investment Programme (PSIP) Status Report – Monthly	Ministry of Community Development, Culture and the Arts
Draft Estimates – Annual	Line Ministry
Achievement Report – Quarterly	Ministry of Community Development, Culture and the Arts Line Ministry

### 3. POLICIES AND DEVELOPMENT PLAN

**a. Short, Medium and Long Term Plan**

The ultimate goal is to transform the NCSHL into a performance driven entity which proactively delivers quality customer service to our clients throughout Trinidad and Tobago by making the best use of modern technology available in order to consistently achieve the desired levels of service.

The following initiatives are geared towards achieving these goals:

Table 3: Short, Medium and Long- Term Plans

*Table 3: Performance versus Accomplishments*

<b>Goals</b>	<b>Accomplishments</b>	<b>Remedial Action (if any)</b>
<b>SHORT TERM (0 TO 6 MONTHS)</b>		
1. Complete a Business Process Review for the Grants Administration Process	Approval has since been obtained by the Board of Directors, and awaiting implementation.	
2. Internal and External Newsletter to Stakeholders	The Commission has issued four Newsletters which were distributed to all Government stakeholders.	
3. Implement an effective asset management programme- Real-time updated asset schedule and internal and external Audit Results	Discussions are ongoing with the necessary stakeholders.	

Goals	Accomplishments	Remedial Action (if any)
<b>MEDIUM TERM (6 TO 12 MONTHS)</b>		
<ol style="list-style-type: none"> <li>1. To improve the efficiency of site visits and monitoring of projects</li>   <li>2. To conduct a Manpower Audit for the Unit</li>   <li>3. To conduct an Audit Review of NCSHL's HR Operations</li>   <li>4. To enhance the security systems used in the storage of all financial documents</li> </ol>	<ul style="list-style-type: none"> <li>▪ Vehicle assigned to Tobago Regional Office</li> <li>▪ Development of KPIs which are being adhered to</li> <li>▪ Follow up visits to Applicants after issuance of Grants to Monitor/Evaluate progress</li> </ul> <p>Manpower Audit was completed and recommendations are under review</p> <p>A comprehensive Audit of the HR Operations was completed and recommendations are under review</p> <p>A physical review of the security systems for the storage of financial documents was completed. The commission was satisfied that financial data is adequately secured.</p>	

Goals	Accomplishments	Remedial Action (if any)
<b>LONG TERM (MORE THAN 12MONTHS)</b>		
1. Development of interactive community and customer focused website Website features to include: <ul style="list-style-type: none"> <li>▪ Online applications and checking of applications status</li> <li>▪ Project webcams for selected projects</li> <li>▪ Customer feedback and surveys</li> <li>▪ Online chats with Field Officers</li> <li>▪ Funds allocation criteria, processes and statistics</li> <li>▪ Project and programme reviews by customer</li> </ul>	Ongoing	
2. Develop and Implement an effective Project Monitoring and Evaluation (M&E) System	Ongoing	
3. Source and Purchase new hardware and software devices to support Human Resource, Finance and Accounting and Procurement.	Ongoing	

**. FINANCIAL OPERATIONS**

The National Commission for Self Help Limited is classified as a Special Purpose State Enterprise which receives funds from the Infrastructural Development Fund for Minor Repairs and Reconstruction Grants (MRRGs), Emergency Repair and Reconstruction Assistance Grants (ERRAGs) as well as Development Projects (DPs) such as roads, drains, retaining walls and minor repairs to places of worship.

*IDF Funds Approved for use in Fiscal 2020*

In Fiscal 2020 the sum of \$15M was allocated to the NCSHL. Actual releases were utilized as follows:

- Funds requested and received in Fiscal 2020 - \$14,999,995

IDF Expenses and Commitments Fiscal 2020:

- Projects Expenditure Fiscal 2020 (\$12,324,914)
- Commitments outstanding as at September 30<sup>th</sup> 2020 (\$11,137,211)
- Total Expenses and commitments to September 30<sup>th</sup> 2020 (\$23,462,125)

It is important to note that the NCSHL brought forward the sum of \$4.354Mn from Fiscal 2019.

Commitments outstanding of \$11,137,211 represent the value of purchase orders (commitments) which were issued on projects in progress as at September 30<sup>th</sup> 2020.

There were unpaid invoices on hand totalling approximately \$5.2M. These invoices were awaiting authorization to pay and are included in the value of commitments outstanding.

The IDF Achievement Report of The National Commission for Self Help Limited is attached hereto (**APPENDIX A**).

*Current Transfers and Subsidies in Fiscal 2020*

The National Commission for Self Help Limited also receives monthly subventions under Current Transfers and Subsidies for Administrative Expenses. In Fiscal 2020, the sum of \$10M was allocated for salaries, salary related costs and other goods and services.

By June 2020, the NCSHL exhausted its full allocation for Fiscal 2020 as a result of liabilities brought forward from Fiscal 2019 that were paid during Fiscal 2020. A request was made to the Ministry of Community Development, Culture & the Arts for the release of additional funds to satisfy the payment of salaries and other necessary goods and services for the period July to September 2020. As a result of this, an additional \$3M was made available to the Commission.

- Total Subvention received - \$13,000,000
- Administrative Expenditure Fiscal 2020 (\$11,609,859)

Details of Administrative Expenditure incurred for the fiscal year 2019/2020 are enclosed as “**APPENDIX B**”.

Please note that the above figures do not include accruals.

A draft Balance Sheet and Income Statement for Fiscal 2020 is included as “**APPENDIX C**”. The External Audit for Fiscal 2016 was completed in Fiscal 2018. It was expected that Fiscal 2017 and 2018 external audits will be completed before the close of the first half of Fiscal 2020. However, Corporation Sole rejected the proposal for the new auditor on the basis that insufficient proposals were received and assessed. The Commission has restarted the tendering process. Audited Financial Statement will be forwarded to you on receipt of same from the external auditors.

#### **a. Budget Formulation**

The National Commission for Self Help Limited (NCSHL) prepares its draft estimates of revenue and expenditure for each fiscal year in compliance with the requirements as stated in the Minister of Finance’s Call Circular for the National Budget. These estimates are then sent to the line Ministry for review, modification (if necessary) and inclusion in



their overall budget after which it is transmitted to the Ministry of Finance's Budgets Division.

The Commission's Draft Estimates are founded on the number of projects that it endeavours to undertake and complete within that Fiscal period as well as those activities that can be implemented in one financial year and completed in the following year. The manpower and technical ability of the organization is given consideration when deciding how many projects/ activities are undertaken.

The Senior Project Officers play an integral role in deciding what projects and how many grants will be considered for implementation for any given year. Since the Commission's projects are demand driven, previously approved projects as well as an estimated projection of new applications are given consideration. Estimates for materials and some services are prepared for infrastructural development projects whilst the maximum sum allowed for Minor Repairs and Reconstruction Grants (MRRGs) and Emergency Repairs and Reconstruction Assistance Grants (ERRAGs) are allocated to those types of applications.

Preparation of estimates for Recurrent expenditure takes into account historical data over the recent past and planned actions regarding staffing, technology, contracts for services, accommodation, minor equipment and other operating costs.

The approved allocation for the fiscal year is decided at the annual budget debate in Parliament. The Commission's estimates for both capital and recurrent expenditure are adjusted to reflect the approved allocations. The projections for use of the approved sums are then forwarded to the Ministry of Finance through the line Ministry.

#### **b. Expenditure versus Income**

The NCSHL's existing accounting systems as well as its project management system is designed to effect control over expenditure in an attempt to ensure that the approved allocations and funds released to the NCSHL are not exceeded.

In the case of budgetary control in the implementation of each self-help project, material and cost estimates are prepared and approval of the Board of Directors of the NCSHL is obtained before each project is executed. Purchase orders are subsequently prepared for the quantities of materials required at the approved unit prices. The unit prices for materials and services are either fixed on the basis of the prequalification of contractors, or taken from competing quotations.

Accounting records are updated with the issue of each purchase order so that commitment controls for each project could be assured. On payment of the relevant suppliers' bills, the commitment and accounting records are updated for the purpose of expenditure control.

The cumulative effect of these measures for each commitment and payment transaction ensures that the NCSHL's total expenditure in a fiscal year does not exceed the funding received.

The nature of the operations of The National Commission for Self Help Limited is to assist in achieving the policy of the Government in relation to poverty alleviation and community empowerment.

Projects are demand driven and can be significantly influenced by the occurrences of natural disasters and other emergency projects which arise from time to time. These emergency projects are given priority resulting in delayed implementation of other planned projects which may not be considered urgent.

### **c. Debt Policy**

The NCSHL obtains all its funding in the form of subventions from Central Government. As such, no engagements were made with any financial institution for the purpose of debt financing.

#### **d. Investment Policy**

The NCSHL does not have an Investment Policy since the funds received are solely for the purpose of executing self-help projects and to meet administrative costs. However, interest is earned from available bank balances on the NCSHL's bank accounts.

### **5. HUMAN RESOURCE DEVELOPMENT PLAN**

#### **a. Organisational Establishment**

Existing within the NCSHL is an approved organizational structure that is adhered to by the commission. Most functional roles within the structure have been filled with suitable and qualified human resources, however the process for the recruitment and selection of a few other roles is ongoing.

#### **b. Category of employees**

A total of forty-eight (48) contract employees are hired under the NCSHL and are categorized as follows:

- Chief Executive Officer - 1
- Human Resource Manager - 1
- Accounting Manager – 1
- Corporate Secretary – 1
- Corporate Communications Officer - 1
- Accounts Clerk – 1
- Assistant Accountant - 2
- Administrative Assistant – 3
- Assistant Project Officer – 1
- Project Support Officer - 4
- Project Officers – 9
- Senior Project Officer – 2
- Procurement Officer – 1
- IT Officer – 1
- Clerical Assistant - 13
- Office Attendant – 2
- Executive Secretary – 1
- Driver/Messenger – 1
- Driver/Messenger/Handyman - 2

### **c. Career Pathing with Training and Development**

As we continue to serve our target group, various publics and stakeholders, the NCSHL has embarked on workforce development initiatives in order to create value in our industry, as well as foster an environment that allows or contributes to the realisation of potential in our employees. The company offers employees job enrichment opportunities by allowing them, through job rotation and cross functional teams and committees to operate in several areas within the organization in order to gain experience and facilitate a win-win model for the organisation and its staff. Some of these areas include; Project Management, Administrative Support, Civil Engineering, Corporate Communications, Human Resource Management, Financial Accounting and Customer Relations. The company is in the process of continuing to strategically align talent with the organisation's mandate and strategic plan.

### **d. Performance Management**

The Company continues to aim for excellence in service, part of this process from a Human Resource standpoint involves measuring and evaluating success objectively by using standardised and specific benchmarks and tools through the use of employee performance evaluation. The future plans for such is that a Reward and Recognition system shall be established that can be tied to performance growth and development as is best practice. The year 2020 saw the company continue to train its 'Line People Managers' to better equip them to manage performance, conduct evaluations and handle grievances.

### **e. Promotion- selection procedures**

Whilst NCSHL continues in its aspirations to be an employer of choice, the structure of the organization does not provide for promotion based on merit and seniority. However, employees are encouraged to apply for higher positions that become available and a fair and transparent process is completed.

### **f. Employee support services**

As NCSHL strives to posit itself as a caring organisation to its most valued resource, the company has implemented an Employee Assistance Programme (EAP) so as to ensure

employees can avail themselves of confidential Professional Counselling and Support Services when needed. It has been welcomed by the organisation's staff.

## **6. PROCUREMENT PROCEEDURES**

The procurement methods utilized by the NCSHL is determined by the Organization's needs or the nature of the Development Programme (D.P) projects.

The needs will be dependent on the following:

- Specifications of the Goods and Services
- Terms of Reference for Consultancy Services
- Delivery requirements / timelines

In the case of Development Programme projects, consideration is also given to:

- Accessibility to project location
- Sensitivity of community i.e. high crime, low income

The NCSHL's Tenders and Procurement Committee would decide on the most suitable form of procurement method for the need / project as follows:

- Open Tender
- Selected Tendering
- Sole Tender.

## **FUNCTIONS OF THE TENDERS COMMITTEE**

The Tenders and Procurement Committee acts for the NCSHL in inviting and considering Tenders for the supply of goods or services that are aligned to attaining the objectives of the Organisation.

- i. The Committee shall be responsible in making decisions or recommendations on the acceptance or rejection of Tenders;
- ii. Implements the NCSHL's policy and procedures on Tendering, Procurement and Contracts to ensure that procurement is geared towards maximum value at the best possible price.
- iii. Ensures that all procurement processes are executed in a transparent, fair and accountable manner.
- iv. Approves the selection of all contractors and service providers; where selections are made using sound, fair and transparent judgement.

#### **a. Open Tender**

This method is used where a maximised potential pool of participating suppliers and contractors is required. The invitation would be publicly advertised in the local newspapers, where interested entities would indicate their interest in submitting a bid.

Evaluations are carried out in accordance to pre-approved and pre-determined criteria; to assess Firm's capabilities and shortlist same.

The shortlisted firms are then invited to submit financial proposals. Proposals are then assessed and a submission of a recommended Firm is forwarded for:

- Confirmation of available allocation to fund the needs / projects
- Approval by the Tenders and Procurement Committee
- Review and ratification by the Board of Directors

#### **b. Selected Tender**

Selective Tendering is limited to Contractors and Suppliers who are registered and prequalified with the NCSHL. Companies are selected based on past satisfactory performance, adherence to NCSHL's terms and conditions, as well as their location within referenced communities.

This process is the preferred option of the NCSHL as it allows for quality assurance and community development opportunities.

### **c. Sole Tender**

Sole Tendering would occur in the following scenarios:

- Emergency / disaster whereby immediate action is required.
- Known high crime communities where Contractors are required to source manpower within the Community.
- Difficult Terrain where knowledge / expertise would be an asset.
- Circumstances that pose a hazard to life of limb of residents.

## **MONTHLY REPORTS**

The NCSHL is expected to submit reports on contracts awarded with relevant details for the information of the Minister of Finance on a monthly basis.

## **7. PUBLIC AND COMMUNITY RELATIONS**

### **a. Client and Public access to services/service delivery system**

- Through the NCSHL's regional offices located in North and South Trinidad and Tobago
- MP Offices
- Regional Corporation Offices
- District Local Government Councillors' Offices
- Direct contact with the NCSHL's Field Officers
- Grant Distribution Ceremonies

### **b. Community and stakeholder relations/outreach**

- Cottage meetings with community groups/individuals interested in gaining access to the various grants
- Meetings held by the NCSHL staff, where education is offered to MPs, Councillors, Community Groups on the products and services offered
- Outreach programmes throughout rural communities which allows for potential applicants to collect forms, and also current applicants are able to check the status of their applications
- Meetings with Contractors and Suppliers to strengthen relations and inform of any changes to systems and policies
- Attendance by NCSHL Representatives to Statutory meetings held by the Regional Corporation

### **c. Strategic partnerships (Local, Regional and International)**

- Regional Corporations
- Local Government
- Socio/Religious Organizations

### **Analysis**

The NCSHL was established in 1987 with the aim of promoting a spirit of self-help and self-reliance amongst the communities throughout Trinidad and Tobago. With this initiative, the Commission became an agency of the Government, particularly within depressed and rural communities. The work of the NCSHL is in keeping with the aim of the Government to alleviate poverty and improve infrastructure in rural communities.

The major objectives of the NCSHL are to empower communities through the self- help approach by way of funding and technical support, with the aim of improving the quality of their lives as individuals and as members of the national community.

### **The Aided Self Help Programme comprises of:**

1. Infrastructure Projects
2. Minor Repair and Reconstruction Grant (MRRG)
3. Emergency Repairs/Reconstruction Assistance Grant (ERRAG)

### **Infrastructure Projects**

The self-help programme assists community groups to improve infrastructure projects in their area. These infrastructure projects include Bridges, Drains, Recreational facilities, Retaining Walls, Roads, Steps, Religious and Care Giving Organizations, and Water Projects. The NCSHL contributes material and technical support, and the Community contributes labour.



### **The Minor Repairs and Infrastructure Grant (MRRG)**

This is a facility under the IDF. Generally, requests for the MRRG are from community groups and individuals in the lowest socio-economic stratum of society. The largest number of requests come from senior citizens and destitute families. The major objectives of the MRRG are among other things to:

1. Improve the living conditions of senior citizens and destitute families by providing materials to effect minor repairs to their owner occupied homes.
2. Provide senior citizens and destitute families with materials to re-instate or re-construct their dwelling houses which may have been affected by fire, flooding or other natural disasters.

### **The Emergency Repair/Reconstruction Assistance Grant (ERRAG)**

This was established by Cabinet Minute No. 1724 dated July 7, 2011. The objective of this grant is to provide increased funding to persons who met the criteria for MRRG whose homes have been severely damaged/destroyed by floods, storms, fires, or other natural disasters. A maximum value of Twenty –Five Thousand Dollars (25,000.00) is offered per applicant to undertake repairs and reconstruction of owner-occupied homes that have been affected by natural disasters or fire. Every effort is made on the part of the NCSHL to respond to these requests urgently.

### **Challenges:**

The NCSHL is always challenged in terms of resources to meet the demand for infrastructure projects and Grants. Even with increased funding in previous fiscal years, the NCSHL was unable to satisfy the demands of the community and individuals. There are over Four Thousand DP, MRRG, and ERRAG files reviewed and approved, awaiting the necessary funding to be implemented. In addition, the Commission has files to be reviewed and approved and the applications are continually being received as the country weathers the tough economic times.

**APPENDIX 'A'**  
**THE NATIONAL COMMISSION FOR SELF HELP LTD**  
**INFRASTRUCTURE DEVELOPMENT PROGRAMME**  
**ACHIEVEMENT REPORT OF INFRASTRUCTURE DEVELOPMENT PROGRAMME**  
**For the period 1 October, 2019 to 30<sup>th</sup> September, 2020**

**Head - 701 Infrastructure Development Fund**  
**Sub-Head 62 - Ministry of Community Development, Culture and the Arts**

PROGRAMME/PROJECT	FINANCIAL						PHYSICAL			
	Allocation 2019 /2020	Releases 2019/2020	Planned Expenditure to 30th Sept , 2020	Actual Expenditure to 30th Sept, 2020	Variance between Actual and Planned Expenditure	Projected Expenditure and Commitment to 30th Sept 2020	Detailed Project Activities in 2019/2020	Planned Project Expense %	Actual Project Expense %	Constraints/Impact on Community/Accomplishment/Status
<b>INFRASTRUCTURE</b>										
<b>DEVELOPMENT</b>	<b>\$15000,000</b>	<b>\$14999,995</b>	<b>\$15000,000</b>	<b>\$12324,914</b>	<b>\$2675,086</b>	<b>\$15000,000</b>	<b>Activity Centres:</b>	-	1.2	These centres will provide facilities such as a homework centre, accomodation for various types of training, handicrafts, meetings, grounds for sporting activities etc.
<b>PROGRAMME</b>							Small contracts are awarded for construction / refurbishment of activity centres in depressed communities			<b>1</b> - completed <b>4</b> - in progress <b>Expenditure - \$150,000.00</b> Value of Commitments issued for projects in progress - <b>\$129,820.00</b>
<b>14 - Social and Community Services</b>										
<b>E - Aided Self-Help</b>										
<b>007- Implementation of Self- Help Programme</b>							<b>Drainage</b> - Provide building materials and technical support to repair / construct drains in rural areas	5.6	1.5	Lack of skilled labour from community hinders progress. Gang members in some areas, disrupt projects threatening violence with weapons because of personal dissatisfaction. Small contracts are awarded for drainage projects in order to avail these projects with the technical expertise, while utilising labour from the community. Improved drainage will provide a level of safety from floods and protection for roads and property.
										<b>3</b> - completed <b>8</b> - in progress <b>Expenditure - \$188,448.00</b> Value of Purchase Orders issued for projects in progress - <b>\$141,034.00</b>
							<b>Emergency Repair/Reconstruction Assistance Grant. (ERRAG)</b> Provide building materials, equipment, and services to a maximum value of \$25K in response to natural disasters.	39.6	31.7	NCSHL responded to the immediate needs of individuals/communities which were affected by fires, floods, wind storm and other natural disasters to alleviate discomfort to the victims.
										<b>166</b> - completed <b>178</b> - in progress <b>Expenditure - \$3,904,866.00</b> Value of Purchase Orders issued for projects in progress - <b>\$3,185,486.00</b>
							<b>Low Cost Housing Grant (LCHG)</b> - Provide materials and labour for the construction /refurbishment of low cost accomodation 21'4" x 27'8" for individuals and families who live in abject poverty and are unable to improve their living conditions from their available resources.	-	-	This new facility of the NCSHL started in December 2012- 95 houses are completed as at December, 2014. These projects have proven to be very successful. These projects improve the living standards of the underprivileged and destitute in our society.
										<b>0</b> - completed <b>9</b> - in progress <b>Expenditure - NIL</b> Value of Purchase Orders issued for projects in progress - <b>\$91,980.00</b>
							<b>Minor Repairs and Reconstruction Grant (MRRG).</b> To provide assistance to elderly and underprivileged individuals to repair and refurbish their homes. Materials are provided to a maximum value of \$15K	35.2	53.3	The NCSHL continue to address the backlog of requests for assistance under the MRRG, while addressing the new requests for assistance. This grant enables applicants a more habitable home, secured from weather and other adverse conditions and improve their standard of living.
										<b>395</b> - completed <b>464</b> - in progress <b>Expenditure - \$6,571,848.00</b> Value of Purchase Orders issued for projects in progress - <b>\$6,202,873.00</b>

						<b>Recreation</b> - Provide materials for paving and lighting works, provide equipment and recreational fixtures	1.8	-	Proper use of sporting and recreational facilities contribute to healthy life styles, divert the attention of youths away from criminal activities and promote community spirit. <b>0</b> - completed <b>3</b> - in progress <b>Expenditure - NIL</b> Value of Purchase Orders issued for projects in progress - <b>\$96,342.00</b>
						<b>Retaining Walls</b> - Provide materials and technical guidance to construct retaining walls	6.1	0.3	Project progress is hindered by adverse weather conditions and unavailability of skilled labour in the community. The NCSHL partnered with URP and the Regional Corporation for the labour aspect of some of these projects but progress is slow in this regard. When completed, the walls will prevent landslips which cause damage to homes in the community and impede the flow of traffic on the roadways. <b>2</b> - completed <b>2</b> - in progress <b>Expenditure - \$39,016.00</b> Value of Purchase Orders issued for projects in progress - <b>\$58,242.00</b>
						<b>Roads</b> - Provide materials and some skilled labour and equipment to pave roads in rural and urban areas	6.4	3.4	Upgraded roads will enable the beneficiaries better access to motor vehicular transport and promote overall community development . <b>1</b> - completed <b>13</b> - in progress <b>Expenditure - \$422,870.00</b> Value of Purchase Orders issued for projects in progress - <b>\$431,314.00</b>
						<b>Road and Drain</b> - To provide materials, skilled labour and supervision for minor roads and construction of Curb and Slipper drains.	-	-	Paving of Roadways to improve access in communities and drainage for water reticulation and preservation of the road <b>0</b> - completed <b>0</b> - projects in progress <b>Expenditure - NIL</b> Value of Purchase Orders issued for projects in progress - <b>NIL</b>
						<b>Schools</b> - To provide materials to pave school compound/ car park. Minor Repairs to school buildings.	0.3	-	When completed the school compound is enhanced providing better conditions conducive to working and studying. <b>0</b> - completed <b>1</b> - in progress <b>Expenditure - NIL</b> Value of Purchase Orders issued for projects in progress - <b>\$19,348.00</b>
						<b>Social</b> - Provide building materials for repairs /refurbishing of facilities owned and managed by care-giving organisations and Community Centers Provide building materials for refurbishment /construction of places of worship	2.9	8.4	Unavailability of skilled labour and insufficient funding has been a hindering factor on most projects. The improved physical facilities will enable the care-giving organisation to improve the level of care dispensed to members in the community Improved physical amenities enable the religious bodies to expand the delivery of community outreach programmes. Improve basic need of families living in poverty. <b>5</b> - completed <b>26</b> - in progress <b>Expenditure - \$1,035,367.00</b> Value of Purchase Orders issued for projects in progress - <b>\$749,442.00</b>



Head 62 - Ministry of Community Development, Culture and The Arts  
 Sub Head 04 - Current Transfers and Subsidies  
 007 - Households  
 011 - Transfers to State Enterprises  
 01 - The National Commission for Self Help Limited  
 Approved Allocation for fiscal 2019/2020 - \$10M  
 Actual Received for fiscal 2019/2020 to date - \$13M

SUB ITEMS OF EXPENDITURE	Actual Expenditure Oct. '18 to Sep. '19	Estimated Expenditure Oct. '19 to Sep. '20	Actual Expenditure Oct. '19 to Sep. '20	Variance
<b>PERSONNEL EXPENDITURE</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
- Salaries	4629,364	4403,150	4341,639	61,511
- Gratuities	834,898	861,161	1077,573	(216,412)
- Govt. Contribution to NIS	436,213	422,859	408,350	14,509
- Group Health	192,846	162,096	178,499	(16,404)
- Severance			-	
<b>BOARD EXPENSES</b>			-	
- Remuneration	498,000	504,000	554,000	(50,000)
- Travelling (Board)	62,250	63,000	70,750	(7,750)
- Other	55,086	41,575	31,891	9,684
<b>SUB TOTAL</b>	<b>6708,657</b>	<b>6457,841</b>	<b>6662,702</b>	<b>(204,862)</b>
<b>GOODS AND SERVICES</b>				
- Advertising	75,634	3,600	48,262	(44,662)
- Audit Fees	95,625	100,000	-	100,000
- Bank Charges	2,882	450	-	450
- Computer Expenses	5,576	1,500	5,000	(3,500)
- Consulting & Contracting Services	127,713	4,025	246,065	(242,040)
- Travelling (staff)	556,182	83,400	528,211	(444,811)
- Training (staff)	400	-	5,000	(5,000)
- Insurance	1,418	15,500	9,436	6,064
- Legal Fees	1145,281	432,198	1088,976	(656,778)
- Maintenance of Office Equipt.	18,430	-	-	-
- Office Supplies and Stationery	176,592	42,130	211,153	(169,023)
- Postage	1,897	1,400	34	1,367
- Rent - H/Office, S/Office/ Tobago, Car Park	749,820	2285,663	1995,640	290,023
- Repair and Upkeep of Vehicles	215,892	2,250	104,960	(102,710)
- Security	114,065	120,375	147,090	(26,715)
- Maintenance - Property	71,409	-	23,907	(23,907)
- Electricity	115,707	238,338	177,323	61,014
- Telephones	566,376	208,330	258,918	(50,588)
- Staff Miscellaneous	30,906	300	42,312	(42,012)
- Staff Tobago/POS Travel	15,664	2700	12,747	(10,047)
<b>SUB TOTAL</b>	<b>4087,469</b>	<b>3542,159</b>	<b>4905,034</b>	<b>(1362,874)</b>
Minor Equipment	34,583		42,124	(42,124)
Asset Disposal	2,713			
<b>TOTAL</b>	<b>10833,422</b>	<b>10000,000</b>	<b>11609,860</b>	<b>(1609,860)</b>
Balance brought forward as at October 1st 2019 is \$73,300.02				

<b>THE NATIONAL COMMISSION FOR SELF HELP LIMITED</b>
<b>MANAGEMENT ACCOUNTS</b>
<b>FOR SEPTEMBER 2020</b>

**THE NATIONAL COMMISSION FOR SELF HELP LIMITED**  
**MANAGEMENT ACCOUNTS**  
**FOR AUGUST 2020**

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**THE NATIONAL COMMISSION FOR SELF HELP LIMITED**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30TH SEPTEMBER 2020**

	<u>Notes</u>	<u>\$TT</u> <u>Sep-20</u>
<b><u>ASSETS</u></b>		
<b><u>NON-CURRENT ASSETS</u></b>		
Plant and Equipment		89,529
<b><u>INVESTMENTS</u></b>		
		8,619
<b><u>CURRENT ASSETS</u></b>		
Cash-in-hand and at Bank	<b>N1</b>	2554,650
Government Funding Receivable		7448,539
Other Receivables and Prepayments	<b>N2</b>	179,797
		10182,987
<b>TOTAL ASSETS</b>		<b>10281,135</b>
<b><u>EQUITY &amp; LIABILITIES</u></b>		
<b><u>EQUITY</u></b>		
Stated Capital	<b>N3</b>	2
Accumulated Surplus/(Deficit)		4140,918
		4140,920
<b><u>CURRENT LIABILITIES</u></b>		
Accounts Payable and Accruals	<b>N4</b>	6140,215
<b>TOTAL EQUITY &amp; LIABILITIES</b>		<b>10281,135</b>
<b>The accompanying notes form an integral part of these financial statements and should be read in conjunction therewith.</b>		











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THE NATIONAL COMMISSION FOR SELF HELP LIMITED  
UNAUDITED DRAFT FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30TH SEPTEMBER, 2020

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THE NATIONAL COMMISSION FOR SELF HELP LIMITED  
DRAFT ABRIDGED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30TH SEPTEMBER 2020

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**THE NATIONAL COMMISSION FOR SELF HELP LIMITED**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT 30TH SEPTEMBER 2020**  
(with comparative figures as at 30th September, 2019)

	<u>\$TT</u> <u>2020</u>	<u>\$TT</u> <u>2019</u>
<b><u>ASSETS</u></b>		
<b><u>NON-CURRENT ASSETS</u></b>		
Plant and Equipment	89,529	128,184
<b><u>INVESTMENTS</u></b>		
	8,619	8,511
<b><u>CURRENT ASSETS</u></b>		
Cash-in-hand and at Bank	2,554,650	3,992,261
Government Funding Receivable	7,448,539	2,261,425
Other Receivables and Prepayments	179,797	66,291
	<u>10,182,987</u>	<u>6,319,977</u>
<b>TOTAL ASSETS</b>	<u>10,281,135</u>	<u>6,456,672</u>
<b><u>EQUITY &amp; LIABILITIES</u></b>		
<b><u>EQUITY</u></b>		
Stated Capital	2	2
Accumulated Surplus/(Deficit)	4,140,918	19,654
	<u>4,140,920</u>	<u>19,656</u>
<b><u>CURRENT LIABILITIES</u></b>		
Accounts Payable	6,140,215	6,437,016
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<u>10,281,135</u>	<u>6,456,672</u>

**THE NATIONAL COMMISSION FOR SELF HELP LIMITED**  
**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30TH SEPTEMBER 2020**  
(with comparative figures for year ended 30th September, 2019)

	<u>\$TT</u> <u>2020</u>	<u>\$TT</u> <u>2019</u>
<b><u>INCOME</u></b>		
Development Programme Funding	14,999,995	8,902,412
Re-Current Expenditure Funding	13,000,000	10,300,000
National Social Implementation Programme Funding	2,816,061	207,529
Interest Income	109	10,284
Other Income	0	43,200
	<u>30,816,164</u>	<u>19,463,424</u>
<b><u>EXPENDITURE</u></b>		
Development Programme	12,316,556	9,572,038
Administrative Cost	N1 11,499,400	10,828,421
National Social Implementation Programme Expenditure	<u>2,878,944</u>	<u>0</u>
Net Deficit on National Social Implementation Programme	<u>26,694,900</u>	<u>20,400,458</u>
<b><u>NET SURPLUS/(DEFICIT) FOR THE YEAR</u></b>	<u>4,121,264</u>	<u>(937,034)</u>

THE NATIONAL COMMISSION FOR SELF HELP LIMITED  
STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 30TH SEPTEMBER 2020  
(with comparative figures for year ended 30th September, 2019)

	Stated Capital \$TT	Accumulated (Deficit)/Surplus \$TT	TOTAL \$TT
<b><u>2020</u></b>			
Balance as at 01 October 2019	2	19,654	19,656
Net Surplus for the Year	-	4,121,264	4,121,264
Balance as at 30 September 2020	<u>2</u>	<u>4,140,918</u>	<u>4,140,920</u>
<b><u>2019</u></b>			
Balance as at 01 October 2018	2	956,688	956,690
Net Deficit for the Year	-	(937,034)	(937,034)
Balance as at 30 September 2019	<u>2</u>	<u>19,654</u>	<u>19,656</u>

**THE NATIONAL COMMISSION FOR SELF HELP LIMITED**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 30TH SEPTEMBER 2020**  
(with comparative figures for year ended 30th September, 2019)

	<u>\$TT</u> <u>2020</u>	<u>\$TT</u> <u>2019</u>
<b><u>NET CASH INFLOW FROM OPERATIONS</u></b>		
Net Surplus for the Year	4,121,264	(937,034)
Adjustments to Reconcile Surplus to Cash:		
Depreciation	91,148	113,776
Disposal of Assets	0	2,713
<b>Movement in Working Capital:</b>		
(Increase)/Decrease in Government Funding Receivable	(5,187,114)	(2,005,480)
Decrease/(Increase) in Accounts Receivable and Prepayments	(113,506)	0
Increase/(Decrease) in Accounts Payable and Accruals	(296,801)	(1,025,340)
	<u>(1,385,009)</u>	<u>(3,851,364)</u>
<b><u>INVESTING ACTIVITIES</u></b>		
Loss on Disposed Assets	0	0
Purchase of Plant and Equipment	(52,493)	(3,550)
	<u>(52,493)</u>	<u>(3,550)</u>
<b>NET CASH (OUTFLOW) BEFORE FINANCING ACTIVITIES</b>	<u>(1,437,502)</u>	<u>(3,854,914)</u>
<b>CASH AND CASH EQUIVALENTS AT START</b>	4,000,771	7,855,686
<b>CASH AND CASH EQUIVALENTS AT END</b>	<u>2,563,270</u>	<u>4,000,771</u>
<b><u>REPRESENTED BY:</u></b>		
Cash-in-hand and at Bank	2,554,650	3,992,261
Investments	8,619	8,511
	<u>2,563,270</u>	<u>4,000,771</u>

**THE NATIONAL COMMISSION FOR SELF HELP LIMITED**  
**DETAILS OF ADMINISTRATIVE EXPENDITURE**  
**FOR THE YEAR ENDED 30TH SEPTEMBER 2020**  
(with comparative figures for year ended 30th September, 2019)

N1 <u>Administrative Expenditure</u>	<u>\$TT</u> <u>2020</u>	<u>\$TT</u> <u>2019</u>
Advertising, Printing and Publicity	48,262	75,634
Bank Charges		2,882
Bad debts		
Computer, Consulting and Contracting Services	255,222	133,289
Depreciation	91,148	113,776
Directors' Remuneration	623,250	560,250
Directors' Other Expenses	31,891	55,086
Donation		
Electricity	177,323	115,707
Employees' Gratuities	950,711	834,898
Insurance	9,436	1,418
Legal and Professional Fees	1,088,976	1,240,906
Motor Vehicle Expenses	104,960	215,892
Office Supplies and Stationery	211,186	135,350
Miscellaneous		
Rent - Office	1,939,855	710,199
Rent - Car Park	26,484	19,880
Repairs and Maintenance	23,907	89,838
Salaries and Staff Costs	4,928,488	5,257,878
Security	147,090	97,540
Disposals		2,713
Staff Training and Welfare	47,312	31,786
Telephone	258,918	561,652
Travelling	534,978	571,846
	<u>11,499,400</u>	<u>10,828,421</u>