



**ADMINISTRATIVE
REPORT
2012-2013**

**PRINCES TOWN REGIONAL
CORPORATION**



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LIST OF ACRONYMS

CALGA	<i>Caribbean Association of Local Government Authorities</i>
CARICOM	<i>Caribbean Community</i>
CARILED	<i>Caribbean Local Economic Development Program</i>
CEO	<i>Chief Executive Officer</i>
CFLGM	<i>Caribbean Forum of Local Government Ministers</i>
CIDA	<i>Canadian International Development Agency</i>
CLGF	<i>Commonwealth Local Government Forum</i>
COSTAATT	<i>College of Science, Technology and Applied Arts of Trinidad and Tobago</i>
CPO	<i>Chief Personnel Officer</i>
ECCE	<i>Early Childhood Care and Education</i>
FCM	<i>Federation of Canadian Municipalities</i>
LED	<i>Local Economic Development</i>
MSME	<i>Micro, Small and Medium Sized Enterprises</i>
NEOC	<i>National Emergency Operations Centre</i>
NUGFW	<i>National Union of Government and Federated Workers</i>
ODPM	<i>Office of Disaster Preparedness and Management</i>
OSHA	<i>Occupational Safety and Health Act</i>
PMCD	<i>Public Management Consulting Division</i>
PMI	<i>Project Management Institute</i>
PSA	<i>Public Services Association</i>
PSIP	<i>Public Sector Investment Programme</i>
SWMCOL	<i>Solid Waste Management Company Limited</i>
TTPS	<i>Trinidad and Tobago Police Service</i>
UTT	<i>University of Trinidad and Tobago</i>
WASA	<i>Water and Sewerage Authority</i>

1.0. INTRODUCTION

Caribbean local government authorities have historically been viewed as critical to our regions development (Ragoonath, 2000).¹ This is because local government is the closest tier of Government to ordinary citizens, thus allowing for the provision of essential public goods and services at the local level (Commonwealth Secretariat, 2005)². In order to maximise the welfare and improve the standard of living of citizens, it is imperative that these goods and provided by local government authorities match the needs of the public and be delivered in an efficient and timely manner.

In the Commonwealth Caribbean, there is no uniformity in the local government system as it varies from country to country. In Trinidad and Tobago, the country is divided into fourteen regions (See *Figure 1*), where in each region, there is one Municipal Corporation responsible for providing local government services to the citizens within that area. There are currently- two (2) City Corporations, three (3) Boroughs and nine (9) Regional Corporations.



¹ Ragoonath, B. 2000. "Challenges for Local Government in the Caribbean" *Governance in the Caribbean*, edited by Selwyn Ryan & Anne Marie Bissessar. T&T Multimedia Production Centre, St. Augustine.

² Commonwealth Secretariat, 2005. "Local Democracy and Good Governance in the Caribbean. Report of the Regional Symposium held in Montego Bay, Jamaica, April, 2004. UK: Commonwealth Secretariat.

The Corporation manages a land space of approximately 62,000 hectares with fifty six (56) communities throughout the region *See Figure 3*. There are nine electoral districts which are-

1. New Grant/ Tableland
2. Ben Lomond/Hardbargain/Williamsville
3. Hindustan /Indian Walk/St. Mary's
4. Corinth/Cedar Hill
5. Inverness/Princes Town
6. Moruga
7. Fifth Company
8. Reform/ Manahambre
9. Lengua/ St. Juilen

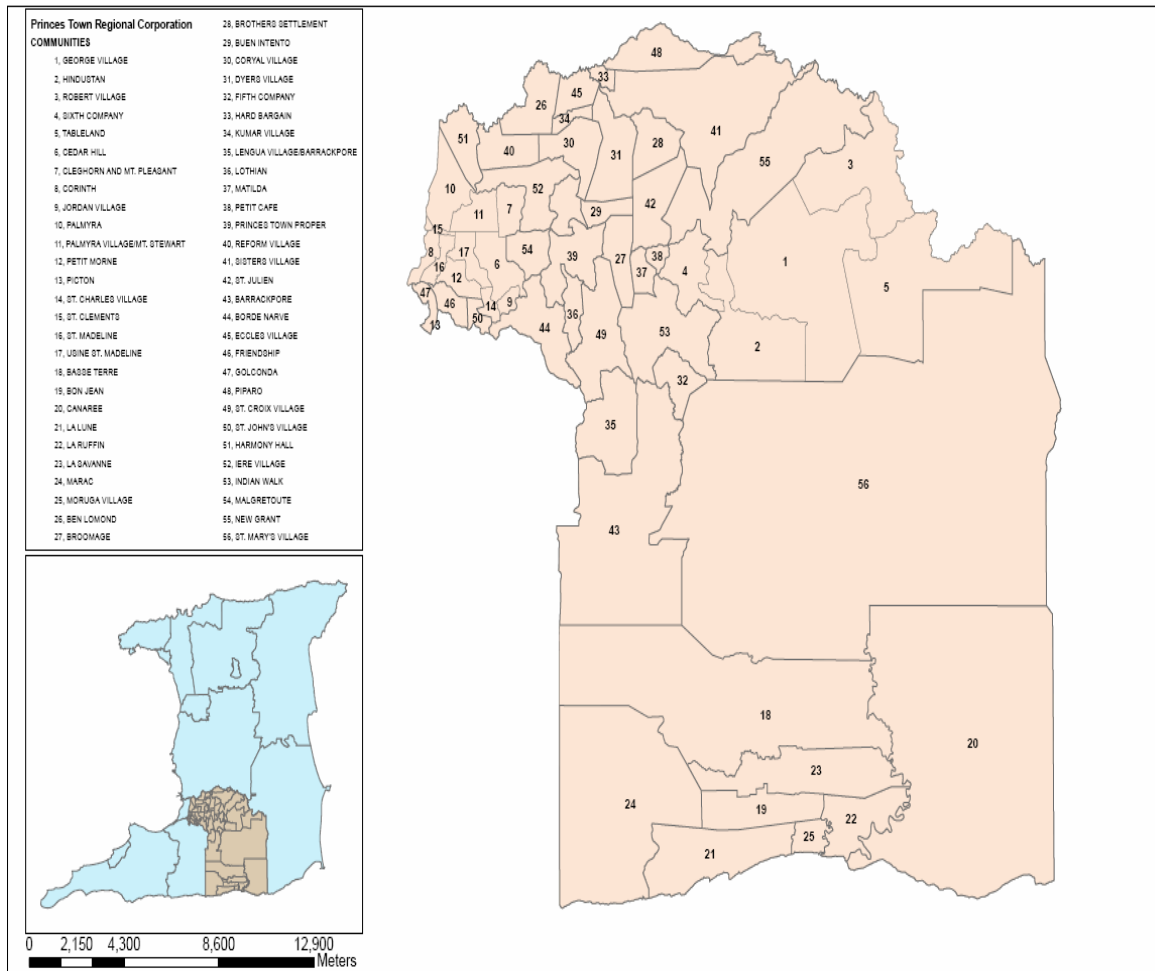
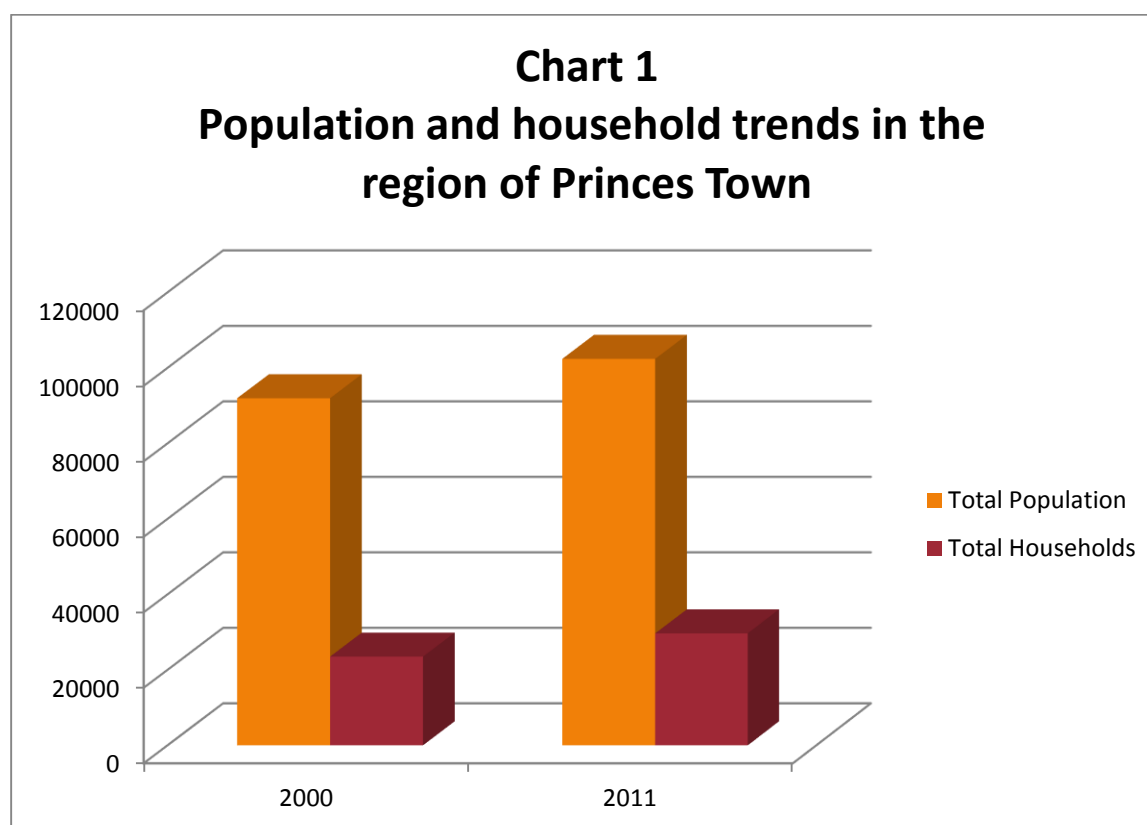


Figure 3- Map showing the boundaries of Princes Town and its communities

According to the Trinidad and Tobago Census 2011, the region of Princes Town has a population of 102,375 which accounts for 7.7% of the total population of the country and the fifth largest population in Trinidad and Tobago. This is an 11% increase as compared to the year 2000 where the recorded population figure was 91,947. There are also 29,661 households in the region, a 26% increase compared to the year 2000. *See Chart 1.*



Data Source- Trinidad & Tobago Central Statistical Office, 2011

The region of Princes Town is very diverse. The main hub is Princes Town proper where there is a wide mix of commercial and government services. These include-

- Groceries
- Hardware
- Furniture stores
- Clothing stores
- Specialty/Variety stores
- Malls
- Restaurants/Food outlets

- Pharmacies
- Insurance agencies
- Travel Agencies
- Banking
- Postal
- Police
- Revenue
- EBC
- Social welfare
- Licensing
- Agriculture
- Hospital
- Library
- Schools- ECCE centres, primary & secondary and a UTT Campus located at Corinth Teachers College

The town itself is a hub of activities as it is one of the major shopping areas that attract those from outside of the region. It is also accessible as its location provides a link to all areas within the country through its road network and via maxis, taxis and buses. There are also many dynamic small scale industries throughout the region such as block factories, saw mills, logging, furniture manufacturing, wrought iron works and garment industries. There are also many active and vibrant sports clubs, community groups and village councils. The region also has a rich historical and cultural background which is a source of pride by residents. These include-

- St. Stephen's Anglican Church- two (2) poui trees planted in the yard by Prince Albert and Prince George in 1880. Thereafter, the town was renamed from Mission to Princes Town, which is celebrated yearly and called Princes Town Week. Also, in the year 1870, famous English writer, Charles Kingsley visited to preach at this site.
- Darling House- Located at Lothians Road, the home of Harry Darling where Prince Albert & Prince George overnighted
- Churches of all denominations

- Temples and Mosques
- Ramleela Ground at Matilda
- Cedar Hill- Ramleela Ground; First plantation to receive indentured labourers from India; Tombstone dating back to 1841 commemorating the death of William Holmes Esquire- an Estate overseer and his wife, Anne
- Moruga Festival (Puntá De La Playa) -celebrating the discovery of Trinidad through the re-enactment of the landing of Christopher Columbus
- Oldest Presbyterian Church- Iere Memorial Presbyterian Church
- One of the Oldest Hindu Temple in Trinidad located in Tableland
- Local delicacy ‘doubles’ originated in Princes Town

Additionally, there are many tourist attractions in the region which include-

- The Devils Woodyard
- Moruga Mud Volcano
- Piparo Mud Volcano
- Moruga Beaches
- Moruga Spring Bridge
- Triveni Hindu Temple at Williamsville
- Usine St. Madeline Sugar Factory
- Dunmore Hill Tank Site- one of the highest points in the region which houses a large water tank belonging to WASA

Despite the many positives, the region is still faced with many challenges, namely, unemployment, traffic congestion, lack of parking facilities, illegal dumping, landslips, squatting etc.

2.0 ROLE AND FUNCTION

2.1. Legal Framework

The Princes Town Regional Corporation is governed by the ***Municipal Corporations Act # 21 of 1990*** and its amendments where it is responsible for delivering goods and services to its burgesses.

According to the Act, the Corporation is responsible for the following-

‘the distribution of truck- borne water subject to the provisions of the Water and Sewerage Act;’

‘the provision, maintenance and control of all Corporation building’

‘the maintenance and control of homes for the aged established by the Corporation’

‘subject to any other written law, the maintenance and control of child care centres, established by the Corporation’

‘the construction and maintenance of all drains and water courses except main water- courses and highway water courses’

‘the provision, maintenance and control of such parks, recreation grounds, beaches and other public spaces as the President may from time to time by Order prescribe’

‘the promotion of development within the Municipality in accordance with plans approved by the Minister with responsibility for physical planning’

‘the maintenance of state property including- such police stations health centres, post office and other government buildings as the Minister to whom responsibility for construction and maintenance of buildings is assigned may by order determine’

‘the maintenance, control and enhancement of the physical environment including- monitoring water- courses, beaches and water- front areas, swamps forests, game sanctuaries, savannahs, parks and other open spaces’

‘ the disposal of garbage from private and public property, the development and maintenance of sanitary landfills, chemical treatment for insect and vector control, abatement of public nuisances and dissemination of information for primary health care’

‘the development, construction, maintenance and repair of passenger bus and taxi shelters and benches’

'the co-ordination of local and regional trade fairs, athletic events and cultural displays and entertainment'

'the collection and distribution of forms issued by Departments of Government'

'the maintenance and control of burial grounds and crematoria, subject to the provisions of the Public Burial Grounds Act and Cremation Act'

'the provision, maintenance and control of public pastures and recreation grounds, subject to the provisions of the Recreation Grounds Act and Pastures Act'

'such other functions as the President may from time to time by Order prescribe.'

The Corporation must also adhere to other legal forces. These include-

- The Civil Service Act
- The Public Service Commission Regulations
- The Standing Orders
- The Town & Country Planning Act
- The Equal Opportunity Act
- The Highways Act
- The Collective Agreement
- The Financial Regulations
- The Financial Instructions
- The Exchequer & Audit Act
- The Central Tenders Board Ordinance
- The Occupational Safety & Health Act 2004
- The Cremation Act
- The Burial Grounds Act
- The Recreation Grounds & Pastures Act
- The Industrial Relations Act
- The Public Health Ordinance
- The Litter Act
- The Dog Act
- The Disaster Measures Act
- The WASA Act

2.2. Organisational Structure

The Princes Town Regional Corporation is made up of a Political Arm which is the Council and the Administrative Arm.

The Council is elected for a three year term and consists of eleven (11) members. It is headed by a Chairman, nine (9) councillors each representing an electoral district and also one (1) Alderman. It is the role of the Council to collectively make policy decisions with respect to the services offered on behalf of the communities they represent. These decisions are made at one of the four (4) monthly Standing Committees Meetings as required by the Municipal Corporation's Act. These meetings are aligned to the various functions of the Corporation which are-

1. Physical Infrastructure
2. Finance, Planning & Allocation of Resources
3. Personnel
4. Public Health

The Statutory Meeting is held at the end of each month in order to ratify all decisions made at the Standing Committee Meetings.

The Regional Coordinating Meeting, also required by the Municipal Corporations Act is also held monthly. This is where representatives from different agencies chaired by the Chairman of Council come together to ensure that work carried out is structured and done in a planned and coordinated manner so that there is no misunderstanding or duplication of work.

Sub- committees are also appointed to deal with other matters that the council may consider appropriate. These committees include-

1. Implementation/Public Relations/Publications Committee
2. Institution, Facilities/Security Management Committee
3. Building Committee
4. Market and Vending Management Committee
5. Rural Development Committee
6. Cultural, National Days and Festivals Committee
7. Agricultural Committee

8. Youth Outreach Committee
9. Sporting Committee
10. Occupational Health and Safety Committee
11. Social Services Committee
12. Woman Affairs Committee
13. Education Committee
14. Environment Committee
15. Tourism, Nature Trails, Open Spaces and Parks Committee
16. Transport Committee
17. Disaster Preparedness and Management Committee

The Administrative Arm of the Corporation is under the leadership of the Chief Executive Officer (CEO) who is responsible for the implementation of decisions made by Council. The CEO is responsible for the overall administration of the office and coordinates the work of various departments of the Corporation to ensure that work is executed in an efficient and transparent manner. These departments include-

- | | |
|-------------------------------------|---------------------|
| 1. Accounts | 8. Tenders |
| 2. Technical | 9. Registry |
| 3. Public Health | 10. Health & Safety |
| 4. Personnel & Industrial Relations | 11. Personnel |
| 5. Secretariat | |
| 6. Municipal Police | |
| 7. Disaster Management Unit | |

See Figure 4 for Organisation Chart

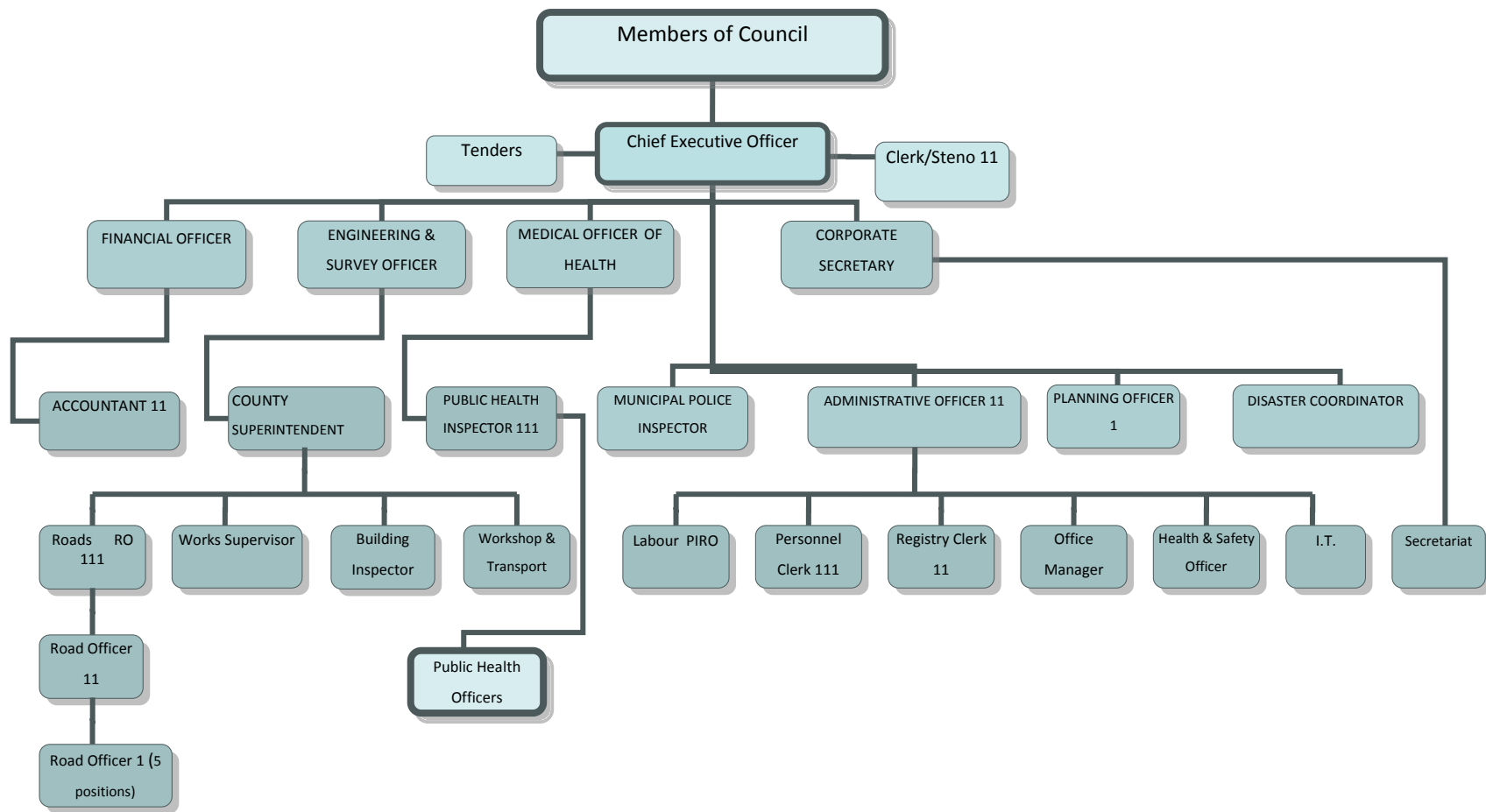


Figure 4- Organisational Chart of the Princes Town Regional Corporation 2012-2013

3.0. HUMAN RESOURCE MANAGEMENT

3.1. Overview

The Princes Town Regional Corporation is the largest employer in the region, thus, instrumental towards the development of the region. The Corporation provides employment for over eight hundred (800) workers on a daily basis. This can further be broken down into-

- Monthly Paid - 84
- Contract workers- 19
- Daily Rated - 703
- Short term employment- 56
- On the job trainees- 3

Chief Officers

According to the *Municipal Corporations Act 21 of 1990*, the Corporation shall have five (5) Chief Officers. These are-

1. The Chief Executive Officer
2. The Corporation Secretary
3. The Treasurer
4. The Engineer
5. The Medical Officer of Health

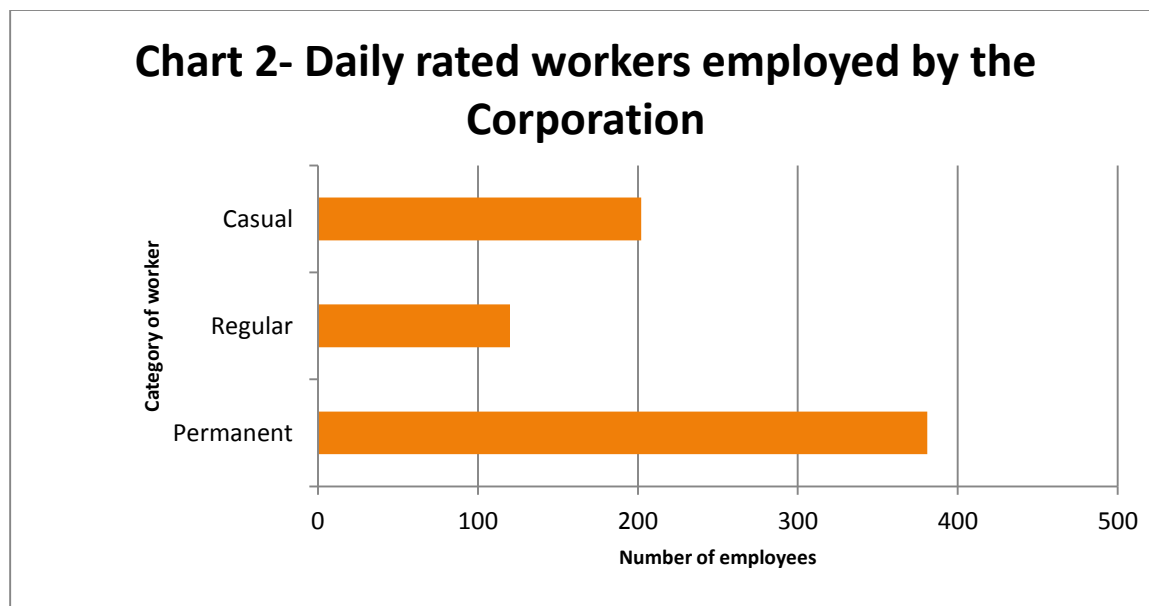
Monthly Paid Staff- The monthly paid staff of the Corporation provide support services to the Chief Executive Officer who is responsible for their overall management in the execution of the work. They are provided by the Public Service Commission to the Ministry of Local Government who then assign staff to the Corporation. They are represented by the Public Services Association (PSA) where their salaries and conditions of service are negotiated with the Chief Personnel Officer (CPO). These positions include secretarial, clerical, administrative, professional, technical and manipulative.

Contract workers- The contract workers of the Corporation consist of- the Corporate Secretary, the Financial Officer, the Medical Officer of Health, the staff of the Disaster Unit, the Litter

Wardens and the Public Health Officers. They are hired by the Ministry of Local Government and their terms and conditions of work are negotiated by the Ministry of Local Government and the Chief Personnel Officer.

Daily Rated workers- The daily rated workers are recruited by the Corporation and provide a means of direct labour. They can be broken down into- permanent, regular and casual workers. They make up skilled and unskilled workers. The administration is guided by the Collective Agreement which states the wages and conditions of service of the daily rated workers. This is negotiated by the National Union of Government and Federated Workers (NUGFW), who is the union representative of the daily rated workers and the CPO.

Chart 2 represents the daily paid workforce of the Corporation for the financial year 2012-2013.



3.1. Human Resource Challenges

Human Resource Management can be defined as a function that is performed in an organisation that facilitates the most effective use people (employees) to achieve the organisation's goals. In a rapidly growing region where burgesses are demanding efficient and effective services, the Corporation strives to effectively manage its human resources in order to achieve customer

satisfaction. This is done through manpower planning, recruitment, training & development, performance appraisal and industrial relations. *See Figure 5.*



Figure 5- Illustration of the Human Resources Management function of the PTRC

However, there are many challenges faced by Corporation. These include-

- Delays in the filling of vacant posts and unfilled positions due to dependency on the Public Service Commissions to provide adequate staff
- An ageing labour force
- Limitation of past and ongoing Collective Agreements
- Changes in current and new legislation
- Some senior workers reluctant to learn and adapt to technological changes
- The inability of the Corporation to source its monthly paid staff directly from the Public Services Commission

During the period 2013, the Princes Town Regional Corporation met with the Public Management Consulting Division (P.M.C.D) of the Ministry of Public Administration to provide justification

for the hiring of additional positions that are deemed relevant for the Corporation and will contribute towards more efficient and effective service delivery. See *Table 1*.

Training of staff is done regularly as the Corporation recognises the importance of training and improving the skills of its workers. Hence, thirteen (13) training sessions was provided for staff development from the period December 2012- September 2013.

POSITION REQUESTED	NUMBER OF OFFICERS	STATUS TO DATE
Human Resource Officer 111	1	Awaiting PMCD decision
Human Resource Officer 11	1	Awaiting PMCD decision
Human Resource Officer 1	3	Awaiting PMCD decision
Auditor 11	1	Awaiting PMCD decision
Auditor 1	1	Awaiting PMCD decision
Auditing Assistant	3	Awaiting PMCD decision
Project Officer	2	Awaiting PMCD decision
Public Health Inspector I	4	Awaiting PMCD decision
Supervisor Litter Prevention Wardens	1	Awaiting PMCD decision
Road Officer I	3	Awaiting PMCD decision
Works Supervisor II	1	Awaiting PMCD decision
Works Supervisor I	2	Awaiting PMCD decision

Table 1- Proposal for additional positions at the Princes Town Regional Corporation

4.0. FINANCIAL MANAGEMENT

Financial Management deals with the most efficient use of funds to ensure that resources are allocated in a manner to achieve the overall service objectives. The Accounts Department of the Corporation is responsible for managing all the finances of the Corporation. It is headed by the Financial Officer who is one of the Corporations Chief Officers.

The department must operate within a legal framework to deal with revenue and expenditure and is guided by-

- The Financial Regulations
- The Financial Instructions 1965
- Exchequer & Audit Act, Chapter 69:01
- The Constitution of the Republic of Trinidad and Tobago Chapter 1:01
- Act 21 of 1990- Municipal Corporations Act, Part VI

The objectives of the Accounts Department is as follows-

- To effectively manage funds.
- Ensure that payments documents (vouchers) comply with regulations.
- To collect revenue.
- To ensure payment of bills and utilities are made in a timely manner.
- Timely processing of payroll.
- To address budget and any changes.
- To ensure appropriate customer service.
- To ensure all books and records are done in accordance with accounting best practices and financial regulations.

Funding is received at the beginning of each financial year through the Ministry of Finance. It is based on the submission of the Corporation's Draft Estimates which shows financial projections for work to be carried out in the new financial year. There is a process that the Corporation must adhere to before any money is released from the Ministry of Finance to provide services. *See Figure 6.*

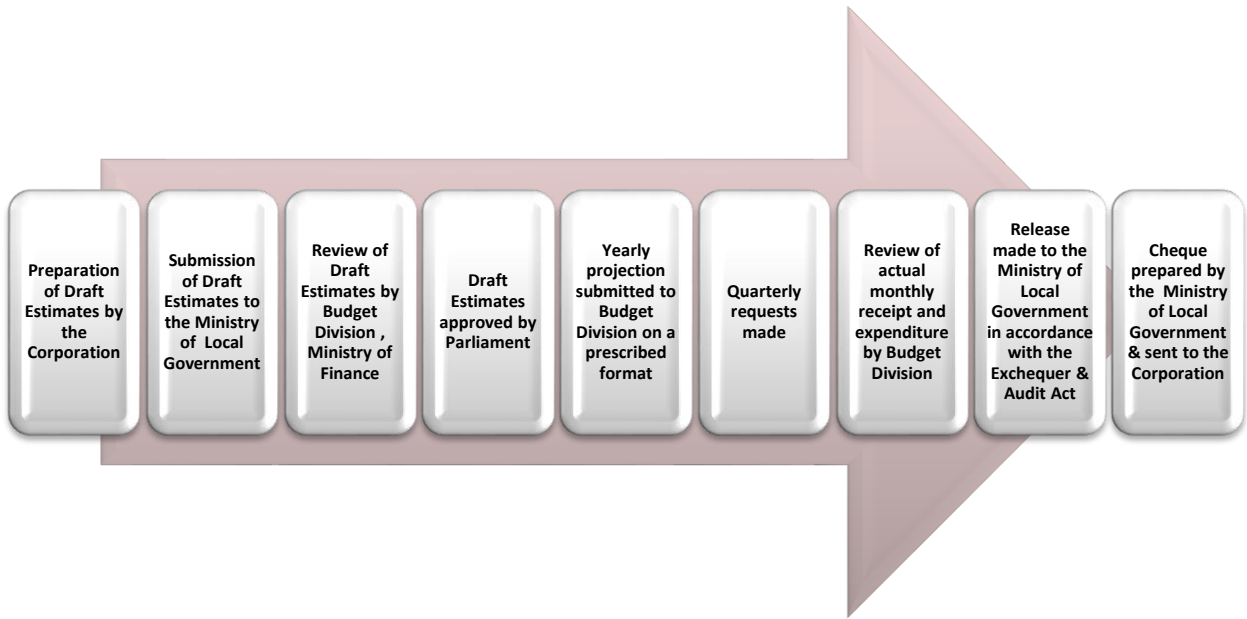


Figure 6- Process for the release of funds

Revenue is also earned by the Corporation through bank interest and from chargeable services provided to its burgesses. These chargeable services include-

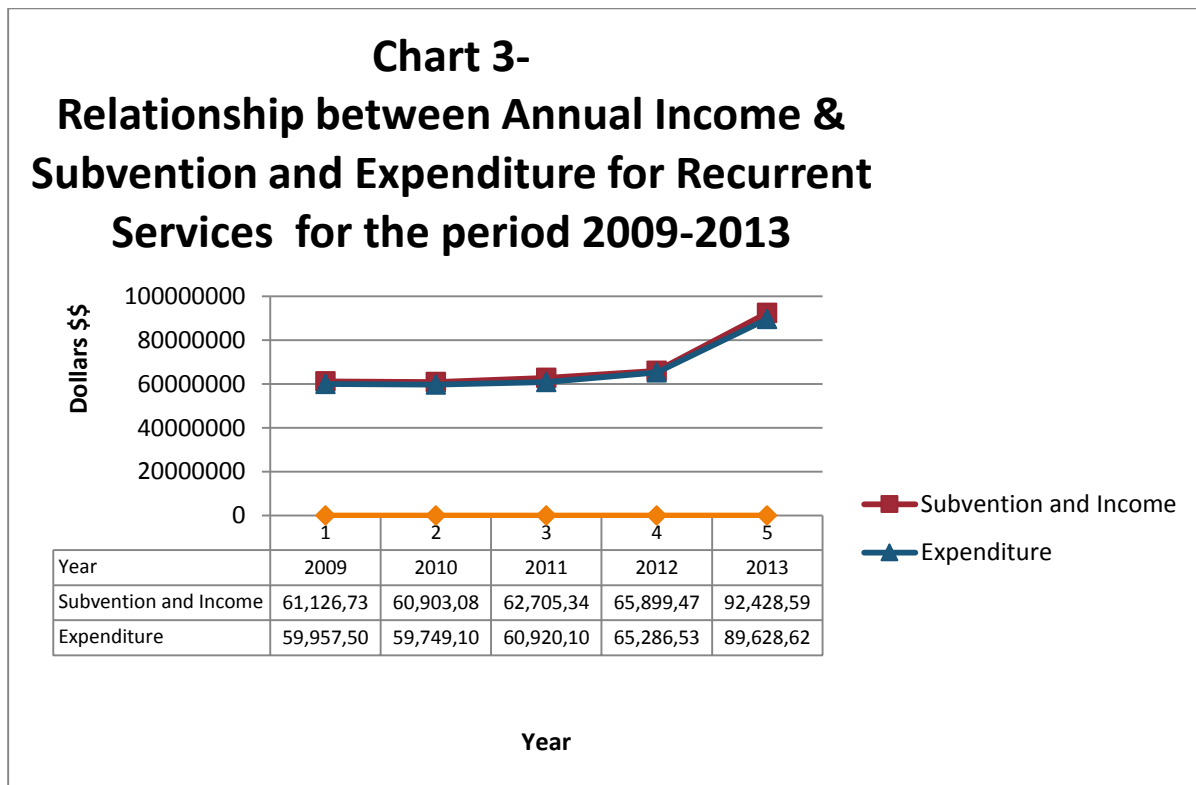
- Cleaning of cesspits and septic tanks
- Collection of Poultry Waste
- The use of the stalls/ booths at the market
- The collection of fees from the Building Inspectorate Department
- The purchase of cemetery plots
- Burial Fees
- Tender Deposits
- Rental of Parks and Recreation Grounds

4.1. Recurrent Services

Income and Subvention- For the period from 2009 to 2013, there has been a gradual increase in the total annual income and subvention received by the Princes Town Regional Corporation. There has been an increase from sixty one million, one hundred and twenty six thousand, seven hundred and thirty eight dollars (\$61,126,738.00) to ninety two million, four hundred and twenty eight thousand, five hundred and ninety three dollars (\$92,428,593.00), a 51% increase.

Expenditure- For the financial year ending September 2013, the Princes Town Regional Corporation utilised approximately ninety six percent (96%) of its income and subvention for the payment of wages, goods and services. Eighty nine million, six hundred and twenty eight thousand, six hundred and twenty five dollars (\$89, 628,625.00) was spent at the end of the financial year 2012-2013.

Chart 3 below depicts the relationship between the annual income and subvention and expenditure for Recurrent Services of the Princes Town Regional Corporation from 2009 to 2013.



4.2. Public Sector Investment Programme (PSIP)

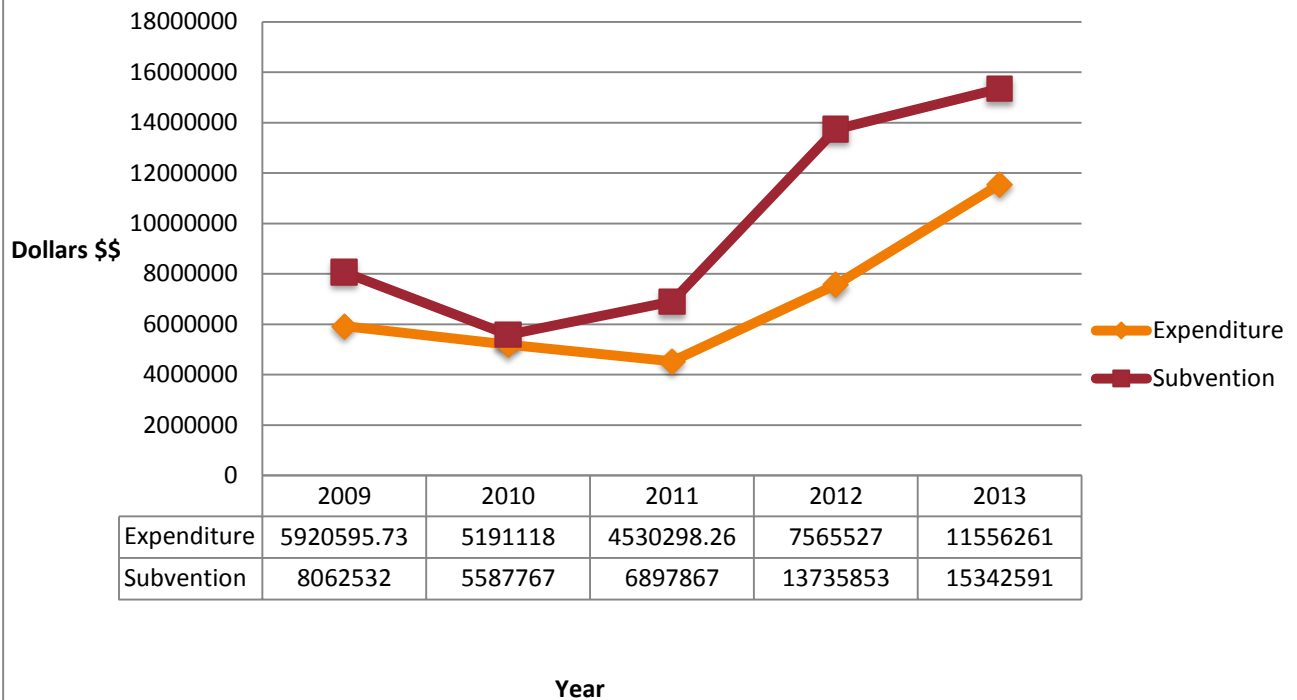
Subvention- For the period 2009-2013, the Corporations annual subvention under the PSIP has shown a fluctuating pattern; however, there was an overall increase for the five year period from eight million, sixty two thousand, five hundred and thirty two dollars (\$8,062,532.00) to eleven million, five hundred and fifty six thousand, two hundred and sixty one dollars (\$11,556,261.00). This is a ninety percent (90%) increase.

Expenditure- The expenditure of the Corporation increased significantly by 95% from 2009 to 2013. Five million, nine hundred and twenty thousand, five hundred and ninety five dollars (\$5,920,595.00) was spent in 2009 as compared to eleven million, five hundred and fifty six thousand, two hundred and sixty one dollars (\$11,556,261.00) being spent at end of the financial year September 2013.

Chart 4 below depicts the relationship between the annual subvention and expenditure for Recurrent Services of the Princes Town Regional Corporation from 2009 to 2013.

Note- The unspent balances under both Recurrent Services and PSIP which are unutilised releases are retained by the Corporation and placed under an account named Fund Balance. In order for these funds to be utilised, there must be both Statutory Approval from Council and Ministerial Approval.

Chart 4- Relationship between Subvention and Expenditure for PSIP for the period 2009-2013



For the financial year 2012-2013, the Corporation received the sum of fifteen million, seven hundred thousand dollars (\$15,700,000.00) under the PSIP, commonly called the Development Programme. From this allocation, fifteen million, three hundred and forty two thousand, five hundred and ninety one thousand dollars (\$15,342,591.00) was released with eleven thousand, five hundred and fifty six thousand, two hundred and sixty one dollars (\$11,556,261.00) being spent. This accounts for seventy five (75%) of the Corporations releases being spent on development works. *See Table 2.*

Item	Amount	% of allocation/releases
Total Allocation	\$15,700,000.00	100%
Total Releases	\$15,342,591.00	97.7% of allocation
Total Expenditure	\$11,556,261.00	73% of allocation 75% of releases

Table 2- Summary analysis of allocation, releases and expenditure for 2012-2013

4.3. Main Challenges of the Accounts Department

1. Timeliness of Releases- The Corporation prepares request for releases on a quarterly basis and receives funding monthly. This creates some concerns as payment to suppliers cannot be made without available funds.
2. Replacement of Staff- Employees are not readily replaced when they proceed on vacation leave. As a result, current staff must double up to ensure continuity in operations. A lack of incentives in the system has also resulted in little motivation of staff to perform effectively.

4.4 Recommended Solutions

1. Release of funding should be done quarterly and in advance
2. Create a cadre of skilled workers and make them available as soon as the request is made by the Corporation for replacement

5.0. PUBLIC HEALTH MANAGEMENT

The Public Health Department of the Corporation plays an essential role in the management of public health within the region. They are responsible for maintaining the overall sanitation of the region of Princes Town by providing a range of services to the public. *See Figure 7.* Their functions are guided by the Municipal Corporations Act, Part X11, Miscellaneous Functions, paragraph 232. The Department is headed by one of the Corporations Chief Officers, the Medical Officer of Health.



Figure 7- Illustration of the responsibilities of the Public Health Department

5.1. Overview of Responsibilities of the Public Health Department

1. Garbage Collection & Disposal (Household & Bulk Waste) - A major responsibility of the Corporation is the collection of household and bulk waste. The Corporation submits a scavenging schedule and areas to be serviced to the Solid Waste Management Company Limited (SWMCOL) who is responsible for the procurement of garbage collection contractors. Contractors tender based on the number of houses and areas (household- 26 areas, bulk- 3 wards) to SWMCOL who awards a contracts for a three year period.. The Public Health Department of the Corporation is responsible for ensuring that the contractors comply with their contract through supervision of the areas by the Corporation's personnel. Once the areas have been properly serviced, they are then paid by the Corporation who receives funding for garbage collection.
2. Distribution of Truck Borne Water Supply- Truck Borne water is distributed to citizens of the region by the Corporation who has no supply of pipe borne water. Water is supplied to citizens by the Corporation through contracted services and in-house. For contracted services, the Public Health department submits a distribution schedule of areas devoid of pipe borne water and contracts are awarded by the Chief Executive Officer up to the limit of the allocation received for that financial year. The period for distribution of water normally occurs between the months March to May.
3. Cleaning& Desilting of Drains- The Public Health Department of the Corporation is responsible for the general upkeep of the region by cutlassing overgrown bushes and cleaning and removing debris from drains and secondary water courses that may hinder the flow of water resulting in a potential health hazard. This is done on a monthly basis.
4. Collection & Removal of Chicken Offal- In order to maintain a clean and sanitary region and prevent dumping in the environment, poultry waste is collected on a daily basis from poultry operators. Contracts are awarded through SWMCOL to garbage contractors for this service.
5. Rodent Control- In order to protect the citizens of the region, efforts by the Public Health Department has been made to control the spread of diseases by rats and mice. Hence, a

programme of identifying and baiting of these rodents has been done in an effort to eradicate their population.

6. Removal of Stray Dogs- The Corporation operates a canine unit managed by the Public Health Department where stray dogs are removed from the region of Princes Town. Stray dogs are captured through daily patrols by the employees of the canine unit and through requests made from members of the public. When dogs are captured, they are taken to the San Fernando pound. Within three (3) days, if they are not claimed by anyone, they are euthanized.
7. Maintenance of Public Market- To ensure that the public market is kept in a sanitary condition for use by both members of the public and vendors, it is cleaned and maintained regularly by the Public Health Department. The existing toilet facilities which are used by the vendors are also maintained.
8. Cleaning of Septic Tanks- The emptying of septic tanks and pits is done based on requests made from members of the public at a fee. Fees vary depending on the size of tanks and whether emergency services are required. The Corporation currently owns four (4) cesspool emptiers to service the region. Once the waste is collected, the trucks offload at the Water and Sewerage Authorities (WASA) treatment plant in San Fernando at a cost.
9. Litter Prevention- In order to curb dumping and littering in the region, the Corporation was assigned Litter Prevention Wardens whose responsibilities entail-
 - a. Patrolling of areas within the region of Princes Town
 - b. Issuing Clean Up Orders and Litter Removal Orders to offenders
 - c. Issuing on the spot ticket to offenders
 - d. Taking matters to court if non- compliance to notices and the Litter Act.

6.0. INFRASTRUCTURAL DEVELOPMENT

The Technical Department is responsible for the overall maintenance and development of the physical infrastructure that falls under the purview of the Corporation. Their functions are guided

by the Municipal Corporations Act, Part X11, Miscellaneous Functions, paragraph 232. The Department is headed by one of the Corporations Chief Officers, the Engineering and Survey

Officer. The responsibilities of the department can be divided into five main sections- roads, works supervisor, building inspectorate, workshop and transport. See Figure 8.

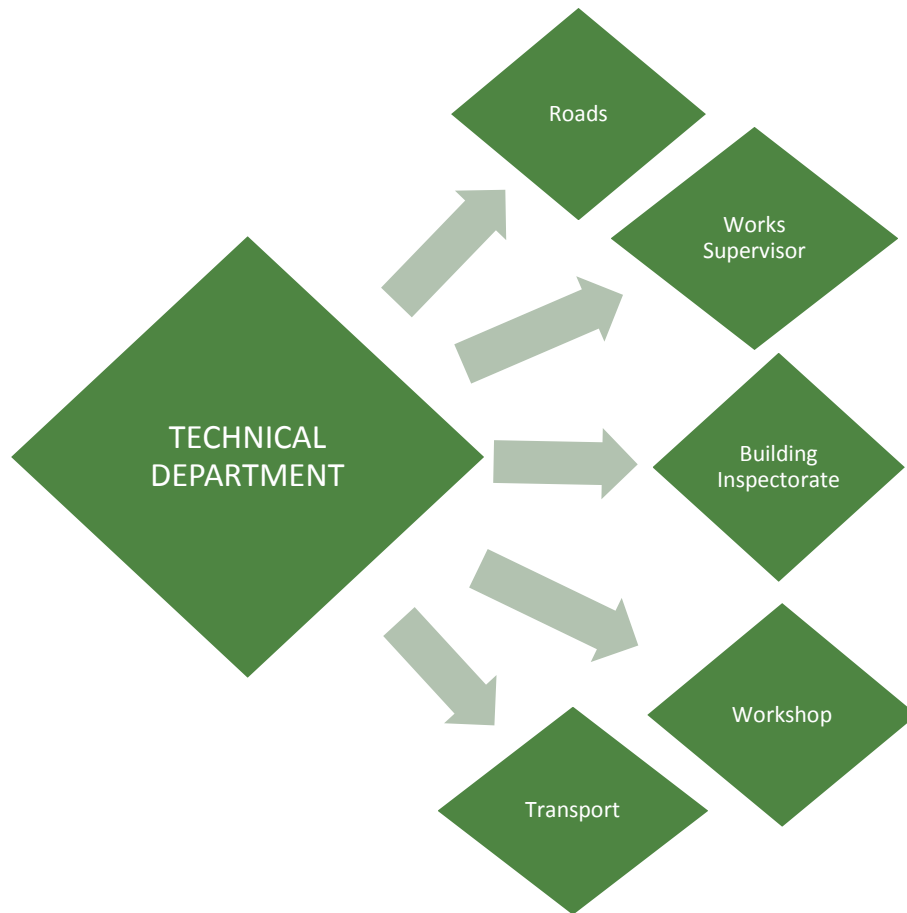


Figure 8-Illustration of the responsibilities of the Technical Department

6.1. Overview of the Responsibilities of the Technical Department

1. Roads- responsible for the preparation of estimates, preparing programme of works, maintaining, implementing and monitoring projects and investigating complaints for all

secondary roads, traces and bridges within the region. There are 540,175km of roads, 114 wooden bridges and 16 concrete bridges vested in the Corporation which is responsible for the maintenance and development of these infrastructures. It is maintained on a quarterly programmed basis under Recurrent Services and development works takes place under the PSIP. The region is divided into five administrative districts- Savanna Grande North 1, Savanna Grande North 2, Savanna Grande South, Ortoire and Moruga/Fifth Company. For

each administrative district, a technical officer is assigned to manage all works and projects that take place within that district.

2. Works Supervisor- responsible for the preparation of estimates, preparing programme of works, maintaining, implementing and monitoring projects and investigating complaints for all parks, cemeteries, market, recreation grounds, Corporation buildings, beaches and public spaces within the region. There are currently 25 Recreations Grounds and 22 Cemeteries vested in the Corporation. The Corporation also owns and maintains its buildings which include-
 - a. Two (2) markets- Princes Town New Market & Princes Town Old Market
 - b. The Transport Office- houses Stores, the Disaster Unit and the Transport and Workshop Department
 - c. Moruga Sub Office
 - d. The Princes Town Car Park/ Maxi Taxi Hub
 - e. The Princes Town Municipal Police Station
 - f. Cacique Mall Princes Town
 - g. Outdoor Stage- located at the northern end of the Princes Town car park
 - h. Welcome Signs
 - i. The Princes Town Abattoir Building (non- functional)

3. Building Inspectorate- responsible for technical work in the examination of building plans, building area layouts and makes recommendations for approval. This section is headed by one Building Inspector who has a number of responsibilities. These include-
 - a. The examination of plans and specifications submitted for approvals
 - b. Makes recommendations for buildings and sub-division layouts to the Local Authority
 - c. Checks structural details including diagrams of reinforced concrete, steel and timber structures and makes detailed sketches and corrections on plans
 - d. Examines and interpret provisions of the Bye Laws and regulations under the public Health Ordinance Chap. 12: No 4 to Architects, Contractors, property Owners and other interested persons

- e. Investigates complaints received from the public by making site visits
 - f. Conducts proceeding before magistrate on behalf of the competent authority or before the appropriate statutory bodies and testifies as witness in the matters pertaining to breaches of the Building Regulations under Chapter 12, No. 4.
 - g. Investigate, report and serve notices with respect to unauthorized erections of buildings and sub-division layouts
 - h. Supervised operations; demolish unauthorized buildings/structures
 - i. Attend meetings of the Local Authority each month and give technical advice
 - j. Prepare monthly statistical reports on approved building plans and sub-division layouts for submission to the Central Statistical office
 - k. Keep proper and adequate records with respect to building and sub division layouts, completion certificates, show cause notices and court matters etc.
 - l. Inspect premises which are in dilapidated condition and unsafe for occupancy and make recommendations to the Local Authority
 - m. Make recommendations to the Secretary, Local Authority for Completion certificates
4. Workshop- responsible for the upkeep, maintenance and repairs of the Corporation's vehicles. The Workshop Foreman manages this department where he -
- a. Conducts inspections of vehicles
 - b. Ensures vehicles are serviced when required
 - c. Performs the necessary repairs to vehicles
 - d. Submits specifications for the purchase of new vehicles
 - e. Receives, inspects and certifies new vehicles received by the Corporation.
5. Transport- responsible for mobilising the Corporations vehicles and equipment to job sites and for use by the Corporations personnel. The Transport Foreman is responsible for the management of this department. His responsibilities include-
- a. The timely collection of materials from suppliers
 - b. Materials and equipment are delivered to the required job sites when necessary

- c. Vehicles are made available for Corporation personnel when needed to conduct Corporation affairs
- d. Assignment and reassignment of different classes of drivers to the necessary vehicles

7.0. MUNICIPAL POLICING

The Municipal Police of the Princes Town Regional Corporation has the responsibility to provide security services with the duties, functions and objectives of the Princes Town Regional Corporation, in addition to the duties and responsibilities of a Police Officer of corresponding rank of the Trinidad and Tobago Police Service (TTPS); as outlines in Part 111 of the Municipal Corporations Act No. 21 of 1990. The Department is headed by a Municipal Police Inspector. See *Figure 9* for Hierarchical Structure.

7.1. Overview of Responsibilities of the Municipal Police Department

- Foot/Mobile Patrols identifying/ detecting breaches of the law and arresting suspected offenders and preserving the peace
- Dispute Resolution & Problem Solving within the community
- Enforcing the Bye Laws, Municipal Corporations Act and all other laws of T&T
- Orderly Duty for Chairman of Council at official functions
- Providing police escorts for Corporation Employees, namely-
 - Building Inspector
 - Accounts Department
 - Litter Wardens
 - Corporation Employees during demolition exercise
 - Corporation Employees working in high risk areas
 - Other departments as required
- Joint Exercise/Stakeouts with Litter Wardens
- Day/night visits to institutions, parks, recreation grounds and other Corporation facilities

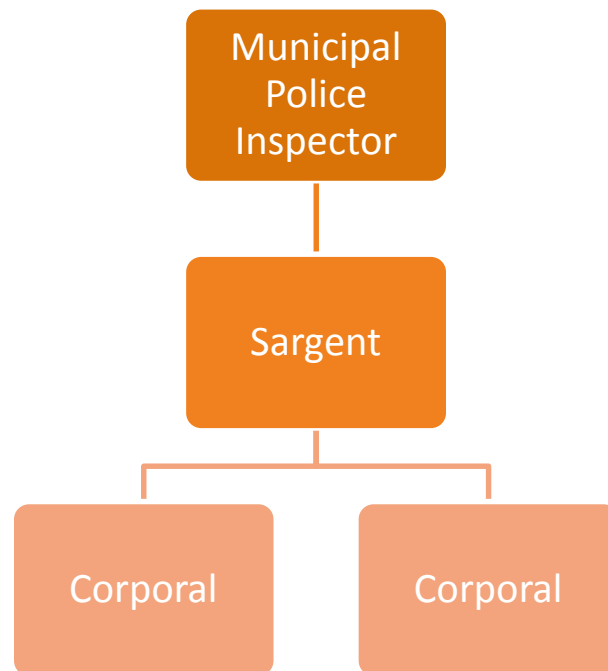


Figure 9- Hierarchical Structure of the Municipal Police Department

7.2. Departmental Requirements

The Municipal Police Department faces a severe challenge with regards to a manpower shortage. It operates with a staff of one(1) Municipal Police Inspector, one(1) Sargent and two (2) Corporals who has the task of policing the entire municipality of Princes Town. See *Table 2* for staffing requirements.

ACTUAL STRENGTH	IDEAL STRENGTH	REQUIRED
Nil	1 A.S.P.	1 ASP
1 INSPECTOR (AG)	2 INSPECTOR	1 INSPECTORS
1 SERGEANT (AG)	4 SERGEANTS	3 SERGEANTS
2 CORPORALS (AG)	8 CORPORAL	6 CORPORALS
Nil	38 CONSTABLES	38 CONSTABLES
1 Clerical Assistant (Civilian)	-	-

Table 3- Staffing requirements of the Municipal Police Department

In order to have a proper and efficient Municipal Police Department, the following recommendations are made-

- Manpower – taking into consideration the vast geographical area, the growing number of households, the infrastructural development and the expansion of the region the present strength of the Municipal Police Department remains woefully inadequate.
- Training – Municipal Police Officer are not afforded the opportunity to attend the College of Science Technology and Applied Arts of Trinidad and Tobago (COSTAATT) on a full time basis as our counterparts under the Statutory Authorities’ Service Commission and other Law Enforcement Agencies. Officers were however afforded the opportunity to attend the National Security Training Academy but because of the frequent movement of officers they are often removed from the department shortly after being trained; the department still does not benefit from their training.

- There is also a need for Municipal Police officers to be trained and certified in Photography & Finger Printing which is accessed by the Trinidad and Tobago Police Service. This training authorizes the officer to give expert testimony in the courts of Trinidad and Tobago not only enabling them to work in conjunction with the officers of the Trinidad and Tobago Police Service; but also eliminate the need for Officers to rely upon TTPS to provide these services given their own constraints.

- Municipal Police Officers should also be exposed to international training partnering with countries such as Canada, United Kingdom and the United States of America because of our similar expertise in the Bye Laws which will enhance our ability to efficiently perform police duties.

8.0. DISASTER MANAGEMENT

The Disaster Management Unit of the Princes Town Regional Corporation was established in 2008 by the Ministry of Local Government. Its overarching goal is to *” facilitate and maintain a robust disaster risk reduction capability at the local government level”*.

8.1. Overview of the responsibilities of the Disaster Management Unit

- The main purpose of this unit is to respond to any natural disasters that may occur within the region. The Unit is headed by a Disaster Management Coordinator and a staff comprising a one (1) Communications Officer and two (2) Field Officers. Their main responsibilities include-
 - Ensuring that financial records, monies spent during the emergency are kept;
 - Ensuring that Princes Town Region Agencies develop and continually update emergency Plans and Standard Operating Procedures and respond to emergencies;

- Ensuring that Agencies designate officers to staff the Princes Town Emergency Plan activities;
- Ensuring that exercises and tests of emergency systems are conducted on a periodic basis;
- Ensuring that the Princes Town Region Emergency Plan is reviewed annually;
- Maintaining administrative records as required;
- Maintaining current list of available resources;
- Alert and activate as required, the Princes Town Region Management Organization when informed of an emergency within the Region;
- Plan and co-ordinate emergency operations within the jurisdiction in accordance with Government guidelines;
- Establishing communication links on a continuous basis with all agencies in the Princes Town Region's emergency Management Organization when informed of an emergency within the Region;
- Receiving request for assistance within the Region and directs aid to areas where needed;
- Ensuring and maintaining liaison with utility companies to arrange for backup water, power and telephone services during emergencies;
- Alert citizens in advance of disaster through elected representatives of districts.

The Mission Statement of the Disaster Unit of the Princes Town Regional Corporation states-

“In the occurrence of a natural or man-made hazard, the Disaster Management Unit of the Princes Town Regional Corporation in coordination with the Ministry of Local Government and the Office of Disaster Preparedness and Management (ODPM) would be expected to direct their immediate and complete effort to maximize the preservation of life and protection of property”

The Disaster Management Unit produces a yearly Emergency Operations Plan. The purpose of this plan is to establish policies and procedures which will ensure maximum and efficient utilization of all resources of the Princes Town Regional Corporation, to prevent, minimize prepare for, respond to, and recover from the loss of life and/or injury to the population. Additionally, to

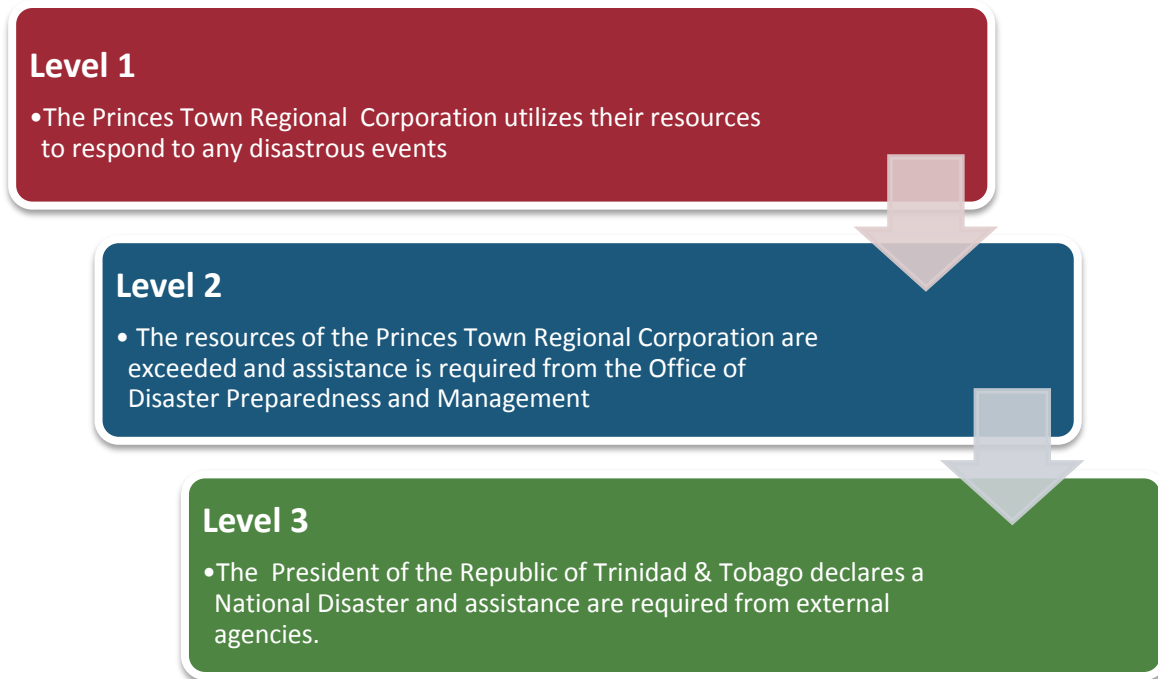
protect and conserve resources and facilities of the Princes Town Regional Corporation during large-scale emergencies considered to be of disaster magnitude.

8.2. Phases of Emergency Management

The Disaster Unit of the Princes Town Regional Corporation manages in all aspects of Emergency Management. See *Figure 10* and *11*.



Figure 10- Phases of Emergency Management



Level 1 – Localized Event (Princes Town Regional Corporation)

- A localized event which can be dealt with using the regular operating mode of the resources of local government authorities in conjunction with the normal first responder agencies such as the Trinidad & Tobago Police Service, Trinidad & Tobago Fire Service and the Health Services, when deemed necessary.
- It is expected in such scenarios that the Emergency Operations Centre of the local entity will be stood up to coordinate those effects in the region and regular communication channels be maintained with the ODPM. Once operations have ended a final report must be lodged with the ODPM and the Ministry of Local Government.

Level 2

- The level is so identified when events are occurring in two or more municipal regions/Tobago and can be dealt with without overwhelming the capacity of the national resources to respond and recover.
- It is expected that once two or more municipal regions are impacted the ODPM National Emergency Operations Centre (NEOC) will be notified and partially activated. This is to facilitate closer monitoring of events and preparation taking place should the system become overwhelmed.
- Partial activation is defined by bringing to the NEOC, those agencies deemed critical to monitor, evaluate and coordinate responses to situations on the ground, ready to

mobilize and dispatch resources when necessary. At this phase the Ministry of Local Government Chief disaster Coordinator would be requested to sit amongst these agencies to monitor and evaluate the effectiveness and efficiency of the response of the affected municipalities.

Level 3

- This indicates that the emergency/disaster events have overwhelmed the capacity of the national resources to respond and recover and external assistance is required. On the advice of the Prime Minister, the President can make a Proclamation declaring a disaster area (**Disasters Measures Act 1978 sec 2 (1)**).
- At this stage the NEOC is fully activated and will lead in coordinating the regional and international relief efforts.

9.0. HEALTH AND SAFETY

- The Health and Safety Department is responsible for providing occupational safety and health services to ensure compliance with Occupational Safety and Health laws, codes and regulations. This department was established in the Corporation in the year 2011.
- The main responsibilities include-
 - Preparation and evaluation of programmes, projects, plans and assessment, procedures and systems to compliance with Occupational Safety and Health Act (OSHA) 2004 as amended.
 - Undertake inspections of operating systems and procedures and reports accordingly
 - Oversee compliance with arrangements to ensure that best practices in occupational safety and health management are evidenced in the workplace
 - Gives basic direction on safety and health matters

- Conduct investigations and prepares reports.
- The Department is managed by the Health & Safety Officer.
- A Health and Safety Policy has been developed, implemented and renewed yearly. It has been devised to provide assistance and protection in the performance of daily tasks as there are specific guidelines to follow.
- The Corporation remains committed to provide a work environment that reduces the occurrence of accidents and injury, which can only be achieved through the collaborative effort of senior management, other managerial personnel, all employees and contractors.
- This is reinforced in the Corporation's Health and Safety theme– **“Safety is everyone's responsibility”**
- The Health and Safety policy is constantly reinforced which has led to a major reduction in the number of accidents by the Corporation employees.
- There is also contractor orientation with regards to Health and Safety on the job for scavenging and general contractors.
- A job safety analysis is done for all different work activities.
- Health and Safety training is conducted regularly for workers of the Corporation.
- An evacuation plan has also been done for the public market.

10.0. STRATEGIC PLAN

10.1. Overview

A new Strategic Plan of the Princes Town Regional Corporation was adopted in 2013 for the three year period 2013-2016. This new plan seeks to chart a roadmap towards achieving the Corporation's corporate objectives for the aforementioned period. In the preparation of the Plan, a new Vision and Mission Statement was developed. See *Figure 12*. Additionally, new core values were determined. See *Figure 13*.

VISION STATEMENT

“PTRC’s vision is to serve and develop the region of Princes Town so that burgesses receive municipal services that are second to none. Our aim is to make the region beneficial for burgesses, attractive for investment and enjoyable for visitors. We can do this if we work together in nurturing, protecting and proudly promoting the unique and diverse resources of Princes Town and environs”

MISSION STATEMENT

“To ensure the effective delivery of municipal services to the burgesses of PTRC so that they lead quality productive lives”

Figure 12- Vision and Mission Statement

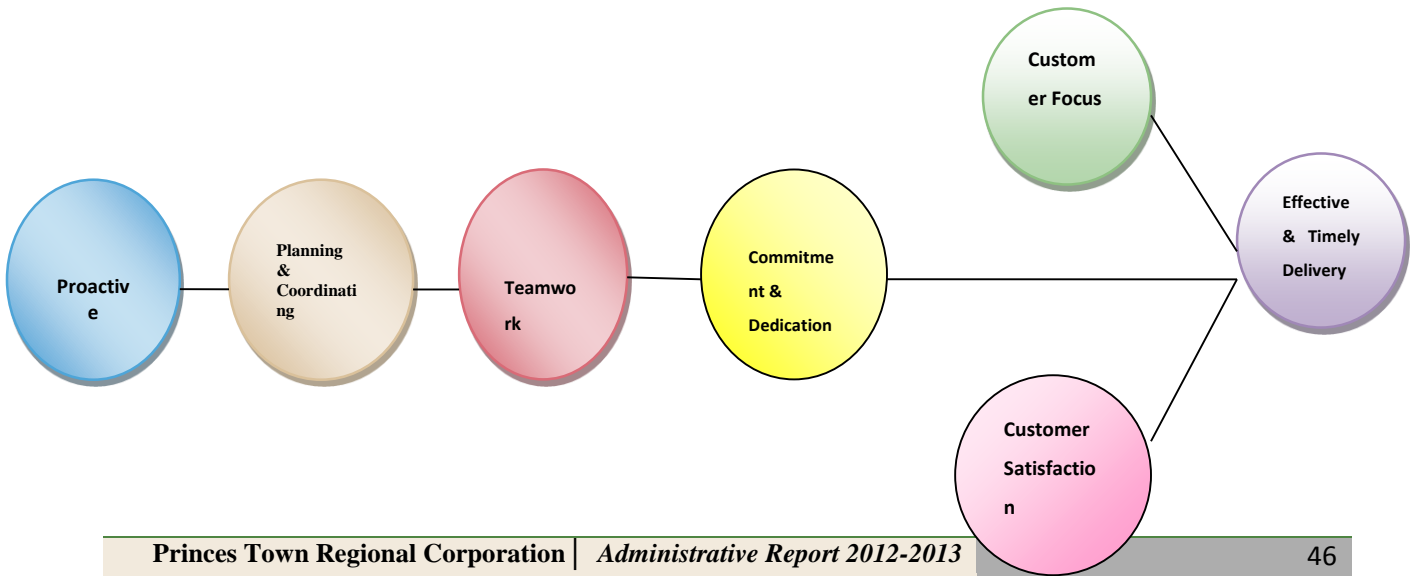


Figure 13- PTRC's Core Values

Four categories of challenges/ problems were also identified. These are-

- **Funding/ Resource Management issues.** PTRC mainly relies on funding from the Central Government through the Ministry of Local Government. Historically, funding provided is less than what is required to run PTRC's operations and to execute its programmes and projects. During the strategic planning exercise it was noted that, despite claims of lack of funding, budgeted resources were at times unused by the end of the financial year. This highlights the need for proper planning and execution to make full use of available resources. Finally, yet very importantly, is the need to harness the value opportunities present in the unique and diverse natural resources within the region. Some of these resources already have world acclaim but are not actively promoted or used for the benefit of the community.
- **Communication issues.** PTRC has experienced difficulties in ensuring the timely and accurate flow of information between its departments, the Ministry of Local Government, other state agencies, and its burgesses. Both internal and external stakeholders identified this as a weakness. Awareness of PTRC's roles, responsibilities, services and accomplishments have been obscured by limited communication. This contributes to anxiety and frustration of burgesses who have expectations whether fair or unfair about the Corporation.
- **Service Delivery issues.** Directly influenced by funding and planning issues, PTRC has as a major challenge in the delivery of key services. There is however the emerging awareness of service duplication and competition by other agents. Of growing importance as well is the vital role that effective project management plays in PTRC's delivery of services.

- **Partnership issues.** PTRC interfaces with several agencies and groups in the delivery of services to its burgesses. This interaction presents challenges and opportunities that PTRC must address. Additionally there are opportunities to extend the quality and range of service delivery through strategic partnerships. Such partnerships should not be limited to local entities but can extend to international partners such as foreign cities. There is also the recognition that partnership with the business community is underdeveloped.

To treat with these issues, the Corporation developed a strategic approach to treat with each issue which is used as a guiding policy element and forms the Strategic Framework for the Corporation. See *Table 4*. The interplay and linkages between each of these four guiding policy elements are illustrated in *Figure 14*.

Guiding Policy Element	Strategic Insights
Resourcefulness	PTRC will become resourceful in pursuing and acquiring the necessary resources for executing its plan. Such resourcefulness will require the full interdependence of the next three guiding policy elements. Resourcefulness also includes the astute use of resources already under the Corporation’s stewardship. Resourcefulness is demonstrated by guarding against duplication of services to burgesses thus ensuring effective use of resources.
Communication and Information Sharing	PTRC will view communication and information sharing as vital to servicing burgesses and nurturing strategic partnerships. For example many burgesses are unaware of the role, responsibilities and services of the Corporation. This lack of awareness can be a source of frustration when burgesses need urgent help. In addition to providing information on the Corporation’s services, PTRC can provide information on its partners and key service providers. A Referral service is value added.

<p>Service Facilitation</p>	<p>PTRC will make the paradigm shift from service delivery to service facilitation. Service delivery puts the burden on the Corporation to deliver key services to burgesses against a limited budget. Service facilitation includes service delivery but also recognises the work of other entities in the Princes Town Region in meeting the needs of burgesses. Service facilitation involves creating and nurturing a strong service network that burgesses can access as required. In this new paradigm PTRC works to create an enabling environment for the development of Princes Town by engaging projects that attract income and investment into the community.</p>
<p>Partnership</p>	<p>PTRC will transition from competition to collaboration with key agencies and between its administrative and political arms. Limited resources make it difficult for PTRC to fully meet the demands of its burgesses. PTRC can therefore leverage its existing and new partnerships to ensure that burgesses are serviced. For effective partnerships, trust and shared vision are paramount. PTRC will therefore recognise the importance of sharing information and acknowledging the work of its partners as some of the ways in which its partnerships can be strengthened.</p>

Table 4- Guiding Policy of the Princes Town Regional Corporation

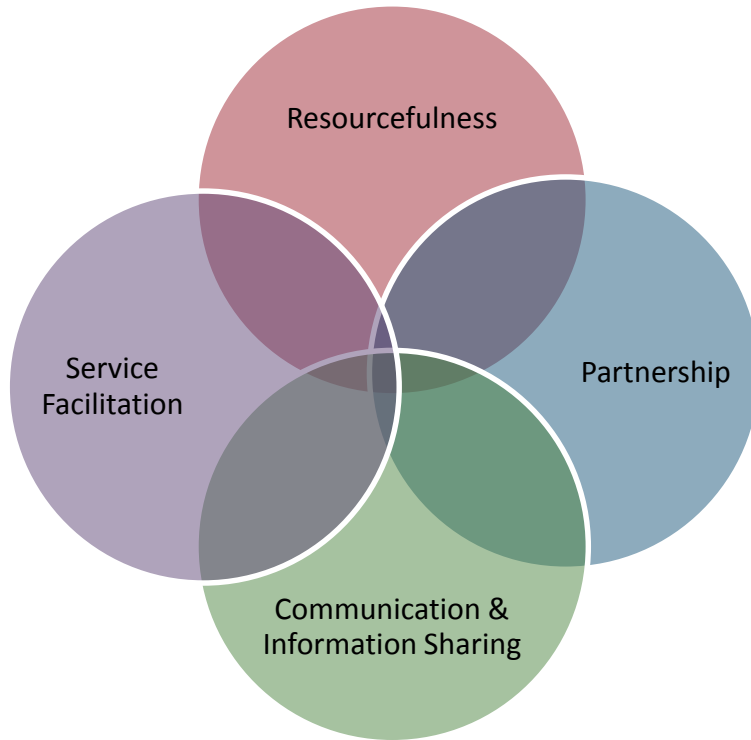


Figure 14- PTRC's Strategic Framework

A Strategic Roadmap was developed for each of the guiding policy with different strategies to be achieved over the three year period. See *Figure 15*. For each strategy there is a program/action in place with associated time frames, responsibilities, partners and strategic linkages.

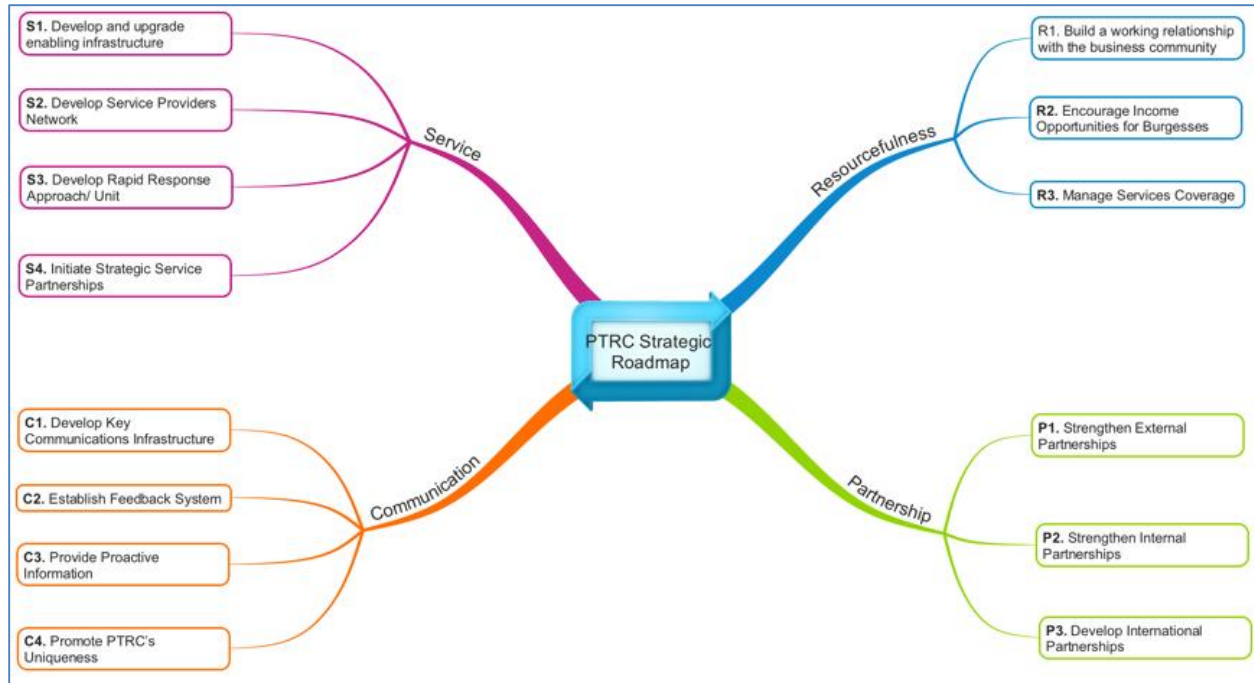


Figure 15- PTRC's Strategic Roadmap

10.1. Monitoring and Evaluation of the Plan

In order for successful execution of the Strategic Plan, there are critical success factors for proper implementation of strategies. These include:

1. Leadership's vision, commitment and interest that is publicly communicated and actively demonstrated through chairing of strategic reviews, project update meetings and stakeholder updates.
2. The adoption of best-practice project management principles such as those espoused by the Project Management Institute (PMI).
3. The use of cross-functional teams for projects that have corporation-wide impact.
4. Regular progress review meetings and status updates that will include:
 - a. Addressing new information and feedback from key stakeholders;

- b. Discussions on hindrances and barriers to project success and brainstorming actions to overcome these;
 - c. Modification of strategies/ actions if required by changing realities.
- 5. Timely provision of resources required to completed projects arising from strategies.
- 6. Active involvement of project stakeholders through timely updates, meetings and participation.

11.0 STRATEGIC PARTNERSHIPS

CARILED- Caribbean Local Economic Development Program

CARILED is a six year project launched in 2012 which has been implemented by the Federation of Canadian Municipalities (FCM) in partnership with Caribbean Forum of Local Government Ministers (CFLGM), Caribbean Association of Local Government Authorities (CALGA) and Commonwealth Local Government Forum (CLGF). It is funded by the Canadian International Development Agency (CIDA) with a budget of approximately CAN \$4.2 million received from in-kind contributions from Canadian, Caribbean and Commonwealth partners. CARILED has been set up to test models of Local Economic Development (LED) across seven Caribbean countries and will eventually be extended to support fourteen (14) Caribbean Community (CARICOM) member states. CARILED aims to support local government agencies towards fostering sustainable local economic development in Caribbean communities through the growth of Micro, Small and Medium Enterprises (MSME's). This will be done by-

- ✚ Assisting with the preparation of Local Economic Area Profile
- ✚ Supporting the creation of Local Economic Development Units within Municipalities
- ✚ Guiding Local Economic Development, Strategies, Structures and Programs
- ✚ Providing technical support from Canadian and Caribbean volunteers and consultants
- ✚ Offering and co-hosting Local Economic Development Training and Study Programs
- ✚ Fostering North-South and South-South Knowledge

In Trinidad and Tobago, the Princes Town Regional Corporation is one of the Corporations chosen to be part of the CARILED Program along with the Borough of Chaguanas, the Borough of Point Fortin, San Juan Laventille Regional Corporation and Tobago. This was based on the Corporations submission of its proposal for the development of the tourism sector within the region where the Corporation identified two (2) projects for further development. These are-

1. The Devils Woodyard
2. The Moruga Beach Facility

With the assistance being offered by CARILED, the Corporation is seeking to further develop these two (2) projects identified with the intention that it will increase local commercial activities within the various communities resulting in job creation, development of small businesses,

encouragement of existing businesses and innovative ventures. By stimulating the economic development of the region, the quality of lives of citizens will be improved.



ACHIEVEMENTS

2012-2013

Appendix A
HEALTH SECTION
ACHIEVEMENT REPORT FOR THE FINANCIAL YEAR 2012-2013

Activity/Sub Activity	Objectives	Achievements/Outputs	Income \$	Expenditure \$	Remarks
Truck Borne Water Distribution.	Provision of potable water to areas devoid of pipe borne water supply during the dry season.	<ul style="list-style-type: none"> ➤ 3 Wards were serviced as per approved Schedule. ➤ Approximately 18 household benefited per day. ➤ Approximately 24 household benefited from this service per day 		597,505.00	Contract System Used Two (2) in house water tenders were used.
Disposal of Chicken Offal	To prevent dumping in public places and pollution of the environment	➤ 366 loads removed at \$125.00 plus VAT.	85,140.00	52,612.50	\$10.00 charged per bag to Poultry Depots Disposal at Forres Park Landfill
Maintenance of existing Market and Toilet	To keep and maintain in a sanitary condition for	➤ Satisfactory.		110,400.00	

Activity/Sub Activity	Objectives	Achievements/Outputs	Income \$	Expenditure \$	Remarks
facilities attached.	the use of vendors and the public.				
Cleaning of Drains.	To keep drains free flowing	➤ Approximately 2,427,200 metres of drains were cleaned.		7,895,000.00	Earthen, inverted, box, kerb and slipper drains cleaned monthly.
Pump out of Septic Tanks and Cesspits.	Ensuring proper collection and disposal of Fecal Waste.	➤ 1,136 Pump outs	107,640.00	582,500.00 (Wages & Disposal Fee)	Disposal at WASA Treatment Plant at a cost of \$150.00 per load. Fee raised in August 2013 from- i. \$30 to \$150- Cesspit ii. \$140 to 450- Septic Tank iii. \$250 to \$500- Emergency Pump Out
Removal of bulk and white waste.	Enhancement of the environment and a reduction	➤ 1,318 loads of bulk and white waste were collected.		3,297,114.00	

Activity/Sub Activity	Objectives	Achievements/Outputs	Income \$	Expenditure \$	Remarks
	in mosquito and rodent population				
Scavenging Services	Effective scavenging of 26 areas in the collection and disposal of household waste.	➤ All areas serviced as per approved schedule.		6,746,245.84	Contract System used.
Rodent Control	Reduction of Rodent population.	No. of premises baited – 22,185 No. of premises rebaited – 18,253 No. of rats (dead) – 11,762 collected No. of mice (dead) – 7,080 collected		946,028.00	Cost of material and labour
Canine Control	Reduction in the number of	No. of dogs caught and euthanized (243)		23,253.00	Cost of disposal at the San Fernando City

Activity/Sub Activity	Objectives	Achievements/Outputs	Income \$	Expenditure \$	Remarks
	stray dogs from public places.				Corporation's Dog Pound. Cost per dog to be euthanized- \$60 Cost of disposal- \$120 per trip
Litter Prevention	Enhancement of the Environment. Maintaining clean and healthy surroundings.	No. of Notices Issued - 258 Total number of Notices complied with – 248 Total number of matters taken to court - 0 No. of conviction – 0 No. of matters reprimanded & discharged - 0		420,000.00 (Salary)	Contracted Litter Prevention Wardens.

Appendix B (i)
TECHNICAL SECTION
 ACHIEVEMENT REPORT FOR THE FINANCIAL YEAR 2012-2013
 PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP)

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
Local Roads & Bridges	To improve the efficiency of the Local transportation network for vehicular traffic thereby reducing operating cost and provide safety to road users	<ul style="list-style-type: none"> ➤ 6.917Km - roadway rehabilitated ➤ 90m - retaining wall constructed 	\$7,116,269.57	
Drainage & Irrigation	To improve the drainage infrastructure thereby reducing erosion mitigate flooding transport sediment and pollutants and provide egress of storm water	<ul style="list-style-type: none"> ➤ 1312m- box drain constructed ➤ 150m - kerb wall & slipper drain constructed ➤ 12.2m box culvert constructed 	\$1,887,757.36	
Development of Recreation Facilities	To promote healthier and better lifestyle and enhance the community	<ul style="list-style-type: none"> ➤ 1 play park facility constructed 	\$928,955.23	

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
		<ul style="list-style-type: none"> ➤ 30m X 18m - hard surface courts constructed ➤ 2- turf pitches constructed ➤ 42m X 1.3m retaining wall constructed ➤ 75m box drain constructed ➤ 2200m³ sand fill - for the formation of recreation ground ➤ 3 lights supplied and installed ➤ 230m x 1.8m jogging track constructed 		
Development of Cemeteries & Cremation Facilities	To enhance the ambience for the residents to witness the final rites of their departed loved ones	<ul style="list-style-type: none"> ➤ 300m perimeter wall constructed ➤ 90m roadway rehabilitated 	\$463,970.38	

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
Local Government & Building Programme	To provide a safe working environment for the employees	➤ To demolish & erect new structure - 10.8m x 7.8m	\$361,155.09	
Procurement of Major Vehicles	To increase the productivity and Efficiency with day to day operation in the region	➤ 8 Vehicles Procured – -1 Trailer, -2 4x4 Pickup, -1 Wheel Tractor, -1 Side Arm Cutter, -1 Brush Cutter With Pan Assembly, -1 Vibratory Roller, -1 Dump Truck	\$1,705,525.30	
Laying of Water Mains	To bring relief to residents through the provision of a pipe borne water supply	➤ Laying of 4" P.V.C. water mains - 1960m	\$400,000.00	
Computerization Programme	To improve the computer network, hence increase the efficiency of the corporation and the satisfaction of the employees.	➤ Networking , firewall & purchase of computer hardware	\$326,714.50	

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
Disaster Preparedness	To bring relief to residents when disaster occur.	➤ To purchase backup generator	\$200,000.00	
Establishment of a Spatial Development Plan	To improve the drainage network, prevent water borne diseases and provide a safe channel for the egress of storm water. Prevent erosion and soil degradation.	<ul style="list-style-type: none"> ➤ 28m box drain constructed ➤ 171m kerb wall & slipper drain constructed ➤ 380m - roadway rehabilitated ➤ 2 welcome signs supplied. 	\$562,899.80	

Appendix B (ii)

TECHNICAL SECTION

**ACHIEVEMENT REPORT FOR THE FINANCIAL YEAR 2012-2013
RECURRENT SERVICES**

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
Routine Maintenance	To maintain & rehabilitate roads in the region, enhanced and create a safe environment for the residents and travelling public.	540.175 Km Vegetation Maintained , Side drains regraded , roadway edged and weed and mobile patched	\$4,913,830.15	In the Princes Town Regional Corporation there are 540.175 km of roadway
Construction of Box Drain	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	2826m Box Drain Constructed.	\$3,912,546.00	Construction of Box Drain

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
Construction of Kerb Wall & Slipper Drain	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	1053m Kerb Wall & Slipper Drain Constructed.	\$976,749.00	Construction of Kerb Wall & Slipper Drain
Construction of Box Culvert	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	58m Box Culvert Constructed.	\$207,544.11	Construction of Box Culvert
Repairs to Bridges	To maintain & rehabilitate bridges in the region, enhanced and create a safe environment for the residents and travelling public.	3 Wooden Bridges Rehabilitated	\$210,000.00	There are 114 wooden bridges & 16 concrete bridges in the Princes Town Regional Corporation

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
Construction of Retaining Wall	To stabilize roadway.	65m Retaining Wall Constructed.	\$528,664.00	
Maintenance of Pavilions	To promote healthier and better lifestyle for citizens in the region and enhance the community.	30 Pavilions Upgraded.	\$775,000.00	Maintenance of Pavilions
Maintenance of Recreation Grounds	To promote healthier and better lifestyle for citizens in the region and enhance the community.	47 Recreation Grounds vegetation maintained, fill, shape & regraded. 6 Play Parks & 1 Promenade maintained.	\$5,558,589.00	There are 47 recreation grounds vested in the Princes Town Regional totalling to 84.6 hectares. There are also 2 play parks.
Maintenance of Cemeteries	To enhanced the ambience for the residents to witness the final rites of their departed love ones.	24 Cemeteries Vegetation Maintained & Roadway Rehabilitated.	\$1,235,212.00	There are 24 cemeteries vested in the Princes Town Regional Corporation.
Maintenance of Government Building	To provide a safe working environment for the employees.	To upgrade electrical, plumbing, painting and repairs to buildings-1 cultural stage, 1 public	\$1,375,000.00	

Activity/sub activity	Objectives	Achievements/outputs	Cost \$	Remarks
		convenience and 1 car park.		

Appendix C

PRINCES TOWN REGIONAL CORPORATION
Statement Of Changes In Reserve
For The Year Ended 30th September, 2013

	Reserve for Assets \$	Fund Balance \$	Recurrent Reserves \$	Development Reserves \$	Total \$
Balance as at 1st October 2012	55,578,044.00	2,927,844.00	1,536,418.00	6,797,632.00	66,839,939.00
Adjustments		(1)	-	-	(1)
<u>Restated Balance</u>	55,578,044.00	<u>2,927,843.00</u>	<u>1,536,418.00</u>	<u>6,797,632.00</u>	<u>66,839,938.00</u>

Fund changes	-	14,974.00	-	(5,922,093.00)	(5,907,119.00)
Asset changes	1,483,141.00	-	-	-	1,483,141.00
Recurrent programme surplus revenue	-	-	2,799,968.00	-	2,799,968.00
Development programme surplus revenue	-	-	-	3,786,330.00	3,786,330.00
Balance as at 30th September 2013	57,061,184.00	2,942,817.00	4,336,386.00	4,661,870.00	69,002,257.00