



# **InvesTT Limited**

## **2017 Annual Administrative Report**

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## 1.0 INTRODUCTION

InvesTT Trinidad and Tobago (InvesTT), is the national investment promotion agency, established by the Government of the Republic of Trinidad and Tobago (GORTT) to lead in the economic transformation of the country through the stimulation of GDP growth in mandated non-oil and gas industries/sectors.

InvesTT Limited (InvesTT) was incorporated as a subsidiary of e TecK in November 2011 and by Cabinet Minute No. 1893 of July 12, 2012 to be the national Investment Promotion Agency (IPA) of the Republic of Trinidad and Tobago. Cabinet Minute No. 513 of February 28, 2013 rationalized the operations and functions of InvesTT's former parent company, e TecK, which led to InvesTT becoming a wholly owned Government enterprise under the Ministry of Trade and Industry.

The Agency's mandate is to implement policy and investment promotion strategies of the Government and to act as the first point of access for potential foreign investors. It is tasked with facilitating all the relevant requirements and regulatory approvals required by investors and improving the business environment through strategic stakeholder interventions and Policy Advocacy.

Furthermore, InvesTT became responsible for the tenanting of the Tamana Intech Park, Wallerfield via correspondence from the Permanent Secretary of the Ministry of Trade and Industry, dated August 17th 2016, referencing a Cabinet decision.

### 1.1 **Vision**

Trinidad and Tobago - A Sustainable Diversified Economy.

### 1.2 **Mission**

To attract, facilitate and retain investment in Trinidad and Tobago.

### 1.3 **Mandate**

InvesTT's mandate is to be the point of access for potential investors, managing the following functions:

- Investor Sourcing
- Investor Facilitation
- Investor Aftercare
- Investment Marketing
- Tenanting and Marketing of Tamana Intech Park

Further information on InvesTT may be accessed via our website: [www.investt.co.tt](http://www.investt.co.tt)

The GORTT-mandated industries that have been selected for growth and development through the efforts of InvesTT are:

- Agriculture and Agro-processing

- Aviation Services - Aircraft Maintenance and Repair
- Fishing and Fish Processing
- Maritime Services - Shipbuilding, Ship repair, Dry-docking and Yachting services
- Software Design and Applications
- Creative Industries - Film, Music, Entertainment, Fashion and Design

In addition to the GORTT-mandated industries for the country, the Tamana Intech Park has been specifically earmarked as a site for the location of industries within the following sectors:

- ICT
- BPO
- Data Processing/Centres
- Animation/Software Development
- Financial Services
- High Value Manufacturing/Assembly

## 1.4 **Core Values**

The corporate core values were reviewed and revised in Quarter 1 2018 to better reflect the desired values of InvesTT, as we strive to fulfill our mandate:

### Teamwork

We are supportive of each other's effort and work collaboratively to leverage our collective strengths. We care for each other professionally and work together in a manner which positively impacts staff morale.

### Integrity

We steadfastly adhere to the highest ethical principles and standards. We value truthfulness, fairness, personal responsibility, and adherence to the policies of the company.

### Professionalism

We respect all individuals and value their contributions. We are reliable, courteous, punctual and take ownership of our deliverables. We are accountable for our actions and focus on finding solutions. We represent the InvesTT brand proudly, striving always to enhance it by our interactions and the quality of our work performance.

### Excellence

We endeavour to exceed expectations in every deliverable. We persistently create better, more efficient ways of doing what we do and build on our personal and professional accomplishments to consistently deliver high quality service to our internal and external customers.

## 1.5 **Strategic Objectives**

In keeping with InvesTT's mandate, the Agency will continue to focus and build on its expertise in the following functions:

- i. Investor Sourcing
- ii. Investor Facilitation
- iii. Investor Aftercare
- iv. Investment Marketing
- v. Policy Advocacy

## 1.6 Strategic Plan

InvesTT's 2017 - 2020 Strategic Plan was approved by the Ministry of Trade and Industry on April 12, 2017 and is before the Ministry of Finance awaiting approval on operating budgets.

The core strategic goals of InvesTT are Increasing Direct Investment, Identifying and Promoting Investment Opportunities and Tenanting Tamana, all of which are actively being pursued. The methodology used to monitor these goals are multi-layered, at the Individual, Unit, Leadership Team and Company levels.:

- Individual Key Performance Indicators, which are signed by respective officers
- Monthly One-on-One individual meetings with Managers to review individual KPIs
- Bi-Monthly Unit meetings
- Monthly Unit Reports, including dashboards
- Bi-Monthly Leadership Team meetings to update on progress
- Corporate Performance Report on key strategic deliverables, prepared by President, which is reported to the Board at its monthly meeting
- Monthly reporting on project deliverables to the Line Ministry and Ministry of Finance.

### 1.6.1 Strategic Plan Monitoring & Implementation:

The Monitoring and Evaluation Unit of the Ministry of Trade and Industry provides quarterly oversight of the deliverables of InvesTT. Internally, monitoring of implementation is the responsibility of the President who reports to the Board on a monthly basis with the Corporate Performance Report. The Corporate Performance Report highlights the strategic deliverables to be accomplished each fiscal and summarizes the actual achievements (Section 3.2). The Vice Presidents and respective Unit Managers are responsible for reporting on the deliverables of their relevant Units on a monthly basis. These Unit Reports are compressed into the Corporate Performance Report that is reported to the Board.

## 2.0 ORGANIZATIONAL STRUCTURE

### 2.1 Corporate Structure

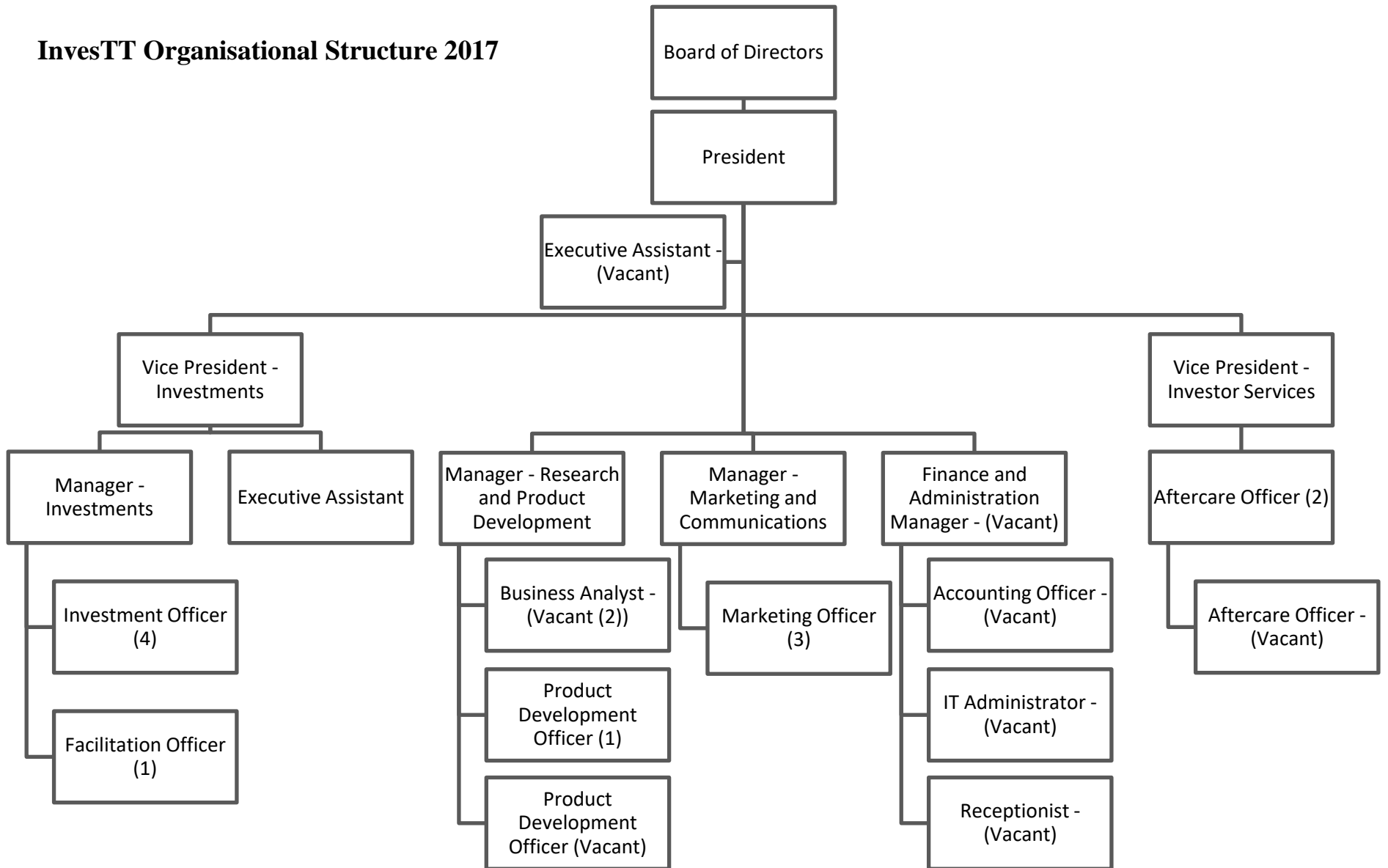
InvesTT's organizational structure is shown on the following page. Of note:

- The Finance and Administration positions remain vacant , as the recurrent funding and office space required is not yet available to InvesTT. In the interim, those services are provided by e TecK.
- e TecK also provides administrative services in terms of Human Resources, Internal Audit, Company Secretarial Services and Legal Services.

#### **InvesTT's Directors:**

- Mr. Moonilal Lalchan (Chairman)
- Ms. Sharon Christopher
- Ms. Amalia Maharaj
- Ms. Janelle Commissiong
- Ms. Tricia Beckles
- Ms. Nola Drayton Smith

# InvesTT Organisational Structure 2017





## 2.2 Services /Products provided and Special Projects embarked upon

### **InvesTT offers a range of services summarized as:**

#### Sourcing of Investments

The Investments Division of InvesTT provides “first point of contact” services for all incoming investors to Trinidad and Tobago. The Division provides best in class performance on the provision of timely and relevant data to investors in all non-oil and gas sectors. Investments also hosts end to end site visits for all potential foreign investors and sets up meetings with key Government and private sector entities. Another function is the proactive delivery of investment opportunities to targeted investors in an effort to aid the growth of the sectors earmarked for development by the Government of Trinidad and Tobago. The Investments Division focuses on the country’s key sectors of interest.

#### Investor Services

InvesTT provides investors with Facilitation and Aftercare Services to assist throughout their investment decision-making process until the set-up of their operations in Trinidad and Tobago. InvesTT continues to provide these services even after the entities become operational. Investor Services works intimately with investors to provide reliable, timely facilitation and strategic interventions in an effort to continually reduce transaction times for the successful implementation of investment projects. The team’s activities are guided by the following four (4) strategic objectives:

1. Drive Reinvestment
2. Increase Lead Generation & Conversion Rates
3. Improve Customer Intimacy & Facilitation
4. Increase Operational Efficiency & Effectiveness

#### Investment Marketing:

InvesTT’s comprehensive marketing effort promotes awareness of Trinidad and Tobago as a location for investment and highlights current investment opportunities. It also enhances the company’s brand and amplifies InvesTT’s reach through its web presence which creates awareness among newly targeted investors, engages clients of InvesTT in social media and provides marketing support and collateral. The Marketing Department plays a critical support role for the activities of the Investments and Investor Services Divisions, as well as for corporate events.

The marketing portfolio comprises the following elements:

- Advertising and Public Relations
- Website & Social Media Management
- Development of collateral materials
- Targeted marketing campaigns

### **Special Projects Embarked Upon** *(Accomplishments summarized in 3.2)*

- *Investor Targeting and Outreach* - Investor targeting and outreach remains a key part of the achievement of InvestTT's mandate and investment goals. The target for 2016/2017 was to close 3 new investments and 3 reinvestments. The pursuance of these goals necessitated specific investor identification and outreach activities in both the local and foreign market. Outreach to foreign markets focused on:
  - Targeting of key FDI influencers, mainly site selection consultants, through focused communication of investment opportunities in their industry specialties
  - Geographic investor targeting with a focus on China, India, Latin and North America.
  - Focused and targeted diaspora engagement to identify investment leads
  - Attendance at key conferences as well as set up of focused targeting missions to develop investment leads.
  
- *Marketing Tamana Intech Park (TIP)* - InvestTT was made responsible for the tenanting of TIP by correspondence from the Permanent Secretary of the Ministry of Trade and Industry, dated August 17th 2016 referencing a decision by Cabinet. The sales target for 2016/2017 was to secure 2 new tenants for TIP. All relevant land leasing rates were received April 11, 2017 and office space rental rates were received on May 19<sup>th</sup>, 2017, enabling InvestTT to fully engage in direct selling to potential tenants in a sustained manner. The scope of the project is defined below:
  - Development of an approved Value Proposition for the park by January 2017. This Value Proposition was completed in June 2017.
  - Completion of a regional competitor park review by January 2017. This was completed in December 2016.
  - Completion of a Tenant Developer Model. This was completed May 24, 2017.
  - Review of Park's marketing objectives.
  - Execution of an aggressive targeting, engagement and marketing campaign to attract tenants to the park. This commenced in July 2017.
  - Securing of 2 Tamana tenants by September 2017. This was not achieved during the fiscal year but there was an active opportunity pipeline of 3 potential tenants at fiscal close.
  - Tenant all remaining lots and office space at Tamana by 2020.
  
- *Project Profiles* - To research potential investments of economic interest to Trinidad and Tobago and develop industry profiles that can be pitched to international and local investors. This study was largely undertaken in fiscal 2017 and completed in Q2 fiscal 2018 with 5 industry profiles.
  
- *New Website* – www.investt.co.tt was outdated and in need of revamping to better serve investors and stakeholders. After a tender process, the website developer was selected in fiscal 2016.
  
- Work was started in fiscal 2016 and largely completed by end of fiscal 2017. The new website was relaunched in Q1 2018.

## **3.0 POLICIES AND DEVELOPMENT INITIATIVES**

### **3.1 Short, Medium and Long Term Plans**

#### **International Best Practice**

In its thrust to attract foreign direct investment the agency must first attain international best practice. While many of the activities that contribute towards international best practice can be executed in parallel with the initiatives identified to strategically differentiate the country and TIP, the benefits of those strategies can only be realized through on attainment of best practice to improve competitiveness.

While attaining international best practice, the Agency will differentiate itself by uniquely addressing and executing the following strategies:

#### **Awareness**

Awareness builds on past excellence and establishes the agency and Trinidad and Tobago as a combined world-class brand. This would involve positioning the company nationally by collaborating with stakeholders while presenting a unique value proposition to investors. The agency would seek to differentiate brand T&T and create a more positive image of the country in the minds of stakeholders through consistent messaging and bespoke branding events. Increased awareness will positively influence the investment decision-making activities of key audiences.

#### **Access**

The Agency will have access to all levels of government and private sector leaders to facilitate investment. Additionally, the provision of access will best position the Agency to deliver on a value proposition that speaks to first class customer service. This approach will change the paradigm for the way in which the government facilitates investment and will augment the differentiation of the Agency from its regional and international competitors.

#### **Information**

The Agency will utilize information technology as a core tool to achieve all of its goals and it will serve as a conduit and clearinghouse for all investment projects in the country by coordinating with the private sector to link investment ready projects with interested investors. Up to date and relevant Information is the key to sound business decisions. The agency will exchange critical and accurate information in an easily accessible way through our direct interactions with foreign and local investors, as well as any other relevant stakeholders – including the public at large and the media via a variety of innovative online and offline methods.

## Product Improvement

Finally, the Agency’s approach to continuous product improvement will have the necessary impact of consistently being competitive. Product Improvement is the sustained activity required to address the developmental areas in each of the products/prospectuses/investment opportunities that the agency will be promoting to potential investors. While the agency will identify and deliver several investment prospectuses over the next four (4) years, these prospectuses will identify potential gaps or developmental areas that must be addressed in order for the prospectus to be internationally competitive. These activities must be completed prior to, or in parallel with, focused investor targeting and engagement.

By establishing a baseline of best practice and building upon that baseline with four (4) intertwined strategic approaches designed to differentiate the Agency from its competitors, it is possible to deliver maximum value.

### 3.2 Performance Objectives and Accomplishments

This section focuses on InvesTT’s overall performance for the year 2016/2017:

#### InvesTT’s Corporate Performance Report Fiscal 2016/17

Item	Deliverable	Unit	Target	Achievement as at September 30 2017	Notes
1	Operational				
	Tenants for Tamana Intech Park	No.	2	0	<p>TIC participation which generated 7 leads; Tenancy campaign in print and online</p> <p>16 Tamana site visits conducted with potential tenants (includes 3 arising from TIC):</p> <p>3 investment opportunities were pending at the close of fiscal 2017. The required funds to launch the tenancy campaign were received in June 2017. The campaign was launched in July 2017</p> <p>Revamping of Tamana.com website was completed by June 2017</p>
	Investments Closed #	No.	3	1	<p>One Investments closed #:</p> <p>Gianni’s Ices (frozen treats manufacture)</p> <p>Total TT\$2.11 million</p> <p>Diaspora Engagement Strategy was drafted</p>

Item	Deliverable	Unit	Target	Achievement as at September 30 2017	Notes
					Latin American Targeting Strategy drafted Targeted overseas mission was planned for the next fiscal: Canada
*	Reinvestments Closed ##	No.	4	3	Two Reinvestment closed ##: iQor (BPO) Edan K. Properties Limited (business park) 1949 Columbus Management Total TT\$157 million
	Increase average annual unique website visits from previous year	%	25%	-0.05%	<a href="http://www.investt.co.tt">www.investt.co.tt</a> .This website was updated during the fiscal and the revised website launched in Q1 2018
282%				tamana.com (since March 2017) 1421 unique visitors in September	
31%				Twitter 1208 followers as at September 2017	
9.0%				Linked-in 1854 followers as at September 2017	
22.0%				Facebook 2025 followers as at September 2017	
	Develop Audit Baseline Process	%	100%	100%	The audit baseline process was developed to track and validate investments over time. The Process Map was completed in Q2 and implementation piloted in Q3-4 As at September 30, 2017, fourteen (14) of the nineteen (19) forms sent to investors were returned, representing a 74% return rate.
	Deliver Project Profiles	No.	6	50%	PWC in field. First Report presented. Report was completed in February 2018 with 5 profiles as 2 of the original profiles were merged into one.
	Investor Satisfaction with InvesTT	%	80%	80%	80% investor satisfaction with InvesTT (August 2017 Survey)
<b>2</b>	<b>People</b>				
	Fill vacancies	No.	4	0	While there are currently vacancies to be filled the Strategic Plan and corresponding budget has not yet been approved by the Ministry of Finance.

Item	Deliverable	Unit	Target	Achievement as at September 30 2017	Notes
					Funding allocation for fiscal 2018 does not provide adequate funding for filling vacancies
	Staff Satisfaction Baseline Survey	No.	1	1	Staff Satisfaction Survey closed and disseminated. 40.72% satisfaction rate. Staff Morale Improvement Committee formed
	Performance Appraisals	%	100%	100%	Mid-year reviews for 2016/17 were completed in June. End of Year Appraisals for fiscal 2017 will be completed by October 31, 2017
	Revised HR Manual		1	30%	6 Leave and Attendances revised policies submitted to HRC. More time was determined to be required to review existing policies to fit InvesTT's company and staff profile
	Staff Training Programme		100%	10%	Training Schedule to be finalised for fiscal 2018 in October
	JD Review & Revision		1	95%	JDs submitted to HRC and HR for review. Meeting with HR Oct 6th to finalize
<b>3</b>	<b>Compliance</b>				
	Board Reports & Packages	%	100%	100%	Board package expected to be completed one week before the Board Meeting. Documents to be circulated electronically (via dropbox link) as agreed at 35 <sup>th</sup> Board Meeting April 11, 2017.
	Audit 2014	%	100%	100%	Approved by AGM. Published Aug 10 <sup>th</sup>
	Audit 2015	%	100%	100%	2015 statements to be presented at Special Shareholders' meeting for approval
	Audit 2016	%	100%	100%	2016 statements to be presented at Special Shareholders' meeting for approval
	MTI & MOF reporting requirements	%	100%	82%	The September reporting Compliance stands at 83% (MTI) and 82% (MoF). These ratios will improve in fiscal 2018 as the 2015 and 2016 financials have been approved. Delays are also incurred as most financial reports are

Item	Deliverable	Unit	Target	Achievement as at September 30 2017	Notes
					vetted by the Board prior to submission.
	Procurement	%	100%	<b>100%</b>	Audit report submitted by Audit department
<b>4</b>	<b>Financial</b>				
	Management of Budgets	%	100%	-	Challenges continue with late receipt of monthly recurrent cheque which impacts on timing of salaries payment

\*Two other reinvestments were targeted to close in fiscal 2016/2017, but were not realized due to internal decisions as well as delays in EMA compliance.

# An investment is considered closed when the investment letter is received from the investor and there is firm evidence of investment intent, such as a copy of signed lease. The investment value is calculated as the initial capital costs + Year 1 operating expenses:

## A reinvestment is considered closed when the reinvestment letter is received from the investor and at least three auditable services were provided to the investor. The investment value is calculated as the incremental capital costs of the reinvestment

**Total InvestTT Ltd. Costs 2016/17: \$9,762,379:**

**Total TT\$ value of investments & reinvestments closed 2016/2017:\$ 170,143,475**

**Ratio of \$ investments/reinvestments closed to \$ costs (2016/2017) : 17.43**

## **4.0 FINANCIAL OPERATIONS**

### **4.1 Budget Formulation**

- Budgets are based on the Company's mandate, priorities and policy.
- Budgets are prepared by Managers after careful study of their departmental mission/objectives/priorities for the upcoming year on a zero basis.
- Department budgets are then scrutinized by the respective Vice Presidents, the Finance Services Department and the President, with a view to establishing their soundness and compatibility with each other so that they may be meaningfully combined into divisional plans and ultimately a single financial plan for the entire company. This is then forwarded to the Board of Directors (BOD).
- Budgets are used to assess the performance of the Company.
- Budgets require approval by the Board of Directors.
- A system is used to monitor revenue and expenditure throughout the Company.
- Each department is expected to operate within its budget.
- The ongoing implementation of projects is assessed by the comparison of planned vs. actual expenditure.
- The Finance Services Department of e TecK, through the shared services agreement, prepares and circulates Monthly Management Accounts to the President for the ongoing monitoring of their actual results against planned/budgeted results for both operations and projects.



## 4.2 Expenditure versus Income

### InvesTT Limited

#### Audited Statement of profit or loss and other comprehensive income

Year ended 30 September 2017

(Expressed in Trinidad and Tobago dollars)

	Notes	<u>2017</u>	<u>2016</u>
		\$	\$
<b>Government subvention</b>	9	<u>8,404,936</u>	<u>9,959,096</u>
<b>Expenses</b>			
Operating	11	(1,734,835)	(2,983,631)
Administrative	11	<u>(7,839,385)</u>	<u>(9,622,198)</u>
<b>Operating deficit</b>		<u>(1,169,285)</u>	<u>(2,646,733)</u>
Finance costs		(12,518)	(31,672)
Interest income		16	14
Deficit before taxation		<u>(1,181,787)</u>	<u>(2,678,391)</u>
Taxation expense	12	(175,641)	-
<b>Deficit after taxation expense</b>		<u>(1,357,429)</u>	<u>(2,678,391)</u>
<b>Total comprehensive deficit of the year</b>		<u>(1,357,429)</u>	<u>(2,678,391)</u>

**InvesTT Limited**  
**Audited Notes to the financial statements**  
**For the year ended 30 September 2017**  
(Expressed in Trinidad and Tobago dollars)

11. **Administrative, operating and general expenses**

	<u>2017</u>	<u>2016</u>
	\$	\$
<b>Operating expenses</b>		
PSIP expense -001	1,425,006	2,162,307
PSIP expense -297	309,829	821,324
	<u><b>1,734,835</b></u>	<u><b>2,983,631</b></u>
 <b>Administrative expenses</b>		
Staff cost and related expenses	6,696,721	7,731,892
Motor vehicle rental	85,763	210,800
Motor vehicle oil & gas	128,939	155,838
Motor vehicle maintenance	4,500	18,978
Cell phones and private lines	23,970	43,208
Professional consultancy	42,906	55,191
Legal fees	64,617	1,320
Audit fees	56,250	56,250
Subscriptions	8,114	12,654
Telephone	99,384	127,974
Meetings and functions	125	10,609
Office rent	-	230,000
Office equipment rental	53,933	53,415
Office ICT services	5,519	25,427
Office utilities	-	14,262
Office maintenance	900	315,847
Office stationery and printing	9,488	13,628
Office supplies	-	2,131
Security expense	-	28,670
Courier services	70	45,086
Internet	49,281	-
Janitorial services	55,926	63,119
Pantry items	2,785	13,852
Settlement / claim fees	35,070	-
Depreciation	19,918	22,277
Directors fees and allowances	293,500	270,400
Directors – board meeting expenses	10,406	5,471
Insurance	50,461	47,196
Foreign exchange loss	39,421	17,327
Loss on disposal of assets	1,419	-
Corporate expenses	-	29,376
	<u><b>7,839,385</b></u>	<u><b>9,622,198</b></u>

**InvesTT Limited**  
**Audited Statement of financial position**  
**As at 30 September 2017**  
(Expressed in Trinidad and Tobago dollars)

	<b>Notes</b>	<b>2017</b>	<b>2016</b>
		<b>\$</b>	<b>\$</b>
<b>Assets</b>			
<b>Non-current assets</b>			
Office furniture and equipment	5	9,980	34,146
<b>Non-current assets</b>		<b>9,980</b>	<b>34,146</b>
<b>Current assets</b>			
Government Grants receivable	6 / 9	344,100	-
Due from related parties	6	37,752	38,172
Trade, other receivables and prepayments		-	49,255
Cash and cash equivalents	7	3,391,522	2,183,571
<b>Total current assets</b>		<b>3,773,374</b>	<b>2,270,998</b>
<b>Total assets</b>		<b>3,783,354</b>	<b>2,305,144</b>
<b>Equity and liabilities</b>			
<b>Capital and reserves:</b>			
Share capital	8	10	10
Accumulated deficit		(11,358,398)	(10,000,969)
<b>Total equity</b>		<b>(11,358,388)</b>	<b>(10,000,959)</b>
<b>Current liabilities</b>			
Trade and other payables	10	1,732,976	3,715,543
Due to related party	6	5,928,652	4,551,251
Deferred Government grants	9	7,304,473	4,039,309
Taxation payable	12	175,641	-
<b>Total current liabilities</b>		<b>15,141,742</b>	<b>12,306,103</b>
<b>Total equity and liabilities</b>		<b>3,783,354</b>	<b>2,305,144</b>

#### 4.3 **Debt Policy**

As per Section 1.3.9 of State Enterprise Monitoring Manual “The approval of the Minister of Finance **must** be obtained before any State Enterprise or their subsidiary enters into new debt obligations.”

#### 4.4 **Investment Policy**

InvesTT as a former subsidiary of e TecK adopted the following investment policy from e TecK:

Policy Statement	<p>It is the Policy of InvesTT to invest temporarily idle funds.</p> <p>Such investment shall be done prudently so as to preserve capital and to ensure adequate levels of liquidity, whilst maximizing returns.</p> <p>The policy establishes the methodology for control of funds invested by the Company and applies to all such investments.</p>
Corporate Guidelines	<p>InvesTT’s funding sources comprise subventions from the Government of Trinidad and Tobago. Investments shall be restricted to cash &amp; near cash securities.</p> <p>All investments shall be denominated in TT\$ or US\$.</p> <p>Acceptable investing instruments include Fixed Deposits, Money Market Funds, Investment Note Certificates, Treasury Bills or any other approved by the Board of Directors.</p> <p>Investment shall be restricted to Financial Institutions that have been rated by an internationally recognized rating agency, and at the time of placing the investment have an <u>Investment Grade Rating</u> or Financial Institutions which are approved by the Ministry of Finance.</p> <p>No more than ten percent (10%) of InvesTT’s portfolio is to be invested in any one financial institution and/or its subsidiaries.</p>
Procedure	<p>The Manager Finance Services, as part of the shared services agreement, at the start of each quarter will forecast the temporarily idle funds for the quarter and make recommendations to Board of Directors after taking into consideration the following factors:</p> <ul style="list-style-type: none"><li>• Current yields &amp; maturities; and</li><li>• The extent of the diversification of Investment Portfolio.</li></ul>

	On the basis of this information the Board of Directors will approve the placement of and indicate when investments are to be redeemed.
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#### 4.5 **Internal Audit Functions**

The audit function is a shared service from e TecK.

##### ***Audit Committee Charter***

Committee Charter outlines the provisions regarding the committee’s mission, duties, responsibilities and membership requirements.

The Audit Committee assists InvestTT in fulfilling the oversight responsibilities for the financial reporting process, the system of internal control, the audit process, and the company’s process for monitoring compliance with laws and regulations and the code of conduct.

##### ***Responsibilities***

The committee executes the following responsibilities:

##### **Financial Statements**

- A. Review significant accounting and reporting issues, including complex or unusual transactions and highly judgmental areas, and recent professional and regulatory pronouncements, and understand their impact on the financial statements.
- B. Review with management and the external auditors the results of the audit, including any difficulties encountered.
- C. Review the annual financial statements, and consider whether they are complete, consistent with information known to committee members, and reflect appropriate accounting principles.
- D. Review other sections of the annual report and regulatory filings before release and consider the accuracy and completeness of the information.
- E. Review with management and the external auditors all matters required to be communicated to the committee under generally accepted auditing standards.
- F. Understand how management develops interim financial documentation, and the nature and extent of internal and external auditor involvement.

- G. Review interim financial reports with management and the external auditors before filing with regulators, and consider whether they are complete and consistent with the information known to the committee members.

#### Internal Control

- A. Consider the effectiveness of the company's internal control system, including information technology, security and control.
- B. Understand the scope of internal and external auditors' review of the internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management responses.

#### Internal Audit

- A. Review with Management and the Internal Auditor the charter, activities, staffing and organizational structure of the internal audit function.
- B. Have final authority to review and approve the annual audit plan and all major changes to the plan.
- C. Ensure there are no unjustified restrictions or limitations, and review and concur in the appointment, replacement or dismissal of the Internal Auditor.
- D. At least once per year, review the performance of the CAE and concur with the annual compensation and salary adjustment.
- E. Review the effectiveness of the internal audit function, including compliance with The Institute of Internal Auditors' *International Standards for Professional Practice of Internal Auditing*.
- F. On a regular basis, meet separately with the Internal Auditor to discuss any matters that the committee or internal audit believes should be discussed privately.

#### External Audit

- A. Review the external auditors' proposed audit scope and approach, including coordination of audit effort with internal audit.
- B. Review the performance of the external auditors and recommend the appointment and discharge of the auditors to the Board of Directors.

- C. The Committee shall have responsibility for setting the compensation of the independent auditor, with the ratification by the Board.
- D. Review and confirm the independence of the external auditors by obtaining statements from the auditors on relationships between the auditors and the company, including non-audit services, and discussing the relationships with the auditors.
- E. On a regular basis, meet separately with the external auditors to discuss any matters that the committee or auditors believe should be discussed privately.

#### Compliance

- A. Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.
- B. Review the findings of any examination by regulatory agencies, and any auditor observations.
- C. Review the process for communicating the code of conduct to company personnel, and for monitoring compliance therewith.
- D. Obtain regular updates from management and company legal counsel regarding compliance matters

#### Reporting Responsibilities

- A. Regularly report to the Board of Directors about committee activities, issues, and related recommendations.
- B. Provide an open avenue of communication between internal audit, the external auditors and the Board of Directors.
- C. Report annually to the shareholders, describing the committee's composition, responsibilities and how there were discharged, and any other information required by rule, including approval of non-audit services.
- D. Review any other reports the company issues that relate to committee responsibilities.

#### Other Responsibilities

- A. Perform other activities related to this charter as requested by the Board of Directors.
- B. Institute and oversee special investigations as needed.

- C. Review and assess the adequacy of the committee charter annually, requesting board approval for proposed changes and ensure appropriate disclosure as may be required by law or regulation.
- D. Confirm annually that all responsibilities outlined have been carried out.
- E. Evaluate the committee's and individual members' performance on a regular basis.

### ***The Internal Audit Charter***

The Internal Audit Charter outlines the purposes, authorities and responsibilities of the Internal Audit Function.

The Purpose of Internal Audit is to assist the Board of Directors of InvesTT in fulfilling oversight responsibilities with respect to:

- InvesTT's compliance with legal and regulatory requirements;
- Assessment of the External Audit entity's qualifications and independence;
- Performance of InvesTT's internal audit function.

The internal audit function is a value added service aimed to evaluate effectiveness of controls for which management is responsible for establishing and maintaining. The process of internal auditing aims to provide an independent, objective assurance on the integrity of InvesTT's fiscal and operating systems.

On the whole, the objective of the programme of internal audit is to assist all levels of management in the effective discharge/performance of their obligations and responsibilities by providing independent analysis, appraisal, advice and recommendations concerning the activities reviewed.

Accomplishing the overall internal audit objective will require:

1. Reviewing and evaluating the adequacy and effectiveness of the system of internal controls;
2. Appraising the timeliness, reliability, usefulness and integrity of management, finance and operating data and reports;
3. Reviewing the systems established to determine the level of compliance with internal policies and procedures and government regulations, statutory requirements and other pertinent regulatory standards;
4. Evaluating the economy, efficiency and effectiveness with which InvesTT's resources are employed.
5. Recommending improvements to controls, operations and risk mitigation resolutions;



6. Coordinating work with the External Audit entity;
7. Reviewing with the President and the External Audit entity the results of external audit, including any difficulties encountered. This review will include any restrictions on the scope of the External Audit entity's activities or on access to requested information and any significant disagreements with the audit report.

## **5.0 HUMAN RESOURCE DEVELOPMENT PLAN**

### **5.1 Organizational Establishment**

InvesTT is in the process of revising our HR Systems to better support our developmental needs.

### **5.2 Category of Employees**

#### Types of Engagement:

1. *Permanent employment*

Appointed to the approved establishment to carry out the continuous day-to-day functions of the position;

2. *Contract employment*

Appointed to fulfill the specific needs of a project over a specific time period;

3. *Temporary employment*

Appointed to fill a position temporarily while the substantive holder is away on leave, or as a stop gap measure in a vacant position that is critically needed while the recruitment process is being pursued.

4. *Probation*

Three (3) months for (a) Office Support Staff; (b) Junior Professional 1; (c) Junior Professional II; and six (6) months for (a) Professional; (b) Senior Professional; (c) Middle Management and (d) Executive. Confirmation in the position only on successful completion of probation.

#### Termination Notice:

Three (3) months for Senior Professional to Executive and one (1) month for Office Support to Professional. Payment in lieu of notice may be applied.

### 5.3 Performance Assessment/Management Strategies

InvesTT operates a relational computerized web based Performance and Talent Management tool called Bullseye. The main features are as follows:

- Performance Planning and Goal Management to assure SMART goals/ Key Performance Indicators (KPIs) which are aligned with the Company's strategic intent inclusive of its Mandate and Vision
- Performance Monitoring and Goal Progress which require Bi-annual / yearly KPIs updates and review;
- Performance Reviews which are completed bi-annually and which target (a) Core and Role specific Competencies and (b) Goal Attainment. The employee self-appraises followed by his direct supervisor as the first appraiser and then by the Divisional Head as the second appraiser. Discussions are held at each stage of the process.
- Analytical Reporting in respect of the competencies (competency matrix) and by extension the organizational capabilities or goal achievement and the identification of blockages in the deliverable system. These are generated by employee, department, division and Company.

Benefits associated with the system are:

- Accessibility of performance data across the Company;
- Real Time performance information to take appropriate corrective action;
- Performance visibility at the executive and management levels
- Performance spotlighting by employee, department, division and Company;
- Relational pay for performance system;
- Valid data to support staff movement initiatives, i.e. succession planning, promotions, etc.

#### 5.4 **Promotion – Selection Procedures**

InvesTT's promotion policy is subsumed under the Staff Movements Policy. Its guiding principles are predicated on retention, morale and motivation, staff development and organizational capacity building and are in accordance with the following: -

- That there is an approved vacant position;
- Promotion from within the department will be made on the basis only of the most suitably qualified person for the job re (a) academic qualification; (b) training and experience; (c) skills and competencies and (d) superior performance over a two-year period;
- Seniority will apply where there is more than one suitably qualified candidate;
- Divisional Head authorizes the promotion;
- Vacancies are advertised internally where the talent does not exist within the department and interviews are held in accordance with the recruitment process.

#### **Recruitment and Selection Procedures**

This process is conducted in accordance with the HR Policy and is predicated on the selection of the highest caliber staff for all positions viz clerical; customer service; technical and skilled; professional and managerial and who demonstrate potential to fill higher positions and on the basis of the following: -

- An approved vacancy;
- The posting of vacancy notices in the Company and in the media;
- Recruitment Agencies may be engaged in the process to pre-screen and shortlist and or head hunt;
- Internal applicant screening and short-listing is conducted by the HR Department and the Line Manager;
- Applicant selection is accomplished through the interview and testing methods by a panel consisting of the Line Manager, the Human Resource Manager or the Senior Human Resource Officer (depending on the level of the position) and a suitably qualified independent official all of whom are competent in interviewing using the prescribed interview appraisal form;
- Background checks are also carried out to ascertain validity of information tendered and other data as required;
- The preferred candidate must also pass a pre-employment medical;

- The recruitment and selection process does not consider sex, colour, creed or religion nor physical or age impediments once within the Company's minimum limit and retirement age regulation and as long as the factors do not affect the person's ability to perform the service requirements of the job;
- Terms and conditions of employment are detailed in the engagement letter;
- Employment and employment practices are subject to and governed by the labour legislation of Trinidad and Tobago and that of the wider geographical community serviced.

## 5.5 **Employee Support Services**

The Employee Assistance Programme (EAP) is facilitated by a recognized provider. The service assists all employees and their immediate family to manage their life challenges that may warrant professional insight and expertise to direct them to better cope on the job and in their personal lives. The programme also assists Management in dealing with conflict and troubled employees.

### **Benefits / Conditions of Employment**

1. Pension / Annuity
2. Group Health Insurance
3. Group Life, Accidental Death, Dismemberment and Critical Illness Insurance
4. Employee Assistance Programme
5. Paid Annual Vacation Leave
6. Paid Sick Leave
7. Paid Maternity Leave
8. Paid Paternity Leave
9. Paid Casual Leave
10. Paid Jury Service Leave
11. Paid Bereavement Leave
12. Employee Initiated Training and Development
13. Joint Contribution Savings Plan
14. Travel Allowance
15. Pay for Performance and Bonus
16. Cellular Phones
17. Flex-time
18. Reward and Recognition
19. Subsistence

## **6.0 PROCUREMENT POLICIES**

“InvesTT is committed to ensuring an equitable, transparent and accountable process in the purchasing of goods and the provision of works and services and in the disposal of its assets”.

Generally, the tendering process is utilized for the procurement of goods, works and services for InvesTT. The process begins with an Invitation to Bid/Request for Proposal/Request for Quotation and ends with a Contract.

The tendering process is governed by InvesTT Tenders Rules and Procedures approved by the Teck’s Board of Directors on 17<sup>th</sup> February 2004 and amended from time to time.

### **6.1 Open Tender**

General Outline of the Standard Tender Process for Open/Public Tendering:

Open or Public Tendering is the process whereby invitations to tender are issued through advertisements or other forms of public notice. All interested contractors and suppliers are free to submit tenders. Invitations to Bid are published in the local and international press, the internet or in selected journals, as may be necessary.

Open tendering may be used when the Company’s list of approved Contractors does not cater or adequately cater for particular types of Goods, Works and/or Services, where it is competitively more advantageous and/or where the terms and conditions of Company borrowings so require.

The following three (3) methods of procurement may be employed for open/public tendering:

#### **i) The One Stage Two Envelope Process**

This process is conducted by issuing a tender requesting post-qualification information separate from technical and price information. The tender invitation will specify that tenders are to be submitted in two sealed envelopes - Envelope I containing the post-qualification information and Envelope II containing the technical and price proposals.

Envelope I shall be opened first and the post-qualification information shall be evaluated, while Envelope II remains sealed. Envelope II of only those bidders who have met the specified post-qualification criteria would be opened for

evaluation. Envelope II of the bidders who failed to meet the specified post-qualification criteria will be returned unopened.

ii) The Two Stage Process

This process is conducted by issuing two separate procurement documents; the first document being an Invitation to Pre-qualify for Works and/or Services or, alternatively, an Invitation for Expressions of Interest for consultancy services in the first stage, and the second document being a Request for Proposal/ Invitation to Tender in the second stage.

The first stage is the stage at which pre-qualification information is requested to assess the applicant's ability to deliver the subject Works and/or Services. Only those responsive applicants substantially meeting the specified pre-qualification criteria shall proceed to the second stage, where they would be invited to bid.

In the case of Works and/or Services the Tender submitted in stage two contains the whole Bid comprising the technical information and price proposals in one or two sealed envelope/s as may be required. The lowest evaluated responsive bidder is deemed to be the preferred bidder.

This process is best used for large high value contracts or regardless of value when Works and/or Services including consultancy services are major or complex or of critical importance and/or where the contract duration is long. This process ensures that tender invitations are only extended to bidders who have the adequate experience, capabilities and financial resources to perform the subject Works and/or Services.

- iii) Bidders are asked to submit technical and commercial bids in separate sealed envelopes. Upon the closing of the tender the technical envelope is opened and evaluated. Only those tenderers who have passed the technical threshold have their commercial bid opened. Those who have failed to pass the technical criteria have their commercial bid returned to them unopened.

**Approvals for Open/Public Tendering**

Arranging for the placement of all advertisements or public notices in the relevant newspaper/journal shall be the responsibility of the User Department in conjunction with the Marketing & Communications Department.

**The processes outlined under Selective Tendering will apply as far as applicable.**

## **Central Tenders Board Procedure to be Supplemental to Rules**

With respect to any matter not expressly provided for in the InvesTT Tender Rules, the Tenders Committee may be guided by the provisions of the Central Tenders Board Ordinance 1961 (No. 22 of 1961) and the Central Tenders Board Regulations 1965 (GN. 127/1965), as amended, in so far as those provisions are not inconsistent with the directives and policies expressed or implied in these Rules.

### **6.2 Selective Tender**

#### General Outline of the Standard Tender Process for Selective Tendering

Selective Tendering is the process whereby tenderers are selected for invitation from the Company's list of approved Contractors and/or where justified, Contractors are specifically approved by the President or the Chairman of the Board Tenders Committee.

The standard process leading to an award of contract via selective tendering is as follows:

1. A user department may wish to have particular works or services executed or goods procured for a designated/approved InvesTT project.
2. The Terms of Reference (TOR) /Scope of Works (SOW) / Scope of Services is therefore completed by the user department; in some cases in conjunction with Independent Consultants.
3. An in-house estimate of what it may cost is prepared.
4. The Pre-Qualification Register is checked to see if such category of works/services exists and if so, which contractors are already pre-qualified with InvesTT to provide such goods, works or services.
5. If there are sufficient pre-qualified contractors on the Register, these are the firms/persons to be invited to tender.
6. If the list is inadequate or there is no such category or works/services in the Pre-Qualification Register, then inquiries are made (in conjunction with Independent Consultants and other state companies) to create a short list of contractors who can provide such works or services.

7. Such listing is submitted to the President for approval to invite (this is allowed for under the Tender Rules).
8. Meanwhile, complete technical documents are prepared by the user department (usually in conjunction with Consultants) including a Bill of Quantities (if applicable), Technical Specifications, Appendices, Drawings etc. and the TOR/ SOW listed in 2 above.
9. The technical documents along with the list of contractors to be invited (whether approved by the President or derived from the Pre-Qualification Register) are forwarded to the Procurement Department to issue the tender invitation. Tenders estimated to be > \$5,000 are issued by the Procurement Department.
10. Letters of invitation together with full tender packages (including the technical documents listed at 8 above and the Procedure for Bidding, Draft Contract and/or general conditions of contract, particular conditions of contract, Form of Tender, Security documents etc.) are prepared and issued to tenderers in exchange for a tender fee where applicable.
11. In some cases, mandatory/non-mandatory pre-tender meetings/site visits are held prior to tender closing dates.
12. Tenders are opened on the stipulated closing date (set out in the invitation letter) by the Secretary Tenders Committee or her delegate and a Vice President/Manager.
13. Tender details (price and bidders' names) are announced and recorded at public openings, unless otherwise specified.
14. Bids received are submitted to the user department for evaluation. When the evaluation is completed (pursuant to an approved evaluation criteria and by an appropriate evaluation team), an appropriate tender evaluation report is prepared and submitted to the Secretary, Tenders Committee for onward distribution to the relevant committee or person for approval. This is dependent on the value of the recommended award, details of which are set out under "Financial Approval Limits".
15. If and once approved, the appropriate "Letter of Award" is issued by the Secretary, Tenders Committee via the Procurement Department and the Contract is prepared by the Legal Department for acceptance and execution by the contracting parties.



16. Once executed, copies of the executed contract are forwarded to the user department (to commence the works/services or procure the goods) and the Finance Department (for payment purposes). The original contract is lodged within the Legal Department's records.
17. The user department then becomes responsible for administration of the contract and execution of the works/services or procurement of the goods.

### 6.3 **Sole Tender**

#### General Outline of the Standard Tender Process for Sole Tendering

Sole or Direct Tendering refers to procurement from a selected supplier without inviting competing tenders from any other suppliers. The procedures to be applied for sole or direct tendering are set out in InvesTT's Tender Rules.

InvesTT's Tender Rules provides that:

The Company may without inviting Tenders, purchase Goods or secure the performance of Works and Services under the following circumstances:-

- (a) Where there is a limitation of source of supply of Goods or performance of a Service, or where the Goods comprise part of a system already in use by the Company, or where the Goods are spare or replacement parts for Goods already in use;
- (b) Where the Company, after diligent efforts, is unable to secure a contract because all the bid prices that have been received are significantly in excess of the in-house estimate or exceed the funds available for the supply of Goods or the undertaking of Works or Services, as the case may be;
- (c) Where the Company, after diligent efforts, is unable to secure a contract because no substantially responsive bids have been received; and
- (d) Where only one Contractor is capable or available or identified as having the qualifications or special proficiency, experience and skill of exceptional worth, expertise and/or equipment to do the stated Works and Services;
- (e) Where a Consultancy Service is a special assignment, provided that, the Consultant is the best qualified one selected from a short-list of consultants established on the basis of qualification, experience and competence relevant to the assignment and the selected consultant is approved by the Chairman or the Management Tenders Committee;

- (f) Up to a value of One Hundred Thousand Dollars (\$100,000) where the Works and Services are of an urgent and critical nature, i.e., there is some measure of risk to people or property and the profitability of the Company's operations so demand;

In cases of emergency such that a situation requires immediate action, a Vice President, if unable to contact the person or persons with the appropriate authority may award contracts for Works and Services necessary to bring the situation under control. Within two (2) working days of the termination of the emergency, a written application should be made to the relevant Committee for ratification of the action taken. This application shall include a statement of the emergency nature of the circumstances that prompted the action;

- (g) Where in the discretion of the Company it is advantageous and expedient to the Company's operations to conclude an arrangement with a preferred supplier of Goods, Works and Services.

PROVIDED, ALWAYS that, the approval of the Chairman of The Board Tenders Committee (BTC) must first be obtained prior to giving effect to (b), (c) and (g) above.

Note: Having regard to the nature, timelines and estimate of the value of the sole bid, the President has also been delegated by the Board to approve the issuance of sole bids.

**Once the request to issue a sole bid is approved, the processes outlined under Selective Tendering will apply as appropriate.**

## **7.0 PUBLIC AND COMMUNITY RELATIONS**

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

All of InvesTT's services are available through our website as well as via telephone or meetings in person.

### **7.2 Community and Stakeholder Relations/Outreach**

InvesTT regularly engages our stakeholders either through one on one sessions or through stakeholder engagements that take place on an ongoing basis.

### **7.3 Strategic Partnerships**

A critical component for InvesTT's facilitation role is the effective ongoing management of all critical external stakeholders. These stakeholders have been identified as the regulatory agencies and government ministries who provide critical regulatory approvals, funding, referrals and incentives. In this regard, external stakeholders hold the key to satisfying our investors' needs. As such, an effective network and partnership strategy is a prerequisite for InvesTT's positive impact on investors, customer service and reputation as an Investment Promotion Agency that brings value to the investor.

InvesTT continues to adopt a proactive and open approach to building and sustaining its stakeholder network. This approach advocates the use of personal relationships with key stakeholders, the development and maintenance of an open database of contact information and the requirement to hold periodic purposeful meetings. These tasks have become integrated into InvesTT's standard operating practice for all personnel that facilitate the administration of existing and new investors and the development of new commercial and industrial facilities.

Some of the key entities that InvesTT partners with to execute our Mandate are:

- Ministry of Trade & Industry
- Inter-Ministerial Committee on Investment Facilitation & Approvals
- Ministry of Planning and Development
- Ministry of Works and Transport
- Ministry of Foreign & CARICOM Affairs
- Ministry of Tourism & Tourism companies
- Tobago House of Assembly
- Statutory Agencies and Utilities (Town & Country, WASA, T&TEC etc.)
- Evolving TecKnologies and Enterprise Development Company Limited (e Teck)
- Economic Development Advisory Board

- CreativeTT
- exporTT
- Commissioner of State Lands (CoSL)
- Chaguaramas Development Authority (CDA)
- Maritime Services Division
- Trinidad and Tobago International Financial Centre (TTIFC)
- Trinidad and Tobago Free Zones (TTFZ)
- Immigration Division
- Customs and Excise Division
- Seafood Industry Development Company (SIDC)
- Airports Authority of Trinidad and Tobago (AATT)
- University of Trinidad & Tobago
- COSTAATT
- The University of the West Indies