

# Trinidad and Tobago Creative Industries Company Limited



## Administrative Report 2019

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## **1. Organisational Profile**

The Creative Industries have the potential to make a significant contribution to the growth of the non-energy sector and to the diversification of the economy. In that regard, the Trinidad and Tobago's economy has been predominantly reliant on revenues generated from the oil and gas sector and its related downstream petrochemical industry. While agriculture, manufacturing and service sectors also contribute to the country's Gross Domestic Product (GDP), these sectors have grown at a considerably slower rate.

Overall, the economy depicts a lack of diversification both in terms of export products and targeted markets. Given the need to build a strong, resilient macro-economy, and to raise the quality of life for all citizens, it is imperative that sustainable strategies be set in place to stimulate the economic diversification process.

The Creative Industries have the potential to make a significant contribution to the growth of the non-energy sector and also the overall development of the country.

The Trinidad and Tobago Creative Industries Company Limited (CreativeTT) is a wholly owned state enterprise incorporated on July 29, 2013 with a mandate to stimulate and facilitate the business development and export activities of the Creative Industries namely fashion, music and film in Trinidad and Tobago in order to generate national wealth. To support the Company and provide sector specific technical advice, three (3) subsidiary companies in the areas of Film, Music and Fashion were created. Trinidad and Tobago Music Company Limited (MusicTT) and Trinidad and Tobago Fashion Company Limited (FashionTT) were incorporated on December 23, 2013. The Trinidad and Tobago Film Company Limited (FilmTT), incorporated on May 4, 2005 as a wholly-owned state enterprise, became a subsidiary of CreativeTT following the transfer of shares from Corporation Sole on February 24, 2014.

### **a) Corporate Structure (Departments, Divisions, Units)**

CreativeTT is the parent company of three (3) subsidiaries; MusicTT, FashionTT and FilmTT. The parent company and each subsidiary have its own Board of Directors (BoD).

The organizational structure for the parent company makes provisions for a Chief Executive Officer, Internal Auditor, Legal Unit, Corporate Services Unit (including Human Resources, Information Technology and Administrative Services), Marketing and Communications Unit, Finance and Accounting Unit, and Facilitation Unit. These units provide support to the subsidiaries. Whereas, each subsidiary has a General Manager, Executive Secretary, Business Development Unit and Project Unit.

The functional departments of the current structure for the parent company and its subsidiaries are outlined below in Fig. 1, Fig. 2, Fig. 3 and Fig. 4 respectively

The Board of Directors for CreativeTT comprised the following:

1. Mr. Calvin Bijou (Chairman)
2. Ms. Dionne Mc Nicol Stephenson
3. Mr. Rajkavir Singh
4. Ms. Laura Narayansingh
5. John E. Arnold
6. Mr. Heeralal Rampartap
7. Mr. Roy Gomez
8. Mr. Sheldon Bovell (resigned 2<sup>nd</sup> January 2018)

The Board of Directors of the subsidiary companies are listed below:

#### **MusicTT**

1. John Arnold (Chairman)
2. Martin Raymond
3. Francis Escayg

#### **FilmTT**

1. Ms. Dionne Mc Nicol Stephenson (Chairperson)
2. Richard Chin Fatt
3. Lorraine O'Connor

#### **FashionTT**

1. Jason Lindsay (Chairman)
2. Ms. Laura Narayansingh
3. Lisa Sinanan

Additionally, CreativeTT's sub-committees of the Board of Directors are composed as follows:

#### **HR Sub-Committee**

1. Mr. Roy Gomez
2. Ms. Dionne Mc Nicol Stephenson
3. Mr. Rajkavir Singh

#### **Audit Sub-Committee**

1. John Arnold
2. Ms. Dionne Mc Nicol Stephenson

### **Tenders Sub-Committee**

1. Mr. Heeralal Rampartap
2. Mr. Rajkavir Singh
3. Chief Executive Officer
4. Finance Manager
5. Legal Manager

### **Finance and Investments Sub-Committee**

1. Mr. Roy Gomez
2. Mr. Rajkavir Singh
3. Laura Narayansingh

### **Marketing and Communications Sub-Committee**

1. Laura Narayansingh
2. Dionne McNicol Stephenson
3. Roy Gomez

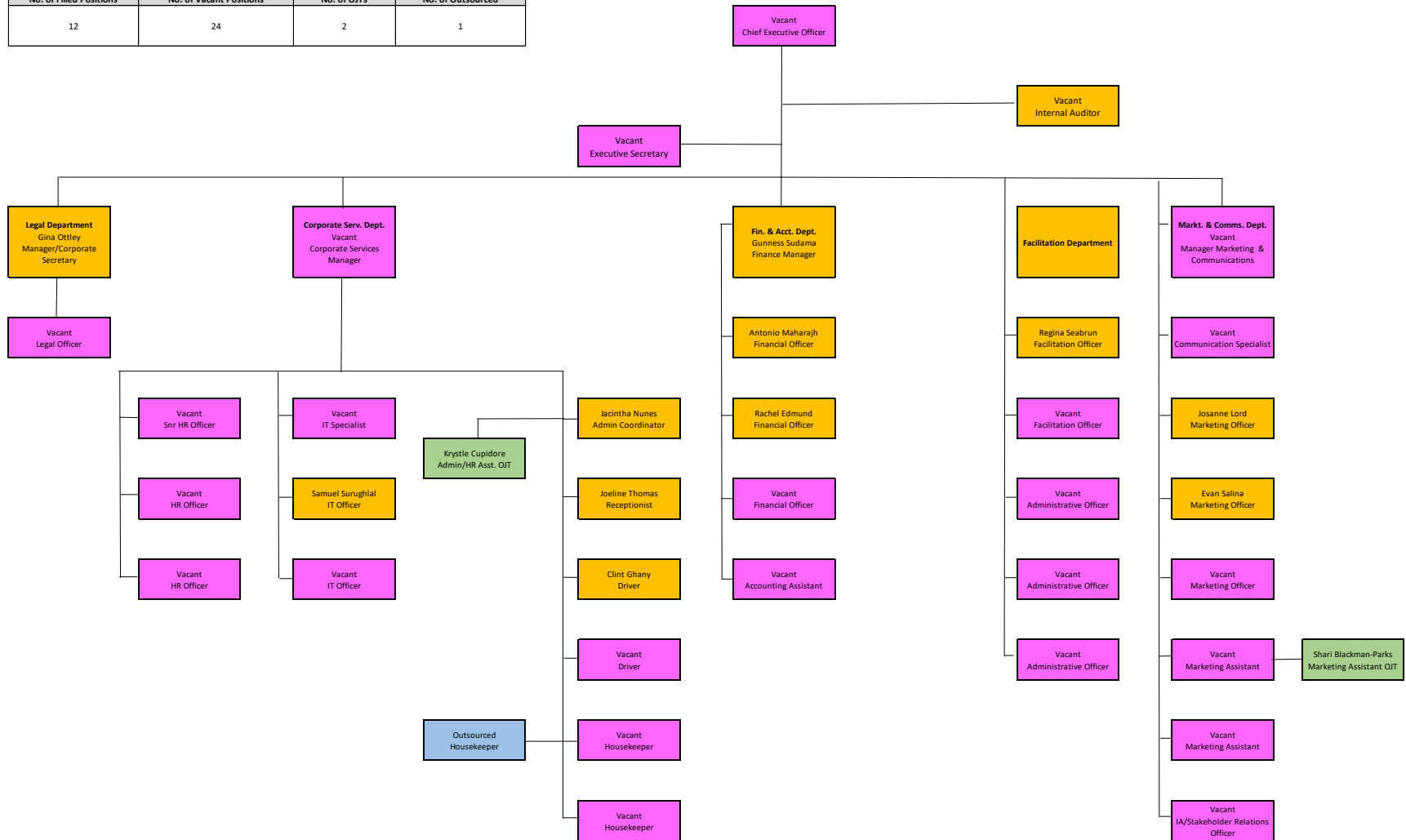
**CREATIVETT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2019**

INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS, VACANT POSITIONS AND OJTS

- KEY:**  
 Filled Positions  
 Vacant Positions  
 OJT Positions  
 Outsourced

**SUMMARY**

No. of Filled Positions	No. of Vacant Positions	No. of OJTs	No. of Outsourced
12	24	2	1



# MUSICTT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2019

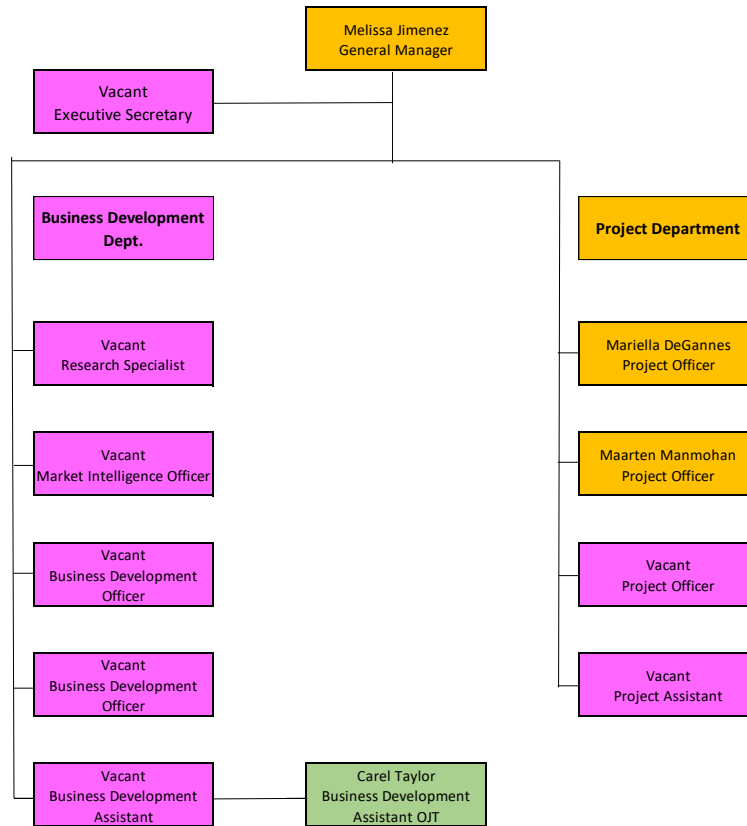
INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS, VACANT POSITIONS and OJT's

**KEY:**

- Filled Positions
- Vacant Positions
- Outsourced
- Associate Professional/OJT

**SUMMARY**

No. of Filled Positions	No. of Vacant Positions	No. of OJT's
3	8	1





# FILMTT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2019

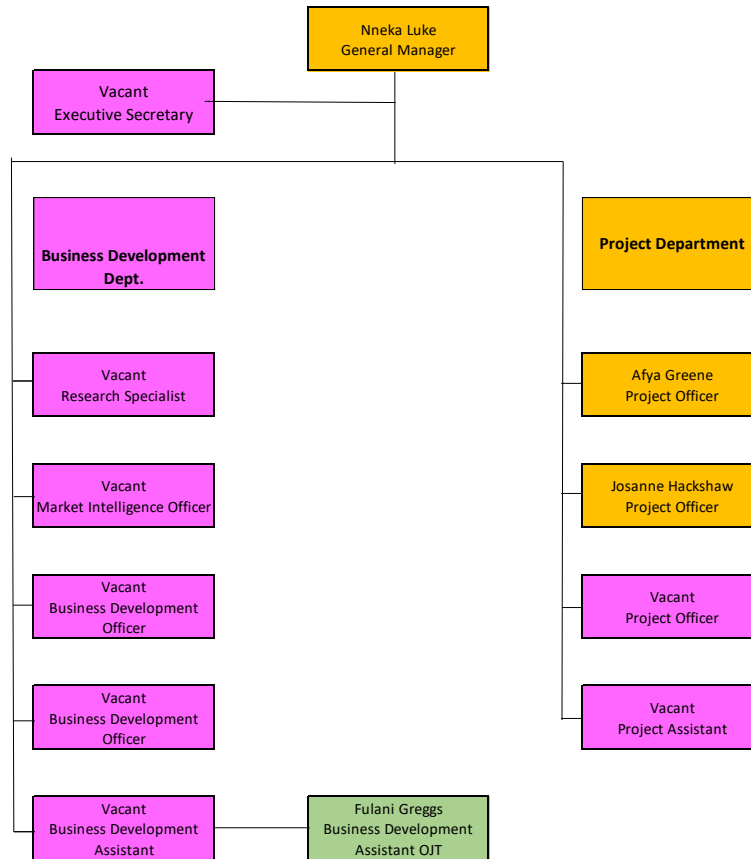
INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS, VACANT POSITIONS AND OJT's

## KEY:

- Filled Positions
- Vacant Positions
- Outsourced
- Associate Professional/OJT

## SUMMARY

No. of Filled Positions	No. of Vacant Positions	No. of OJT's
3	8	1



# FASHIONTT ORGANZATIONAL STRUCTURE AS AT SEPTEMBER 30, 2019

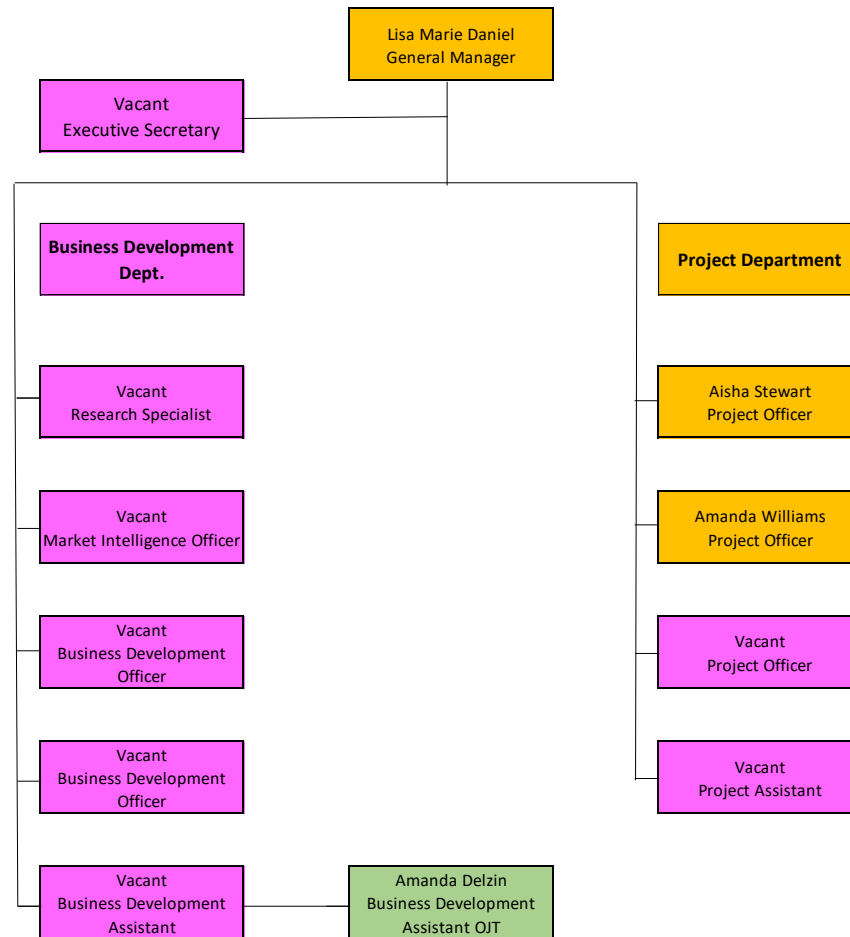
INCLUSIVE OF ALL APPROVED POSITIONS, FILLED POSITIONS, VACANT POSITIONS and OJT's

**KEY:**

- Filled Positions
- Vacant Positions
- Outsourced
- Associate Professional/OJT

**SUMMARY**

No. of Filled Positions	No. of Vacant Positions	No. of OJT's
3	8	1



## **b) Service/Products Provided**

The main functions of CreativeTT are to:

- ensure the harmonization of policy among the sub-sectors;
- promote the growth, development and global branding of the Creative Industry in Trinidad and Tobago;
- assist in the marketing and export of the creative product;
- harmonize an incentive programme for the creative industries;
- undertake research and monitor and evaluate the development of the Creative Industry in Trinidad and Tobago;
- assist in the marketing and export of the creative product; and
- provide the subsidiary companies with all the support functions such as Finance, Human Resources, Marketing, Corporate and Legal which will enable them to deliver their services effectively.

The responsibilities of the subsidiaries include:

- Providing technical and sector specific advice;
- Advising on market opportunities;
- Identify distribution networks;
- Undertaking research and monitoring and evaluating the development of the creative industries in T & T;
- Coordinating stakeholders to obtain relevant feedback;
- Assisting in the implementation of strategic initiatives;
- Identifying the training needs of the various sectors;
- Developing the creative product to compete internationally;
- Developing and administering an incentive programme for the specific sectors;
- Identifying creative capital (talent);
- Developing and implementing programmes to support the industry;
- Implementing co-production agreements;
- Enhancing the skills capacity in the fashion industry;
- Encouraging the development of artistes, artisans and artistic products; and
- Liaising with the educational institutions to develop the necessary curricula for training for the sectors.

**c) Levels of Authority.**

The CreativeTT Management reports to its Chief Executive Officer (Lower level Authority), the Chief Executive Officer reports to the Board of Directors (Middle Level Authority) and the Board of Directors reports to the Company's Line Ministry Permanent Secretary/Minister (Top Level Authority).

**Procurement - Delegated Levels of Authority**

The delegated levels of authority for procurement have been appointed by the Board of Directors. Based on the value of the procurement, the relevant authorities will approve as follows:

<b>Amounts</b>	<b>Delegated Authority</b>
Not exceeding TTD \$50,000.00 VAT Exclusive	Chief Executive Officer
Not exceeding TTD \$250,000.00 VAT Exclusive	Tenders Committee
Exceeding TTD \$250,000.00 VAT Exclusive	Board of Directors
Not exceeding TTD \$ 5000.00 VAT Exclusive	Threshold Limit

The signing authorities are as follows:

Represented by: A – Directors

B – Corporate Secretary/Legal Manager and Finance Manager (Ag)

<b>Amounts</b>	<b>Delegated Signing Authority</b>
Any Amount	A + A
Not exceeding \$ 500,000.00	A + B
Not exceeding \$100,000.00	B + B

## d) Reporting Functions

### Departmental reports

Departmental reports for the preceding month are prepared by the various departmental heads between the 01-05 of the subsequent months, which is consolidated and submitted as a CEO's report to the Board of Directors.

### Reports to the Ministries

CreativeTT and its Subsidiaries are guided by the State Enterprises Performance Monitoring Manual on reporting to the Ministries as follows:

<b>Report/Document</b>	<b>Submission date</b>	<b>Ministry</b>
Strategic Plan	Six (6) months prior to start of period of the Plan	Ministry of Finance, Investments Division and Line Ministry
Annual Budget	Six (6) months prior to start of Financial Year	Ministry of Finance, Investments Division and Line Ministry
Annual Financial Statements/ Annual Reports	Four (4) months after end of Financial Year	Ministry of Finance, Investments Division and Line Ministry
Annual Performance Appraisal Report	Four (4) months after end of Financial Year	Line Ministry
Administrative Reports	End of June	Line Ministry
Board Minutes	One (1) week following Confirmation	Ministry of Finance, Investments Division and Line Ministry
Monthly Cash Statements of	Within three (3) weeks after	Ministry of Finance, Investments Division and Line Ministry
Quarterly Returns Report	End of first month after Quarter	Ministry of Finance, Investments Division and Line Ministry
Quarterly Returns Report	End of first month after Quarter	Ministry of Finance, Investments

		Division and Line Ministry
Quarterly Status of Loan/ Securities Portfolios and Litigation Proceedings	End of first month after Quarter	Ministry of Finance, Investments Division and Line Ministry
Return of Award of Contracts	14 days after month end	Ministry of Finance, Investments Division and Line Ministry
Internal Audit Reports	14 days after end of the Quarter	Ministry of Finance, Investments Division and Line Ministry

## 2. Policies and development initiatives

### (a) Achievements for the year ended September 30, 2019.

#### MusicTT

Company	Project Name	Status
MusicTT	Artiste Portfolio Development Programme (APDP)	<p>i - MusicTT forged a partnership with We Room, an online radio station to highlight and interview all 10 APDP artistes (1 or 2 per week.) Each participant was interviewed for about 20-30 minutes. The participants promoted their new music, the #MusicofTT Showcase event, and MusicTT on each of their respective segments. We Room recorded an average of 2000 listeners for their APDP segments and has expressed interest in highlighting cohort 2 going forward at the beginning of the programme and at the end. The online station plays mostly local content. Artistes reported that they saw a boost in followers on their social media after the interviews.</p> <p>ii - APDP Cohort 1 participants were featured in a concert at Kaiso Blues Cafe on January 19th, 8pm-</p>

11pm. This signified the end of their 9-month training. The venue was packed to capacity with over 196 attendees. Articles on the event include:

Newsday Pre Event Article: <https://bit.ly/2DKVall>

Newsday: <https://bit.ly/2RsVsRm> LoopTT:

<https://bit.ly/2SIH429>

Guardian:

<https://bit.ly/2Bcx0hS>

iii - APDP artiste Candice Caton won Breakout Artiste of the Year and was nominated for Female Artiste of the Year and Song of the Year (Take Me In) at the Gospel Music Awards held in January 2019. Ms. Candice Caton released a single at the end of the programme which is making waves on local gospel stations. She has also been selected to be featured at the Barbados Gospel festival and has been signed to a major international gospel management label called Royalty & Respect Management. Candice also released another single titled 'Divine'.

iv - MusicTT successfully rebranded the APDP to be Spotlight - an Artiste Portfolio Development Programme to "Spotlight" which has received much more attention and traction in its promotion stages. A logo has been created to give the programme its own identity.

v - APDP artiste Keone Osbourne put out an EP titled 'On My Mind' and had a soca tune titled 'Sugar' on the Creole Riddim

vi - Spotlight - Cohort 2 audition showcase was launched Friday 3rd May, 2019. 41 persons auditioned and 14 persons were selected to be showcased to an international and local panel of three music executives - Arturo Martinez, Terese Joseph and Sheriff "Mumbles" Thompson. 8 persons were chosen to join Spotlight Cohort 2 for artiste development.

	<p>vii - APDP alum Daniel Griffith was selected to be featured on the main stage at the Bmobile Dream Big Expo on 4th May 2019.</p> <p>viii - Cohort 1 APDP Artiste Xavier Edwardz performed on the main stage for Tobago Jazz Festival in April and has been invited to Tour Canada alongside artists Caleb and Track 7 for the months May-June with over 20 performances.</p> <p>ix - Cohort 1 APDP Artiste Daniel Griffith was 1 of 3 selected out of 98 persons who auditioned to be part of the UK touring cast of Disney's The Lion King . A press release was issued by CreativeTT highlighting Daniel Griffith's recent jackpot success.</p> <p>x - Dezii, a former MusicTT Spotlight (APDP) artist from the pilot cohort has been on tour since May 2019. She started in Bali at the ThriveIn Exchange event for creatives where she connected with a Trinidadian Artiste Manager – Ethan Auguste who lives in Bali and has since become Dezii's Manager. Dezii has had concerts in Vietnam, Hong Kong, Australia (Melbourne, Sydney, Brisbane), England, Canada and will be back to perform in Bali in November.</p>
Live Music District	<p>i - LMD sponsored performances for Desperadoes band launch for Carnival. Artistes were well received by patrons and management.</p> <p>ii - Phase III took place during the period March 30th - June 30th 2019. During Phase III there were 125 performances, 50 new artistes registered and 19 venues participated. There were 2 partnerships during this Phase which were St. James Community Improvement Committee (CIC) for the We Beat festival and Ministry of Community Development, Culture and the Arts for Live at Lunch. We are very pleased to share that visibility has been ramped up as requested for the Signature events. This occurred with a simple shift</p>



		<p>from the major steelpan events being on a Sunday to Saturday. Sundays yielded about 500-600 patrons, while Saturdays yielded support from 1700-2000 patrons. It has also allowed for increased patronage at LMD events at restaurants, bars and clubs as persons from the "Live At..." events filter into the other LMD late nightlife events. For these signature events MusicTT partnered with Desperadoes, Bishops Anstey Steel Orchestra, Shell Invaders and BP Renegades. Smaller Signature events were Live at Kaiso Blues, Live at Rock Avenue and Live at We Beat and targeted smaller niche performing genres such as rock, jazz and neo-soul. These events were supported by about 500 patrons collectively.</p> <p>iii - 30th June concluded 1 year of the LMD pilot which started March 2018. During the 9 months period which was split into 3 phases, in total MusicTT had 537 performances with 35 venues participating and an additional 7 public spaces were utilized which included - NAPA Steps, Botanic Gardens (President Grounds), Woodford Square, NALIS, Adam Smith Square, St. James Amphitheatre and Brian Lara Promenade. Partnerships : Angostura, We Beat, NLCB, MCDCA 252 artists registered</p> <p>iv - MusicTT partnered with the St. James CIC to host the well-loved, annual cultural festival called We Beat from the 7th-15th June 2019. The event cited over 6000 patrons over the week of events.</p> <p>v - Through the LMD, MusicTT hosted 30 events with over 60 performances by local artists and regional artists. In partnership with ExporTT, MusicTT was also able to afford 8 artistes the opportunity to sell their merchandise at the CARIFESTA Grand Market over 2 days.</p>
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	<p>Music Export Academy</p>	<p>i - MusicTT partnered with Trinidad and Tobago Coalition of Services Industries (TTCSI) and Caribbean Export to execute a 2-day creative industries workshop which took place on the 27th and 28th March at Hilton. This initiative was funded by Caribbean Export.</p> <p>ii - MusicTT launched its RVRB (pronounced reverb, short for reverberation) monthly webinar series. The webinars take place on the last Thursday of each month at 12 noon. MusicTT aimed to host 3 webinars during the fiscal year but was able to produce 6. Topics are educational in nature and a full replay is posted on our YouTube channel for future access.</p> <p>iii - MusicTT was the main partner to the Creative Cities NGO to support and guide the application for Trinidad and Tobago to receive the UNESCO designation as a Music City. MusicTT was integral in filling out key components of this application and assisted in getting music-related organizations to be a part of the round-table brainstorming discussions. The application was completed in June 2019 by Carla Foderingham and team. On November 5, 2019, the UNESCO designation of Port of Spain as the Creative City of Music was formerly announced at a ceremony in the Port of Spain Mayor's Office. T&amp;T was now the 2nd Caribbean island (Jamaica being the first) to receive the designation.</p> <p>iv - MusicTT has partnered with Caribbean Export and TTCSI to have a Business of Music Export online training and 2-day workshop. The workshop was facilitated by Dr. Kerron Niles. MusicTT provided 20 participants to this programme who took part in a pre-online training followed by a 2-day workshop which took place from 10th-12th June, 2019 at Hilton Hotel. This initiative was funded by Caribbean Export.</p>
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		<p>v - As part of the Trinidad and Tobago Intellectual Property Organisation's (TTIPO) education component, the TTIPO, in cooperation with World Intellectual Property Organisation (WIPO), is pursuing a project similar to Malawi to build respect for IP. The script for the video being produced was written by Francis Escayg, MusicTT board Director and will be filmed and produced by Black Ice Studios. Erphaan Alves has been named as the star talent alongside Ms. Renuka (female vocalist for Dil E Nadan) who will be a supporting artiste. The video will be premeired at the annual WIPO General Assembly meeting in Geneva, Switzerland 2019 to a delegation of representatives from 191 countries. It will go on to be the feature across the globe at a number of other WIPO meetings for 3 years.</p> <p>vi - Forward Frequency - Music Business Forum took place on the 21st September 2019 at the Government Campus Plaza Auditorium from 4pm - 9pm and will feature from Miami, Florida, Ramont 'Monty G' Green. Monty G is an experienced recording artiste whose career has transformed into a music business executive. He is the CEO of Royalty and Respect Management and is affiliated to Tuff Gong Records. The forum also features super producer Kasey Phillips of Precision Productions, international image consultant, Tenille Clarke of Chambers Media Solutions and renowned songwriter, Darryl Gervais. This event is for artistes, artiste managers, producers, songwriters and anyone involved or interested in the music business. Approximately 150 persons attended this event. MusicTT receievd rave reviews and commendations for this event with patrons hailing it as "the most informative and engaging" music business capacity building initiative of its kind.</p> <p>vii - Startup Weekend is a 54-hour weekend event (from Friday evening to Sunday evening), during which</p>
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		<p>groups of developers, business managers, startup enthusiasts, marketers, graphic artists and more, pitch ideas for new startup companies, form teams around those ideas, and work to develop a working prototype, demo, or presentation by Sunday evening. MusicTT in partnership with Launch RockIt will additionally offer SW winners access to a 3-month incubator to help further validate and grow their company ideas. This event took place from 27th - 29th September, 2019 at Abercrombie Tea House. 25 persons pitched ideas. Out of those 25 ideas, 5 were chosen - teams were formed around these companies. The top 3 teams emerging was Rype, Soca Hub and mUse Access. Judging panel consisted of Robert Amar - Owner of Amar Group, Alicia Cooper - VP at Aspire Fund Management and Melissa Jimenex - GM at MusicTT.</p> <p>viii - MusicTT has partnered with music synchronization company SoStereo. SoStereo works alongside content creators to help place their music in tv-shows, movies, commercials, games etc... enabling emerging artists to monetize and expand their careers.</p>
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**FilmTT**

Company	Project Name	Status
FilmTT	International Advertising (Q1 & 3)	Advertorial features in Global Production Magazines and websites
	Locations Database Q1	18 locations added. Developed a partnership with a local multimedia company
	10 early development leads, feature on Conference Press release, Presentation and presentation to	174 unique visitors to booth: 71 producers, 17 directors, 15 Location Managers

	industry professionals	
	27 organisations confirmed	State alliances to help formalise industry practices and improve the film business landscape - Business
	Site updates and maintenance	Capture of film facilitations and industry data from 2018 - 2020. Improved company e-services match international standards for film commissions

## FashionTT

Company	Project Name	Status
	One Year Certificate Programme in Ultra Bespoke Tailoring	<p>FashionTT in collaboration with MIC-IT and Savile Row Academy launched a Bespoke Tailoring Programme on November 15, 2017. The classes formally started for this programme on March 5, 2018 as scheduled and concluded on February 28, 2019 with 26 Bespoke Tailors.</p> <ul style="list-style-type: none"> <li>- A Sartorial Art Fashion Showcase was hosted at the Stolemeyers Castle presenting the culmination of the Tailors work on March 9, 2019 with an estimated 325 persons in attendance.</li> <li>- The Certificate Distribution Ceremony was hosted on July 29, 2019 for the handing over of the SRA and TTNVQ Certificates to the candidates at the Trinidad Hilton Hotel.</li> </ul>
	VCIP – Strategic Training	<p>The official start and completion of year 1 of the VCIP – Strategic Training Tier in partnership with NEDCO with an estimated 50 designers. This was hosted from January 2019 to July 2019.</p> <p>The facilitation of an Intellectual Property Workshop in partnership with the Intellectual Property Office, Anthony Vieira and ExportTT on August 30, 2019 with an attendance of 45 designers.</p>
	Sponsorships	FashionTT supported via sponsorships to Local stakeholders in conducting Fashion Summer Camps and the hosting of Local Fashion Trade Shows.

	Carifesta's Oui Papa Yo! Signal Fashion Event	Executed in partnership with the Ministry of Community Development, Culture and the Arts on August 22, 2019 "The Oui Papa Yo! Signal Fashion Event" for Carifesta. The venue was at the Hyatt Regency Hotel showcasing 38 local and regional designers on the runway to an estimated audience of 950 persons.
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**b) Special Projects for 2020 to be undertaken by:**

**MusicTT**

- Continuation of the Live Music District.
- 3<sup>rd</sup> Cohort intake to the Spotlight – artiste portfolio development programme.
- Deeper development of the MusicTT website.

**FilmTT**

- Workshops/training/Seminars and Practical – Stakeholder Engagement.
- Filming of Four films for distribution – General Sponsorship.
- Marketing and promoting Trinidad and Tobago through the films – Unseen Unheard.
- Partnership with the Film Friendly Network on the Make A Scene Project and Permit System.
- Training with the Staff – Association of Film Commissioners International (AFCI).
- Updating and entering the Permit Form/Updating the Production Directory/Locations – Digital /Movie Site.

**FashionTT**

- Execution of Year 1 of the VCIP - Global Value Chain (GVC) Programme.
- VCIP – Non-Global Value Chain (Non-GVC) Programme Cohort 3 – Mentorship with Fashion Institute of Technology, NY Professor Vincent Quan.
- VCIP – Strategic Training in partnership with a Specialised Training Partner in Business Education.
- The facilitation of the Train the Trainer Programme in Ultra Bespoke Tailoring in Collaboration with the Savile Row Bespoke Academy and the MIC Institute of Technology.

### 3. Financial Operations

#### (a) Budget Formulation

The budget is formulated based on the mandate, strategic goals and objectives of CreativeTT, the parent company, as well as the individual subsidiary companies, MusicTT, FilmTT and FashionTT. The subsidiary budgets are first approved by their respective boards with the rolled-up budget being approved by the parent Board in a consolidated format. The CreativeTT Board approved budget is then forwarded to its line Ministry, the Ministry of Trade and Industry for their consideration and approval.

Budget submissions shall be prepared in order of priority, with the highest priority placed first, so that in the event funding shortfalls, elimination of low priority items will take place until our budget is within the funding limit.

For Recurrent Expenditure, respective Managers develop and submit their budget proposals in keeping with the pertinent Call Circular issued by the Ministry of Finance and Economy.

The subsidiaries – FilmTT, FashionTT and MusicTT shall prepare their PSIP budgets in accordance with their mandate/directives of CreativeTT and submit their budgets for consolidation with CreativeTT’s Budget.

#### (b) Expenditure versus Budgets

For Fiscal year 2019 – October 1, 2018 to September 30, 2019

<b>Creative TT Group</b>						
Financial Operations						
2019 Expenditure vs Budget						
Details	Budget Allocation	Actual Receipt	Other Income	Spent	Surplus/Deficit	
Recurrent	10,931,732	7,939,558	-	7,939,558	-	
PSIP	4,000,000	6,658,962	374,685	7,033,647	-	
	\$ 14,931,732	14,598,520	374,685	14,973,205	-	

It should be noted that the FY 2019 PSIP receipts over expenditures arose due to unspent subvention received in FY 2018, which was utilised during Fiscal 2019. Other income represents program sponsorship and fees collected.

## **Audited Financial Statements 2019**

The Audited Consolidated Financial Statements for the year ended September 30, 2019 are attached as *Appendix I* of this Report.

The following are extracts from our Audited Consolidated Financial Statements for the year ended September 30, 2019.



## Trinidad and Tobago Creative Industries Company Limited

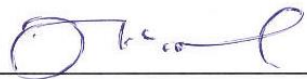
### Consolidated Statement of Financial Position

	Notes	As at September 30, 2019 \$	As at September 30, 2018 \$ Restated	October 1, 2017 \$
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment	5	115,468	162,722	230,071
<b>Total non-current assets</b>		<b>115,468</b>	<b>162,722</b>	<b>230,071</b>
<b>Current assets</b>				
Grant and other receivables	6	1,978,742	6,518,591	379,192
Cash and cash equivalent	7	1,518,711	4,565,692	2,006,578
<b>Total current assets</b>		<b>3,497,453</b>	<b>11,084,283</b>	<b>2,385,770</b>
<b>Total assets</b>		<b>3,612,921</b>	<b>11,247,005</b>	<b>2,615,841</b>
<b>Shareholder's equity and liabilities</b>				
<b>Shareholder's equity:</b>				
Stated capital	8	10	10	10
<b>Current liabilities:</b>				
Deferred revenue	9	2,158,388	2,270,410	1,044,453
Accrued expenses	10	1,454,523	8,976,585	1,571,378
<b>Total current liabilities</b>		<b>3,612,911</b>	<b>11,246,995</b>	<b>2,615,831</b>
<b>Total shareholder's equity and liabilities</b>		<b>3,612,921</b>	<b>11,247,005</b>	<b>2,615,841</b>

The accompanying notes on pages 8 to 33 form an integral part of these consolidated financial statements.

On February 8, 2022 the Board of Directors of Trinidad and Tobago Creative Industries Company Limited authorised these consolidated financial statements for issue.

Director



Director



## Trinidad and Tobago Creative Industries Company Limited

### Consolidated Statement of Profit or Loss and Other Comprehensive Income

	Notes	Year ended September 30,	
		2019	2018
		\$	\$
<b>Revenue</b>			<b>Restated</b>
Grants utilised	11	14,598,520	19,319,489
Other income	12	374,685	759,232
		14,973,205	20,078,721
Public Sector Investment Programme (PSIP)	13	(7,033,647)	(6,457,011)
Operating surplus		7,939,558	13,621,710
<b>Other expenses</b>			
Administrative expenses	14	(7,816,136)	(13,431,780)
Surplus for the year before taxation		123,421	189,930
Taxation	16	(123,421)	(189,930)
Net surplus for the year		-	-
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>-</b>	<b>-</b>

The accompanying notes on pages 8 to 33 form an integral part of these consolidated financial statements.

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## Trinidad and Tobago Creative Industries Company Limited

### Consolidated Statement of Cash Flows

	Year ended September 30,	
	2019	2018
	\$	\$
<b>Cash flows from operating activities</b>		<b>Restated</b>
Net surplus for year before taxation	123,421	189,930
Adjustments to reconcile net surplus for the year before taxation to net cash used in operating activities:		
- Grants utilised	(14,598,520)	(19,319,489)
- Depreciation	47,254	67,348
Changes in accounts receivables	4,539,849	(6,139,399)
Changes in accounts payables	(7,468,852)	7,351,998
Cash used in operations	(17,356,848)	(17,849,612)
Taxes paid	(175,531)	(136,720)
<b>Net cash used in operating activities</b>	<b>(17,533,479)</b>	<b>(17,986,332)</b>
<b>Cash Flows from financing activities</b>		
Proceeds from government grants	14,486,498	20,545,446
<b>Net cash generated from financing activities</b>	<b>14,486,498</b>	<b>20,545,446</b>
<b>Net (decrease) / increase in cash and cash equivalents for the year</b>	<b>(3,046,981)</b>	<b>2,559,114</b>
Cash and cash equivalents at beginning of the year	4,565,692	2,006,578
<b>Cash and cash equivalents at the end of the year</b>	<b>1,518,711</b>	<b>4,565,692</b>

The accompanying notes on pages 8 to 33 form an integral part of these consolidated financial statements.

## Trinidad and Tobago Creative Industries Company Limited

### Notes to the consolidated financial statements For the year ended September 30, 2019

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#### 1. Reporting entity

Trinidad and Tobago Creative Industries Company Limited (the 'Company' or 'CreativeTT') was incorporated in the Republic of Trinidad and Tobago on July 29, 2013 and commenced operations in January 2014. The registered office of the Company is situated at 47 Long Circular Road, St James.

The principal activity of the Company is to stimulate and facilitate the business development and export activities of the creative industries in Trinidad and Tobago to generate national wealth. In accordance with Cabinet by Minute No. 1565 of June 6, 2013 it was agreed:

- (a) that Creative TT be responsible for the strategic and business development of the three (3) niche areas and sub-sectors under its purview (namely, Film, Music and Fashion).
- (b) that the undermentioned three (3) companies operate as subsidiary companies under CreativeTT:
  - Trinidad and Tobago Film Company Limited to be branded as Film TT
  - Trinidad and Tobago Music Company Limited to be branded as Music TT
  - Trinidad and Tobago Fashion Company Limited to be branded as Fashion TT
- (c) that Creative TT, as the holding company, provide the administration and support services in the areas of Human Resource, Information and Communication Technology, Finance, Marketing, Legal, etcetera, for its subsidiaries as indicated in the organisational structure.

Within the framework above, the Administrative Expense category is significantly higher than the PSIP expenses.

#### 2. Significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

##### (a) Statement of compliance

These consolidated financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and its interpretations adopted by the International Accounting Standards Board.

##### (b) Basis of preparation

These consolidated financial statements have been prepared on the historical cost basis.

##### (c) Functional and reporting currency

The consolidated financial statements are presented in Trinidad and Tobago dollars which is the Group's functional currency.

##### (d) Use of estimates and judgements

The preparation of these consolidated financial statements in conformity with IFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. Actual results could differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

## Trinidad and Tobago Creative Industries Company Limited

### Notes to the consolidated financial statements For the year ended September 30, 2019

7. Cash and cash equivalents

Cash and cash equivalents comprise the following:

	<u>2019</u>	<u>2018</u>
	\$	\$
Cash in hand	5,000	5,000
Cash in bank	<u>1,513,711</u>	<u>4,560,692</u>
	<u>1,518,711</u>	<u>4,565,692</u>

8. Stated capital

	<u>2019</u>	<u>2018</u>
	\$	\$
<b>Authorised capital:</b>		
Unlimited number of common shares on no-par value		
<b>Issued and fully paid capital:</b>		
10 common shares of no-par value	<u>10</u>	<u>10</u>

9. Deferred revenue

	<u>2019</u>	<u>2018</u>
	\$	\$ Restated
Balance brought forward	2,270,410	1,044,438
Grants received for the year	12,677,489	14,379,000
Grants supplied to prior year	-	(184,121)
Grants receivable	1,809,009	6,350,582
Amortization for the year	<u>(14,598,520)</u>	<u>(19,319,489)</u>
Balance as at September 30, 2019	<u>2,158,388</u>	<u>2,270,410</u>

Funding for the operations of the Group is provided via grants from the Government of the Republic of Trinidad and Tobago (GORTT). The deferred income of \$2,158,388 (2018 - \$2,270,410) relates to the funding of committed or deferred projects at the year end.

10. Accrued expenses

	<u>2019</u>	<u>2018</u>
	\$	\$ Restated
Audit fees	612,268	7,118,400
Gratuity	842,255	1,804,975
Other accounts payable	<u>11,902</u>	<u>53,210</u>
	<u>1,454,523</u>	<u>8,976,585</u>

Trinidad and Tobago Creative Industries Company Limited

Notes to the consolidated financial statements  
For the year ended September 30, 2019

11.	Grants utilised	<u>2019</u> \$	<u>2018</u> \$ Restated
	PSIP grants utilised	6,857,522	5,697,779
	Recurrent grants utilised	<u>7,740,998</u>	<u>13,271,710</u>
		<u>14,598,520</u>	<u>19,319,489</u>
12.	Other income		
	These are donations, marketing support, event fees and sponsorship received by:		
		<u>2019</u> \$	<u>2018</u> \$
	MusicTT	69,672	450,000
	FilmTT	26,496	-
	FashionTT	<u>278,517</u>	<u>309,232</u>
		<u>374,685</u>	<u>759,232</u>
13.	Public Sector Investment Programme (PSIP)		
	These are the projects for which PSIP funds were expended.		
		<u>2019</u> \$	<u>2018</u> \$ Restated
	<b>MusicTT</b>		
	Artist Management and Branding Production	-	6,000
	Artist Portfolio Development Programme	323,278	98,637
	Live Music District	589,703	635,147
	Music Tech Platform	223,410	208,125
	Music Export Academy	249,926	143,634
	Open Call for Proposals	2,000	16,035
	Stakeholders Engagement	-	23,861
	Strategic Plan	<u>-</u>	<u>200,003</u>
		<u>1,388,317</u>	<u>1,331,442</u>

## Trinidad and Tobago Creative Industries Company Limited

### Notes to the consolidated financial statements For the year ended September 30, 2019

#### 13. Public Sector Investment Programme (PSIP) (continued)

	<u>2019</u>	<u>2018</u>
	\$	\$ Restated
<b>FilmTT</b>		
Animae Caribe	140,000	75,000
AFCI Training	17,109	-
Film Production Facilitation	37,938	58,059
Film & Folklore Film Festival	10,000	-
Green Screen Environmental Film Festival	125,000	50,000
International Festival and Market	130,993	-
Marketing and Distribution	370,186	195,327
Re-engineer Rebate programme	-	197,406
Secondary Schools' Short Film Festival	-	2,485
Stakeholders' Engagement	143,095	-
Strategic Plan	-	537,003
Trinidad and Tobago Locations: Unseen and Unexpected	744,257	-
Trinidad and Tobago Film Festival	175,000	75,000
	<u>1,893,578</u>	<u>1,190,280</u>
<b>FashionTT</b>		
Fashion Industry Development Programme	55,550	103,269
Local Production Facility	7,078	10,800
Ultra Be Spoke Tailoring (Saville Row)	2,422,322	2,893,176
Value Chain Investment Programme (Non GVC)	983,753	900,544
Value Chain Investment Programme ( GVC)	7,648	-
VCIP (Capacity Building Seminars)	275,401	27,500
	<u>3,751,753</u>	<u>3,935,289</u>
<b>Total expended under PSIP by the Group</b>	<u><b>7,033,647</b></u>	<u><b>6,457,011</b></u>

Trinidad and Tobago Creative Industries Company Limited

Notes to the consolidated financial statements  
For the year ended September 30, 2019

14. Administrative expenses

	2019	2018
	\$	\$
		Restated
Advertising	45,825	10,232
Audit Fees	166,500	209,700
Bank Charges	14,298	10,797
Depreciation	47,255	67,348
Directors' Fees	1,064,400	1,058,240
Information Technology Expenses	92,060	89,103
Insurance	86,337	74,932
Legal Fees	14,532	11,573
Meeting Expenses	21,308	16,857
Motor Vehicle Expenses	78,785	86,563
Office Supplies	55,735	38,013
Penalties and Interest	-	38,861
Professional Fees	29,811	2,677
Rent	512,922	508,772
Rent - Equipment	39,828	18,563
Repairs Cleaning & Maintenance	81,450	41,631
Salaries	5,120,767	4,740,462
Staff Training	2,688	-
Travel	6,654	9,366
Facilitations	196,095	-
Production Expenditure Rebate	33,316	6,285,005
Utilities	105,570	113,085
	<u>7,816,136</u>	<u>13,431,780</u>

15. Operating leases

	2019	2018
	\$	\$
Non-cancellable operating lease rentals are payable as follows:		
Less than one year	472,500	472,500
Between one and five years	1,296,000	1,417,500
	<u>1,768,500</u>	<u>1,890,000</u>

During the year, \$512,922 (2018: \$507,772) was recognised as rental expense in the statement of profit or loss in respect of operating leases.



## Trinidad and Tobago Creative Industries Company Limited

### Notes to the consolidated financial statements For the year ended September 30, 2019

#### 16. Taxation

	2019 \$	2018 \$ Restated
Income tax recognised in profit and loss:		
Business fund levy	82,281	126,620
Green fund levy	41,140	63,310
	<u>123,421</u>	<u>189,930</u>
Reconciliation of effective tax rate:		
Net surplus for the year	123,421	189,930
Tax calculation at the statutory rate of 30%	37,026	56,979
Non-deductible expenses	(37,026)	(56,979)
Business levy	82,281	126,620
Green fund levy	41,140	63,310
	<u>123,421</u>	<u>189,930</u>

#### 17. Restatement

There is a prior year adjustment that relates to the correction of prior period errors which are detailed below:

##### Recording of expenses in correct period

FilmTT, a subsidiary, recorded a production expenditure rebate expense of \$6M in 2019, but should have been recorded in 2018. Accordingly, the Group has restated its 2018 financial statements to account for the error.

FashionTT, a subsidiary recorded rental expenses of \$406k in 2019, but should have been recorded in 2018. Accordingly, the Group has restated its 2018 financial statements to account for the error.

##### Recording of taxation

The Company makes all taxation payments for itself and its subsidiaries to the Board of Inland Revenue and records the full payment in its records. Accordingly, the Group has restated its 2018 financial statements to account for the taxation payments relating to itself only in its records and the payment of the taxation on behalf of its subsidiaries as a receivable.

The table below summarizes the effect of the restatements to the consolidated statement of financial position at September 30, 2018:

	Balance before restatement \$	Correction of errors \$	Restated balance \$
<b>As at September 30, 2018</b>			
Other receivables	6,453,027	65,564	6,518,591
Deferred revenue	(2,231,748)	(38,662)	(2,270,410)
Accrued expenses	(8,949,683)	(26,902)	(8,976,585)

## Trinidad and Tobago Creative Industries Company Limited

### Notes to the consolidated financial statements For the year ended September 30, 2019

#### 17. Restatement (continued)

The table below summarizes the effect of the restatement to the consolidated statement of profit or loss and other comprehensive income for the year ended September 30, 2018:

	Balance before restatement	Correction of errors	Restated balance
	\$	\$	\$
<b>Year ended September 30, 2018</b>			
Revenue	12,574,654	6,744,835	19,319,489
Public Sector Investment Programme	(6,050,391)	(406,620)	(6,457,011)
Administrative expenses	(7,146,775)	(6,285,005)	(13,431,780)
Taxation	(136,720)	(53,210)	(189,930)

The table below summarizes the effect of the restatements to the consolidated statement of cash flows for the year ended September 30, 2018:

	Balance before restatement	Correction of errors	Restated balance
	\$	\$	\$
<b>Year ended September 30, 2018</b>			
Surplus before taxation	136,720	53,210	189,930
Non-cash items	(12,507,306)	(6,744,835)	(19,252,141)
Net cash flow from operating activities	(17,920,770)	(65,562)	(17,986,332)
Net cash flow from financing activities	20,479,884	65,562	20,545,446

#### 18. Capital management

The Group has no formal policy in regard to capital management, as the Group is currently financed through Government subventions.

#### 19. Financial instruments

A financial instrument is any contract that gives rise to both a financial asset and a financial liability or equity instrument of another enterprise. For the purpose of these consolidated financial statements, financial assets have been determined to include accounts receivable, prepayments and cash. Financial liabilities have been determined to include long-term debt, accounts payable and interest payable.

### **(c) Debt policy and Investment policy**

Prior approval of the Minister of Finance would be sought for the acquisition of significant assets, new investments in non-government securities and the incurrence of new/additional long-term debt.

### **d) Internal Audit function**

Throughout the first three quarters of the year the company operated without an internal auditor. However, by the 1st of July 2019 the Internal Audit Function was officially established. An organized approach was adopted in setting up the Internal Audit Function at CreativeTT and its subsidiaries; MusicTT, FilmTT and FashionTT.

Internal Audit is charged with the responsibility to evaluate and improve the effectiveness of risk management, control and governance processes of CreativeTT and its subsidiaries.

## **4. Human Resources Development Plan**

### **Organizational Establishment**

Trinidad and Tobago Creative Industries Company Limited (CreativeTT) was established in 2013 as a wholly owned State Enterprise under the then Ministry of Trade, Industry and Investment (MTII) and comprises three (3) companies that operate as subsidiary companies under CreativeTT to provide specific sector advice in the areas of film, fashion and music namely, FilmTT, MusicTT and FashionTT.

In keeping with best practice, we aim to recruit and retain the best staff to enable us to deliver our Corporate Plan. Our policy is to ensure that recruitment and selection decisions are based on the ability of the applicant to meet the requirements of the job description, person specification and any other relevant criteria. All applicants and employees will be treated fairly and according to this policy and procedure, and our relevant equality policies. We are committed to valuing diversity and promoting equality.

The Human Resources Unit utilizes the following general guidelines in its operation.

## **Category of Employees**

The categories that specifies and/or defines an employee relationship with CreativeTT are as follows:

1) Permanent

A permanent employee is one who is employed on a full-time basis and whose employment is expected to continue for a term or an indefinite period of time. A permanent employee may be required to work for a probationary period of either three or six months, which may be extended by another three months as CreativeTT deems necessary. This probationary period allows both employer and employee to determine whether they wish the employment relationship to continue on a long-term basis.

2) Temporary

A temporary employee may be employed on a full or part time basis and is expected to perform duties for a period not exceeding twelve (12) months.

3) Full Time

A full-time employee is employed for at least thirty (30) hours per week.

4) Part Time

A part time employee is employed for less than thirty (30) hours per week.

5) Contract

A contract employee is one whose services has been contracted by the company for a specified period.

**a) Career Path Systems**

In order to meet the operational demands of the organization, CreativeTT is focused on maintaining a highly motivated, capable and competent work force. As such, it is important for the human resources strategies to be in line with the organization's goals. The HR strategies places emphasis on:

- Compensation, benefits, compliance, etc. which aims to provide fair salaries, leave, insurance coverage and a safe and comfortable working environment.
- Recruiting, selection, performance management, training and development, career path development and succession planning.

All strategies identified, are designed to aid CreativeTT and its subsidiaries to be a desirable employer and become more effective by protecting and enhancing its human resource capabilities.

As a result, HR's objectives are:

- To deliver HR strategies that are appropriate and relevant to the needs of CreativeTT and its subsidiary companies, in a timely manner with the ultimate aim of achieving the company's objective.
- To continuously add value to the future employment and business environment of the companies and its employees.
- To provide interesting and challenging work and appropriate personal development for HR professionals and other employees, such that their ultimate ambition is achieved.
- To encourage and promote staff engagement activities and, rewards and recognition programme to build team spirit and keep staff motivated.

**b) Performance measurement tools**

CreativeTT is committed to provide effective on-going performance management to all staff members within the parent company and its subsidiaries. In this regard, its aim will be to periodically measure employee performance as a basis for determining employee's training needs, to establish individual accountability and deal with poor performance. This will also act as a development plan to improve the employee's performance and determine their suitability for the position. The focus is mainly to ensure continuous communication between the manager/supervisor and the employee so as to help the employee achieve their best results in an efficient and effective manner.

**Performance Appraisal**

CreativeTT will aim to conduct performance reviews bi-annually with all employees, with the intended purpose of developing activities that will assist and motivate employees to accomplish their maximum potential.

The objectives of the performance appraisal are:

- To establish mutually acceptable performance goals and objectives.
- To motivate and guide employees toward greater self-development and improve performance by encouraging the discussion of significant strengths and areas needing improvement in a positive and constructive manner.

- To provide an objective and uniform means for managers/supervisors to make recommendations for merit salary determinations based on an assessment of employee performance.
- To identify training needs and succession planning activities.
- To determine whether the employee is suitable to continue in the job.
- To provide the employee with an opportunity to indicate preferences for future work assignments.
- To provide a record of employee's progress.

The written appraisal will be conducted by the employee's immediate supervisor/manager on the specified appraisal form and subsequently reviewed by the Human Resource Department. The first appraisal will be completed at the end of the employee's probationary period and thereafter, appraisals will be conducted mid-year and end of year.

The reviews will measure employee's performance on a scale.

### **Succession Planning**

CreativeTT will aim to develop a system for succession planning to ensure that the required staffing is identified and that staff with the high levels of competencies are recruited, retained and developed to deliver the Company's objectives.

Additionally, the company will seek out avenues to expose their staff to the necessary training to allow for growth and development which will prepare them to assume higher positions along the career path within the organisation.

### **c) Promotion**

CreativeTT will strive to encourage promotion from within by providing training opportunities, advertising vacancies and considering capable, qualified and experienced employees. In the instance where an employee has been selected for a higher position, which is representative of a promotion, he/she will be offered the position with an expected response in a particular timeframe. He/she may choose to decline the promotion without prejudice. If development opportunities (by reason of work content, supervisory responsibility, etc) are inherent in the offer, the employee will be notified. If the employee accepts, the manager will ensure the employee understands their duties and responsibilities for the new position and their performance expectation.

#### **d) Recruitment and Selection procedures**

Vacancies will normally be filled in accordance with the approved manpower forecast. However, where for business reasons there is a need to deviate from this policy, the Board must authorise the recruitment.

Before a vacancy can be filled, the Chief Executive Officer has to agree that a vacancy exists and must approve the filling of such a vacancy. CreativeTT will consider employees whenever a vacancy is to be filled. This is so as to give employees opportunities for growth and development. CreativeTT may fill a vacancy without advertising for applications. However, where it is agreed by the Chief Executive Officer that the vacancy needs to be advertised, such vacancy shall first be advertised in-house, then externally, or simultaneously if so determined.

The Company will treat each applicant for employment with equal consideration. Hiring will be conducted based upon individual merit and in keeping with equal opportunity employment practices. Employment opportunities to non-nationals will be in accordance with the provisions of national policy and current immigration and other legislation. The Chief Executive Officer or his/her delegated authority will be responsible for developing job descriptions for all positions, outlining reporting relationships, job purpose, key responsibilities, performance standards, skill, knowledge and ability requirements and the on-the-job training that must be undertaken within the first six (6) months of appointment. Appointments will be made in a written communication, highlighting compensation and terms and conditions of employment. All appointment letters are to be signed by the Chief Executive Officer. You are required to sign your appointment letter and an acknowledgement form for having received a copy of CreativeTT Policies & Procedures Manual. A copy of this acknowledgement is given to you and the other copy is maintained on your personal file.

#### **Selection Process**

CreativeTT employee selection process follows the following procedures

- During the interview process, each panellist must complete the Scorecard for each interviewee detailing his/her comments and the scores awarded. This Scorecard must be signed.
- Upon completion of the interview process, the SHR Officer or designate will collate and summarize the interview scores on the Summary Score Sheet.

- The Summary Score Sheet will be distributed among the panel members and CEO to agree on the successful candidate(s).
- Once the successful candidate(s) is/are determined, the SHR Officer will conduct reference checks in the approved format.
- SHR Officer will convey an offer of employment, terms and conditions to the successful candidate(s).
- The CEO, Line Manager and SHR Officer will (if needed) discuss and agree on any special details related to the terms and conditions of employment.

### **Commencement**

Once the candidate is chosen, SHR Officer will ensure the following: -

- A starting date is agreed upon with the successful candidate(s) to commence work.
- Ensure practical arrangements are put in place for the new member(s) of staff before their arrival.
- Employment commences, with introduction to other staff members
- The new staff member(s) will provide their payroll data
- IT will make available any IT equipment, communication and computer software access.

### **Employment Support Services**

CreativeTT will initiate a system to encourage and assist employees who seek help to resolve any personal or professional problems that may affect their work performance. An independent organisation will be contacted to provide the Employee Assistance Programme (EAP). The employee will be reminded that the company is committed to maintaining confidentiality unless there are circumstances involving probable risk to the safety of any person/s, or where maintaining confidentiality would be unlawful, or when this would compromise principles of natural justice.



## **5. Procurement Procedures**

CreativeTT has developed and implemented its Procurement Manual, which governs its procurement of goods and services of its Subsidiaries and CreativeTT.

The Chief Executive Officer shall evaluate and recommend to the Tenders Committee for approval amounts not exceeding TTD 250,000.00 VAT exclusive or its equivalent in a foreign currency by a minimum of three (3) quotes selective tendering.

For amounts exceeding TTD 250,000.00 VAT exclusive or its equivalent in a foreign currency the Tenders Committee shall determine whether a selective tender of a minimum of five (5) quotes if available or open tender be used in the procurement process.

### **(a) Open Tender**

Open tendering is a process where invitations are issued through advertisements or other forms of public notice. Open tendering shall be used in the following instances:

- i. When CreativeTT's list of approved vendors does not cater or adequately cater for particular types of materials, works and/or services.
- ii. Where it is competitively more advantageous.
- iii. Where the terms and conditions of CreativeTT's borrowings so require.

When open tendering is used the Chief Executive Officer shall approve the advertisement or public notice, the method of procurement and the evaluation criteria and award.

### **(b) Selected Tender**

Selective tendering is a process where tenders are invited from CreativeTT's list of approved vendors and/or where justified, vendors specifically approved by the committee responsible for the pre-qualification of vendors.

A minimum number of invitees shall be set to allow adequate competition in the procurement process. The invitees selected shall be the top ten (10) ranked vendors registered to provide the materials, works and/or services. In cases where there are less than ten (10) registered vendors, all the vendors registered to provide the materials, works and/or services shall be invited.

Vendors shall be continually evaluated on their performance, inclusive of responsiveness to tender invitations and overall compliance with contract terms and conditions.

**(c) Sole tender – and the criteria used in selecting each system**

Merit awards (or sole tender awards) for purchases of materials, works and/or services including consultancy services shall be issued without inviting competitive bids in any of the following circumstances:

- i. Where the materials are non-interchangeable spares or replacement parts for materials already in use.
- ii. When the works and/or services are to be carried out on a site where the employment of another vendor may hinder the progress of work already being performed by an existing vendor, taking due account of cost effectiveness of the approach adopted.
- iii. When the material, works and/or services represent a natural or direct continuation of an agreement previously awarded competitively and completed, taking due account of the incumbent vendor's/consultant's performance and cost effectiveness of the approach adopted.
- iv. Where only one (1) vendor/consultant is capable or available or identified as having the qualifications or special proficiency, experience and skill of exceptional worth, expertise and/or equipment to supply the required materials, works and/or services or is the agent/representative for the materials, works and/or services.
- v. Where the materials, works and/or services are of an urgent and critical nature, that is, there is some measure of risk to people, property, plant, equipment or the environment or the community and the profitability of CreativeTT's operation demand.
- vi. When significant cost savings can be achieved by using a consultant who is familiar with the Company having worked on a similar project.
- vii. Where a vendor was selected out of a competitive bidding process and, within thirty (30) days, additional items are required. Vendor prices must be valid and repeat purchases shall not exceed \$10,000.

Prior approval shall be required for all merit awards in accordance with CreativeTT's Levels of Authority. A detailed description of the materials to be purchased or works or services to be performed must be presented along with a certification of at least one of the merit circumstances listed above. Executing Units shall prepare a Company estimate as well as

relevant documentation, which may include the scope of work, specifications, form of bid, conditions of contract or form of agreement and any other relevant information. The vendor shall be required to submit a bid or written proposal, which must be evaluated for reasonableness against CreativeTT's estimate.

## **6. Public and Community Relations**

Public and community relation's activities fall under the purview of the Marketing and Communication (MarComms) Department, which is responsible for implementing the marketing and promotional aspects for CreativeTT and its subsidiary companies, MusicTT, FashionTT and FilmTT company's strategic plan. The MarComms Department also holds responsibility for branding and brand policy for CreativeTT and its subsidiaries, promotional activities and promotional material, and corporate reputation and media relations.

These services include, but are not limited to: -

- Creation and executions of marketing and communications plans
- Evaluation reports based on the marketing and communications plans
- Social media management, inclusive of content curation and creation
- Speech writing support
- Press releases
- Media relations
- Building strategic partnerships
- Stakeholder relations
- Website management, inclusive of web page creation
- Marketing material acquisition
- Event management

### **a) Client and Public access to services/ service delivery systems**

To ensure effective public access to CreativeTT's service delivery systems the organisation has embarked/continued during 2019 the rollout of the following activities that lay the foundation for community relations:

**CreativeTT:**

- CreativeTT newsletters were sent out every Saturday in 2018 and changed to Fridays from April 2019 based on a higher readership at that time.
- The CreativeTT website was also updated with services and activities from the 4 companies.
- The public was also able to gain access to activities, services and events via the social media platforms (Facebook, Twitter and LinkedIn) via links.

**MusicTT:**

- MusicTT newsletters were sent out at least once a month during this period.
- The MusicTT website was also updated with services and activities.
- The public was also able to gain access to activities, services and events via the social media platforms (Facebook, Twitter and LinkedIn) via links.

**FilmTT:**

- A total of 9 FilmTT newsletters were sent during this period.
- The FilmTT website was also updated with services and activities.
- The public was also able to gain access to activities, services and events via the social media platforms (Facebook and LinkedIn) via links.

**FashionTT:**

- The FashionTT website was updated with services and activities.
- The public was also able to gain access to activities, services and events via the social media platforms (Facebook and LinkedIn) via links.

**b) Community and Stakeholder Relations/Outreach****CreativeTT:**

- From 30th March 2019 till the 18th April 2019, the UWI Internship Pilot Programme which facilitated an unpaid, education internship at CreativeTT and its subsidiaries, was executed.
- In August 2019, CreativeTT had a booth at CARIFESTA which showcased the services provided by CreativeTT and its subsidiary companies.

**MusicTT:**

- On Sunday 21<sup>st</sup> October, MusicTT dedicated one of its Live Music District (LMD) events to those who had been adversely affected by the devastating flooding in many areas in Trinidad the week before.
- In August 2019, MusicTT was present at CreativeTT's booth at CARIFESTA which showcased the services provided by the company.

**FilmTT:**

- On June 4<sup>th</sup> 2018, FilmTT hosted an event, Producer's Talk, which facilitated three of the country's producers in a discussion on their feature films.
- In August 2019, FilmTT was present at CreativeTT's booth at CARIFESTA which showcased the services provided by the company.

**FashionTT:**

- On November 2<sup>nd</sup> 2018, FashionTT's General Manager, Lisa-Marie- Daniel attended the Servol Career Day in Sangre Grande.
- On January 11<sup>th</sup> 2019 FashionTT held a press conference to update its stakeholders and the public as to the achievements of its flagship initiative, the Value Chain Investment Programme (VCIP).
- In May 2019, FashionTT had a booth at the O2N Style 2 Style Me Caribbean Trade Exhibition.
- In August 2019, FashionTT was present at CreativeTT's booth at CARIFESTA which showcased the services provided by the company.

**c) Strategic Partnerships (Local, regional and international)****CreativeTT:**

- ✓ The University of the West Indies – UWI Internship Pilot Programme (see above).
- ✓ In December 2018, 5 companies expressed interest in partnering with CreativeTT for 2019:
  - The University of Trinidad and Tobago (UTT)
  - Trinidad and Tobago Coalition of Service Industries (TTCSI)
  - Caribbean Jobs
  - TTT
  - Trinidad and Tobago Chamber of Industry and Commerce

### **MusicTT:**

- ✓ In October 2018, MusicTT partnered with sister company, FashionTT, to create linkages between designers and music artistes for MusicTT's Artist Portfolio Development Programme.
- ✓ In October 2018, MusicTT partnered with various organizations for the launch and subsequent phases of the Live Music District (LMD):
  - MovieTowne Trinidad and Tobago
  - Ministries of Community Development Culture and the Arts
  - The Ministry of National Security
  - The Ministry of Tourism
  - The Port-of-Spain City Corporation
  - We Beat Festival in St. James
- ✓ In December 2018, MusicTT once again partnered with FashionTT. FashionTT facilitated the designers for its Live Music District Live @ NAPA event and pop up shop.
- ✓ In August 2019, MusicTT provided various LMD artistes for live performances as CARIFESTA in 2019.
- ✓ In September 2019, MusicTT partnered with Google for Startups to host the Startup Weekend Port of Spain Music Edition: Hear, Fix, Feel - all about solving problems in the music industry.
- ✓ In September 2019, MusicTT partnered with Kingdom Management and Guardian Group to host a capacity building business forum, the Forward Frequency Music Business Forum.

### **FilmTT:**

- ✓ In October and November 2018, FilmTT partnered with three film festivals for the Film Festival Season Campaign. The two festivals (the third occurred prior to this period) partnered with were:
  - Green Screen Environmental Film Festival
  - Anima Caribbean – Animation and Digital Media Festival
- ✓ In February 2019, FilmTT partnered with the following companies to facilitate the production of Love and Hip-Hop Atlanta, VH1's popular reality TV show franchise:
  - Airport Authority of Trinidad and Tobago
  - Chaguaramas Development Authority
  - The Port-of-Spain City Corporation
  - The San Fernando City Corporation
  - The Trinidad and Tobago Police Service,
  - Customs and Excise Division, Immigration Division,
  - Civil Aviation Authority,

- Tourism Trinidad Limited
- ✓ In August 2019, FilmTT was a contributing partner of “Journey Round Myself: Crossing Borders, Strengthening Connections, Breaking Boundaries”.
- ✓ FilmTT also partnered with three main film festivals within Trinidad and Tobago for the Film Festival Season: CARIFESTA Edition:
  - Trinidad and Tobago film festival (ttff) – a supporting sponsor
  - Anima Caribbean – Animation and New Media Festival – a silver sponsor
  - Green Screen Environmental Film Festival – a patron sponsor
- ✓ In September 2019, FilmTT partnered with Stage 32, a Los-Angeles-based social network and educational site for creative professionals who work in film, television and theatre to host the very first Business of Film Workshops.

### **FashionTT:**

- ✓ From October to December 2018, FashionTT partnered with NEDCO to assist upcoming local designers with their business models through a series of capacity developing programmes.
- ✓ In October 2018, FashionTT partnered with sister company, MusicTT, to create linkages between designers and music artistes for MusicTT’s Artist Portfolio Development Programme.
- ✓ In October 2018, FashionTT partnered with the Trinidad and Tobago Bureau of Standards on the draft voluntary National Standard for selection of Fabrics.
- ✓ From November to December 2018, FashionTT partnered with TTT by providing the hosts of the NOW morning show with clothing by local designers.
- ✓ In December 2018, FashionTT once again partnered with MusicTT by facilitating the designers for its Live Music District Live @ NAPA event and pop up shop.
- ✓ FashionTT partnered with DHL Express to assist local designers in taking their business globally.
- ✓ On March 9<sup>th</sup> 2019, FashionTT hosted the Sartorial Art Graduation Ceremony for all the designers who completed the Bespoke Tailoring Programme (began in March 2018). FashionTT partnered with the following organizations for the execution of the Programme and event:
  - Savile Row Academy – Provided the syllabus and teachings by Professor Andrew Ramroop
  - MIC Institute of Technology – provided training equipment and classrooms
- ✓ FashionTT partnered with the Intellectual Property Office to host a capacity building workshop for designers to learn about various aspects of Intellectual Property.

\*\*\*\*\* end \*\*\*\*\*