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## INTRODUCTION

The Tobago House of Assembly was established in law by the Tobago House of Assembly Act No. 40 of 1996 to manage the affairs of Tobago, as outlined in the Fifth Schedule of the said Act. The preparation and submission of the Tobago House of Assembly's Annual Administrative Report 2011 is in keeping with the statutory obligation as enunciated in this Act. Section 32 (1-2) of the Act states, *“On or before the 30<sup>th</sup> April each year, the Chief Secretary shall present to the Prime Minister, a report reviewing the activities of the Assembly during the year ended 31<sup>st</sup> December immediately preceding. Within one month of the receipt of the report, the Prime Minister shall cause a copy of the report to be laid before Parliament.”*

To execute the areas of responsibility as outlined in the Fifth Schedule, the Assembly is structured along Divisional lines as listed below and presented graphically in the organizational chart overleaf.

Division of Agriculture, Marketing, Marine Resources and the Environment

Assembly Legislature Secretariat

Division of Community Development and Culture

Division of Education, Youth Affairs and Sport

Division of Finance and Enterprise Development

Division of Health and Social Services

Division of Infrastructure and Public Utilities

Office of the Chief Secretary

Division of Planning and Development

Division of Settlements and Labour

Division of Tourism and Transportation

Consistent with the Assembly's Organizational Structure, the 2011 Administrative Report is presented in alphabetical order along Divisional lines. Each Division's report begins with a brief overview of the Division – its Mission, Core Values, Organizational Structure and Management Team. The Report outlines in detail the achievements of the Departments, Units and Sections that make up the core functional/operational mandate of each Division.

Further, although the Report chronicles in detail the accomplishments of the core functional/operational areas of each Division it also gives a *brief* discussion on the noteworthy achievements of the Administrative Support Services Department. In most Divisions this Department is an amalgamation of accounting, human resource management and office management/registry functions whose mandate it is to support the work of the core functional/operational areas.

**DIVISION OF AGRICULTURE, MARKETING, MARINE  
RESOURCES AND THE ENVIRONMENT**



## **Divisional Overview**

The Division of Agriculture, Marketing, Marine Affairs and the Environment is responsible for the preservation and sustainable development of the natural resources in and around Tobago as well as the development, marketing and distribution of specific, viable agro-industries in Tobago. In pursuit of its overall mandate, the Division is guided by the following mission and core values:

### **MISSION**

*To effect the sustainable management of all our natural resources, the skilled development of our human resources and increased use of relevant technology to facilitate trade and a dynamic agro-business sector.*

### **CORE VALUES**

*Professionalism  
Teamwork  
Respect  
Commitment*

## **Organizational Structure and Management**

The Division's structure is functionally divided into five core Departments and several subsidiary Units for the execution of its specific mandate. The Organizational Chart overleaf details the structure of the Division of Agriculture, Marketing, Marine Affairs and the Environment.

The Division's portfolio is managed by a proficient, dedicated team of officers, listed hereunder:

Mr. Gary Melville, Secretary (August 2011–Present)

Mr. Hilton Sandy (Secretary to the Division from 2009–August 2011)

Ms. Heather Caruth

Administrator, Division of Agriculture, Marketing, Marine Affairs and the Environment

Mrs. Margaret Keens-Dumas

Technical Officer, Department of Agriculture

Mr. Garth Ottley

Director of Marine Affairs and Fisheries

Ms. Karen Shaw

Director of Marketing

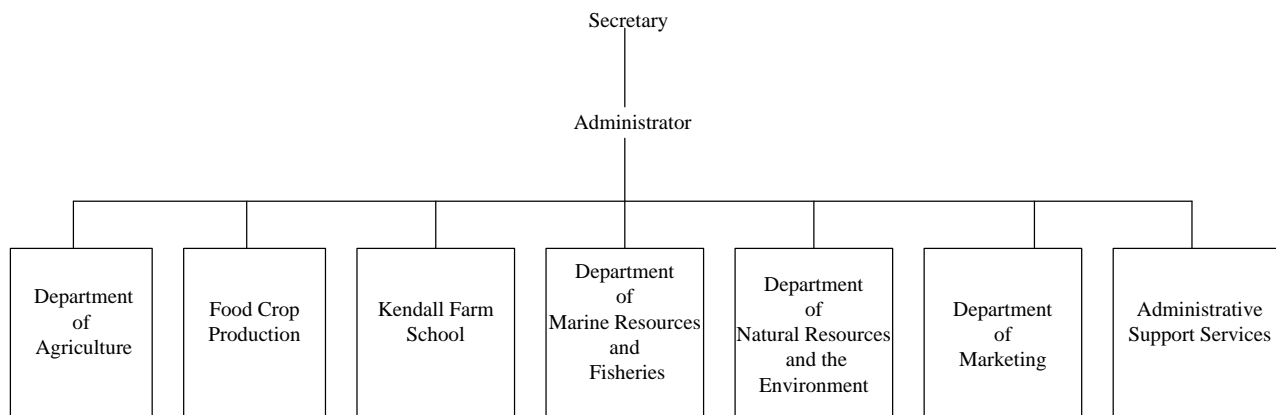
Mr. Lincoln Beckles

Director of Natural Resources and the Environment

Mr. James Trotman

Project Manager, Project Implementation Unit

**Division of Agriculture, Marketing, Marine Affairs & the Environment**



## Financial Resources

For the fiscal year 2011, the Division's allocation, releases and expenditure were as follows:

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	68,005,402.00	66,216,932.00	57,561,323.43
Goods and Services	45,397,127.00	43,253,196.00	42,644,361.20
Development Programme	31,490,593.00	29,757,033.00	23,221,341.64
<b>Total</b>	<b>144,893,122.00</b>	<b>139,227,161.00</b>	<b>123,427,026.27</b>

As the figures show, the Division was able to curb its expenditure to ensure it exceeds neither allocations nor releases for the last fiscal year.



## **PERFORMANCE HIGHLIGHTS**

### **Department of Agriculture**

This Department promotes agriculture as a viable business in order to increase the number of committed commercial agro-producers and improve agricultural production in Tobago through improvement of services and facilities extended to the farming community. The Department's activities are executed through the *Department of Food Crop Production* and the *Department of Livestock*.

### **Food Crop Production Department**

**Operational Mandate:** The Department of Food Crop Production is responsible for organizing and managing an agricultural system for the production of primary commodities through farmer education and the introduction of improved and new technologies to our clientele, so as to bring about increased food production. The Department of Food Crop Production comprises the following sections: *the Food Security Unit; the Extension Unit and the Agricultural Engineering Services/Tractor Pool*.

- **Food Security Unit:** This Unit has responsibility for the following: Louis D'Or Nurseries; Lure Repository Project; Courland Project; Indian Walk Project and Cocoa Rehabilitation. Achievements include:

➤ **Distribution of Planting Material:**

<b>PLANT TYPE</b>	<b>AMOUNT OF PLANTING MATERIAL DISTRIBUTED 2010</b>	<b>AMOUNT OF PLANTING MATERIAL DISTRIBUTED 2011</b>
Cassava Sticks	25,530	28,990
Sweet Potato Suckers	24,334	17,600
Dasheen Suckers	60	327

Banana Suckers	369	371
Pineapple Suckers	155	1,495
Plantain Suckers	0	296
Cocoa Plants	550	3,000
Ginger	0	136,669
Mixed Vegetable Seedlings (crates)*	3,579.1	5,639
Orchard Crop Plants	12,072	22,150
Ornamental Plants	17,400	15,092
Sorrel Seeds	45.4 (kgs)	137.79kg

\* one crate = 128 plants

- **Proceeds:** Revenue generated from sales at Louis D'Or Nurseries was \$434,449.70 for the period January–December 2011. The distribution of planting material is an indicator that farmers continue to show interest in production; however, in the area of cassava production, farmers need to be encouraged to collect their own planting material during the harvesting of their crops instead of discarding them. Generally, there has been an increase in both the type of planting material and the number distributed in 2011. This can be an indicator of an increased interest in farming and a positive move towards enhancing food security efforts.

During 2011, nine farmers continued to utilize lands at the Indian Walk Project. These farmers are engaged in the production of cassava, sweet potato, flavour pepper, sweet pepper, cocoa, bananas, plantain, dasheen, pumpkin, patchoi, christophene, lettuce, cucumber, ochro, pigeon peas, melon, cabbage and tomatoes

on plots of approximately three hectares each. At the Courland Agricultural Project approximately eight hectares were also cultivated with cassava, dasheen, avocado, long mango and sour cherry plants. Courland contributed in the effort to supply planting material to farmers through the maintenance of its cassava and dasheen plots.

- **Extension Unit:** The Extension Unit is charged with the responsibility of ensuring the establishment and demonstration of commercial crop production and/or assisting farmers in developing profitable crop production enterprises. This Unit continued to serve the farming community with visits, meetings, demonstrations, exhibitions (World Food Day), incentives processing, as well as vendor and farmer registrations. The Extension Unit's main responsibilities include the Windward and Leeward Districts; the Louis D'Or Demonstration Station; the Agricultural Incentive and Farmers Registration, as well as the Goldsborough Demonstration and Training Centre. Activities for 2011 included:

ACTIVITY	QUANTITY 2010	QUANTITY 2011
Farm Visits	1,578	1,893
School Visits	123	268
District Meetings	64	60
Incentive Programmes	76	61
Farmer Registration	148	205
Vendor Registration	69	20
Plant Clinic/Demonstrations	5	10

Incentives disbursed: \$816,947.10.

The reductions noted can be attributed to the following:

- Decrease in district meeting numbers;
  - Decrease in the number of incentives processed;
  - Decrease in the number of vendor registrations – vendors have already received badges that have not yet expired and these were renewed. (Figures not reflected in this report). The 20 badges issued were for new vendors.
- **Agricultural Engineering Services Unit/Tractor Pool:** In 2011, the service of the Agricultural Engineering Services Unit/Tractor Pool was hampered in mid-year by industrial action and later in the year (October–November) by inclement weather. Despite this constraint, the total hectares of farming land prepared for 2011 were:

ACTIVITY	Quantity (ha)	Quantity (ha)
Brush Cut	114.2	68.2
Plough	69.1	46.4
Rotavate	58.1	43.7
Bank	54.2	43.9

- **Plant Protection Unit:** The Plant Protection Unit includes Plant Pathology/Entomology, Apiaries and Plant Quarantine. In the period under review, the Plant Quarantine Unit continued to undertake activities to protect Tobago from imported and home-grown pests and diseases by working with farmers to control outbreaks. The Unit also conducted a survey to determine the occurrence of pests and diseases of economic and agricultural importance, namely Giant African Snail (an invasive alien species present in Trinidad) and Black Sigatoka (a fungal disease in Musa species). The disease, Black Sigatoka, was detected mainly in the central portion of the island and its entrance has been identified as the Scarborough Port. A management plan is currently being developed to combat this disease. Fortunately, the Giant African Snail has not been

detected to date in Tobago. However, measures need to be put in place to ensure that this pest does not invade our shores. Legislation and its subsequent implementation will be instrumental in this effort.

However, continued lack of human resources to implement search and detect measures hamper exclusion efforts for invasive alien species and diseases in the instances when they are currently on neighbouring shores such as Trinidad. The possibility of initiating a local quarantine will need to be investigated.

The Plant Quarantine Unit continued in its routine efforts to safeguard the island's borders by conducting inspections at the Scarborough and Charlotteville ports as well as at the Crown Point International Airport. Activities included:

<b>ACTIVITY</b>	<b>QUANTITY</b>
Inspection of International Flights	576
Issuance of Phytosanitary Certificates	12
Inspection of Luggage	586
Inspection of Flowers (pcs)	15,189
Interception of Fruits	253
Interception of Seeds	37
Interception of Other Plant Products (pk)	82
Seizure of Honey	15,862
Seizure of Shells	1
Animal Products Seizure	118
Yacht Inspections	87
Cruise Ship Inspections	32

Cargo Vessel Inspections	4
Containers Inspected	22
International Garbage Disposal	55
Cheese (kg)	231
Vehicles/Equipment	3

As at 31<sup>st</sup> December, 2011 the island of Tobago can be reported as being free from Frosty Pod Disease (*Moniliophthora roreri*) and the Giant African Snail (*Achatina fulica*).

In order to satisfy the demands of their functions, officers assigned to the Department of Food Crop Production were also exposed to various training exercises inclusive of:

- Good Agricultural Practices
- Advanced Indigenous Natural Enemies Workshop
- Identification of Lepidopteran Pests
- Supervisory Management for Foremen
- Health and Safety Workshop
- Business Communication and Report Writing Workshop
- Regional Plant Quarantine Training
- First Aid Training
- Revised Agricultural Incentives Programme – Sensitization of Staff
- Factsheet Writing
- Plant Doctor Training (part)
- Postharvest Training (In-house)

## Workshops/Training Session Conducted:

- Postharvest Training
- Beekeeping Workshop (Co-facilitated with the Tobago Agricultural Society)
- Method and Results Demonstrations

## Department of Livestock

**Operational Mandate:** The Department of Livestock is responsible for the following areas: *the Government Stock (Hope) Farm, Livestock Extension, Blenheim Sheep Project and Animal Health.*

- **The Government Stock (Hope) Farm:** The Government Stock (Hope) Farm, located at Hope, is a major stock farm in the Department. The following is the list of the Hope Farm's achievements for 2011:
  - Constructed lower floor of workers facility – 24ft x 30ft. 90% completed (fixtures & baths outstanding)
  - Completed and furnished a lunch room for Administrative Staff
  - Planted 1.5 ha of soiling grass
  - Expanded irrigation 700,000 gals.
  - Mechanical brush cutting of pastures 5 ha
  - Procured excavation work for goat multiplication pens and materials
  - Procured material for new feed room
  - Procured material for recreation facility
  - Refurbished incubator room
  - Repairs to fence lines in pastures
  - Concreted walkways and skirting of poultry pens – 24 cubic metres
  - Renovated the roof of 2 poultry pens – 18ft x 50ft each
  - Re-fenced the poultry area – 250 ft.
  - Sold livestock in various classes:
    - 25,950 dozen eggs
    - 125 weaners – pigs

- 107 weaners – rabbits
- 327 ex-layers
- 18 goats
- 19 mature ducks
- 143 ducklings
- 10 cattle – 5 dairy calves & 5 beef calves

Revenue generated as of November 2011 is \$254,676.00.

- **Livestock Extension:** Livestock Extension is an educational process used for bringing about desirable changes among livestock farmers in Tobago towards improving their standard of living. The Livestock Extension Section was set up to parallel the activities, goods and services provided and performed by the Crop Extension Section.

During the period under review, Livestock Extension functioned with very limited staff. Despite this, the following is a list of the Livestock Extension achievements for 2011:

➤ **Runnemedede:**

- Refurbished the Runnemedede Office and Workers facility, furnishing outstanding ...
- Rehabilitated the pastures and replanted grass
- Slatted floors of pens replaced

➤ **Charlotteville Breeding Unit:**

- New water pump to supply the station with water
- Grass planting
- Slatted floors of pens replaced

➤ **Louis D'Or Livestock at Demonstration Station:**

- Preparation of egg room
- Increased piglet production by 75 %, through improved management



➤ **Extension Section:**

- In January 2011, employment of 4 Technical Field Assistants in Livestock Extension
  - 100 farmer visits per month
  - Livestock Farmers' Database completed and updating continually
  - One field trip to rabbit farmer's holding in Tobago to re-launch the Rabbit Farmers' Association
  - Three primary schools introduced rabbit farming
  - Registration of livestock farmers – 50 farmers for the year and 45 incentives, mainly for vehicle tranches, pumps and brush cutters
- **Blenheim Sheep Project:** Blenheim Sheep Project is mainly concerned with the introduction of new breeds, genetic upgrade, multiplication, research and sale of sheep to sheep farmers in Tobago. The achievements for 2011 include:
- Prepared building site for holding pens and procurement of materials
  - Completed workers facility
  - Purchased 2 forage choppers
  - Rewired stock pen and main office
  - Installed 2 air conditioning units
  - Purchased two refrigerators
  - Purchased 80 chairs for conference room
  - Purchased 4 handheld brush cutters
  - Renovated slatted floors at Studley Park
  - Procured diesel generator and water pump
  - Purchased a photocopier for the office
  - Pasture maintenance – 8 hectares hand management and 3 hectares mechanical brush cutting
  - Provided training for the stockmen in first aid, general stock management, hoof management, and preparation for lambing and lambing management
  - Health and Safety Training – installation of extinguishers and signage

- 15% increase in flock to 400 breeding ewes
  - Three lambings of approximately 75 lambs per lambing
  - 150 lambs sold and others retained as replacement
- **Animal Health Unit:** The Animal Health Section is responsible for the planning and implementation of disease control and prevention programmes geared towards the maintenance of the health of the livestock population in Tobago. This involves routine diagnosis and treatment of ill animals, disease testing and advice on animal health matters for Government stations as well as private farms. The Unit encompasses the Veterinary Section which offers, ambulatory, laboratory and regulatory services and the Artificial Insemination Unit which provides insemination services to farmers.
- The Unit's achievements include:
    - Johnes disease testing was resumed
    - Increase in number of rabbit farmers accessing rabbit A.I from 3 in 2010 to 8 in 2011
    - Total revenue collected \$46,423 .00
    - Eight dogs and 1 Boer kid required certificates for export out of Trinidad and Tobago
    - 171 pigs and 879 rabbits inseminated
    - 339 piglets and 911 rabbit kittens were born from the A.I service

The following table is a summary of services offered:

<b>FARMS</b>	<b>NO. OF CALLS</b>	<b>NO. OF LABORATORY SAMPLES PROCESSED</b>	<b>REVENUE</b>
Government	477	373	–
Private	974	149	\$46,423.00
<b>TOTAL</b>	<b>1,451</b>	<b>522</b>	<b>\$46,423.00</b>

## No. of animal cases attended to by the ambulatory service by species in 2011

Poultry	Goats	Sheep	Pigs	Cattle	Rabbits	Dogs (police K9 Unit)
471	1,540	3,666	3,075	161	614	13

### Department of Natural Resources and the Environment

**Operational Mandate:** The Department of Natural Resources and the Environment's role is to protect, preserve and enhance Tobago's environment and promote the sustainable use and management of our air, land and water for the benefit of current and future generations. The Department is committed to engender recognition and respect as the lead organization and a catalyst for change in environmental management in Tobago. The following are the recurrent projects achieved in the following areas within the Department:

- **Environmental Management:** The Environment Management Unit has the following objectives:

To reduce pollution of our natural environment

To minimize the negative environmental consequences of developmental activities

To increase and improve public awareness of environmental issues

To protect and conserve the natural environment

The Unit's achievements for 2011 include:

- Issued 11 CECs and monitored sites on a continuous basis
- Granted and monitored 40 Noise Variations
- Successfully resolved over 70 % of the 277 complaints received by the Department
- Co-ordinated the International Coastal Cleanup 2011(6 beaches)
- Profiled 41 beaches on a monthly basis

- Collected and transported 11,879 gallons of used oil by contractor to Trinidad for reprocessing at Oil Mop Environmental Services Limited facility at Petrotrin's refinery
- World Environment Day celebrations included hosting of the "Green Building Workshop" targeting engineers, architects, and builders in both private and public sector. Workshop was facilitated by representatives of the Green Building Council of Trinidad and Tobago. Additionally, hosting of the third Annual Environmental Movie Day at Movietowne (450 students attended)
- Commemorated World Water Day and World Meteorological Day in collaboration with WASA and the Crown Point Meteorological Office respectively at Gulf City Mall, Lowlands
- Weekly broadcast of Kid's Story time on Radio Tambrin, which entails environmentally themed stories written by DNRE staff members
- Participated in the radio soap, "Callaloo," which airs on Radio Tambrin (provision of actors)
- Hosted Kids Jamboree at the Botanical Gardens in collaboration with the Speyside Eco-Rangers and other NGOs. Activity was broadcasted live on Radio Tambrin, and included environmental skits, songs and storytelling
- Conducted Customer Satisfaction Survey throughout Tobago, with 172 individuals being interviewed. Although results were not very positive, it provided guidance on how to better serve the public

Achievements specific to the Environmental Police are as follows:

- 69 tickets were issued for the violation of the Motor Vehicle and Road Traffic Act.  
Violations included unsecured load and excessive emissions.
- 503 patrols were conducted
- 74 persons were given verbal warnings
- 47 complaints were investigated
- 9 arrests were made
- 57 derelict vehicles were removed

- **Parks and Open Areas:** This Unit is charged with the following responsibilities:

To protect areas of significant biological and cultural diversity

To conserve natural resources

To promote sustainable economic and human development through passive use of natural resources

To provide recreational opportunities in the natural environment

To promote the maintenance of aesthetically pleasing landscapes

To promote the development of green open spaces

Achievements for the Unit include:

- **Arboricultural Services:**
  - 134 trees were felled on both private and state property
  - 761 trees were pruned for the year: 20% were on private property, 20% were part of the Claude Noel Highway pruning exercise, and 60% on other state property
- Establishment of a gazebo at Courland Park
- Repair of orchid house at the Botanical Gardens; 30 species of local and exotic species are on display
- Repair of 400 metres of perimeter fence and 120 metres of walkway at the Botanical Gardens
- Redesign of kitchen and ornamental garden at President's House
- **Watershed Management and Forest Industries:** The Watershed Management and Forest Industries strive to achieve the following objectives:
  - To maximize the water storage potential of watersheds
  - To reduce soil erosion
  - To promote the use of appropriate harvesting technologies
  - To rehabilitate degraded forest ecosystems
  - To promote private sector involvement in forestry activities
  - To facilitate the development of a vibrant woodworking industry

Achievements for 2011 include:

- Issued 124 removal permits
  - Inspected and issued permits for 2 sawmills and 8 furniture shops
  - Replaced bridge (36 ft x 7 ft) along Gilpin Trail
  - Established 4 new hiking trails in Speyside/Murchiston
  - Propagated 5,000 forest tree saplings, of which 3,000 were planted in the Courland/Arnos Vale area as part of a reforestation effort, and 2,000 were donated/sold to NGOs, other government departments, schools and private farmers
  - Commemorated World Biodiversity by facilitating school tours to the Main Ridge and the Botanical Gardens.
  - Established, surveyed, and mapped four new nature trails
- **Wildlife Management:** Managing the Wildlife Environment is essential for various reasons:

To conserve indigenous flora and fauna

To minimize the negative impact of wild fauna on agricultural activity

To maintain and improve wildlife habitats

To promote wildlife farming as an economic activity and conserve wetlands

To develop relevant applied research programmes to inform wildlife and wetland management and policy development

Achievements include:

- Issued 356 State Game Licenses
- Issued 1 Import/Export License, and 1 CITIES
- Conducted 210 organized team patrols
- Visited 46 wildlife farms
- Rescued 2 whales in collaboration with the Veterinary Unit

- Commemorated World Wetlands Day by hosting a Treasure Hunt at Pigeon Point Heritage Park and a field trip to Petit Trou Lagoon (for primary schools). Collaborated with Scarborough, Roxborough and Charlotteville Branch Libraries on that effort
- Commemorated International Bird Migratory Day by hosting a field trip to Bon-Accord Wetlands Complex (primary and secondary schools)
- Co-ordinated the Annual XMAS Bird Count
- Collected and disposed of 16,560 pounds of garbage from wetland environments
- Constructed the orientation centre on Little Tobago Island
- Collaborated with Save our Sea Turtles and other stakeholders to monitor beaches
- Replanted ½ acre of mangrove at Argyle

The following activities fall under Development Projects:

- Surveying of 5 existing nature trails and 3 extensions
- In-house training of daily paid cadre – wild land fire prevention and suppression
- Preparation of activity booklets and brochures for public awareness and education
- Maintenance of fire traces

### **Department of Marine Affairs and Fisheries**

**Operational Mandate:** The Department of Marine Affairs and Fisheries is responsible for the sustainable management of the island's marine resources and fisheries, and the economic, educational, scientific and recreational use of Tobago's marine resources and marine areas. This Department is subdivided into the Administrative Unit, Marine Area Unit and the Fisheries and Aquaculture Unit.

- **Administrative Unit:** The role of the Administrative Unit is to support the various Units within the Department by providing both technical and non-technical skills that would enable efficient functionality on a daily basis. The head of the Administrative Unit is responsible for liaising with Administration and Human Resources of the Tobago House of Assembly to ensure that human resource policies and procedures are effectively and efficiently implemented. The Unit achieved the following:

- Acquired and issued 3 laptops and 3 desktop computers to the Fisheries and Extension Unit
  - Completed an inventory on all out-stations
  - Employed a Marine Park Manager, Clerk I, Clerk III and two Clerical Assistants to enhance the Human Resource capabilities of the Department
  - Procured and issued official Department shirts to all members of staff
  - Trained members of staff in customer services, team building and First Aid
  - Assisted in the planning and execution of activities for the Commercial Fishing Tournament and the Republic Day Regatta
- **Marine Areas Unit:** The objective of the Marine Areas Unit is to protect and enhance the marine resources, especially the coral reef systems, and coastal resources around Tobago, by enacting laws to protect the reefs, educating the public and conducting research that will deepen our understanding and be beneficial to the Unit, public and the marine environment. The following are the achievements for the Unit:
- Assigned 5 Police Officers to the Department and trained in laws governing the Department
  - Assisted the Ministry of Agriculture which hosted 2 consultations on the draft Fisheries Bill in Tobago
  - Completed preliminary work with the Environmental Management Authority (EMA) on the designation of the Buccoo Reef Marine Complex as an Environmental Sensitive Area
  - Completed preliminary work with the IMA on the use of NASA aircrafts to map the Buccoo Reef Marine Park in 2012/2013
  - Identified an area for the construction of a boat building facility at Roxborough
  - Acquired uniforms and protective gears for the Reef Patrol Officer
  - Acquired the new patrol vessel (Reef Runner)
  - Repaired and refurbished sunken Reef Patrol Boats
  - Established and implemented a structured system for tours to Buccoo Reef by reef boats
  - Conducted preliminary test with the IMA on heavy metal pollutants in fish stock around Tobago



- **Fisheries and Aquaculture Unit:** The Fisheries and Aquaculture Unit is responsible for the development and management of the fishing industry in Tobago. The activities undertaken for 2011 are as follows:
  - Participated in the Black Rock Fish Festival Exhibition 2011
  - Completed and opened fish markets at Mt. Irvine and Delaford
  - Investigated all reports made by vessel owners of stolen and damaged vessels
  - Provided the following extension services:
    - Registered 47 fishing vessels
    - Processed and approved 51 applications for engine exemptions of Value Added Tax and Import Duty
    - Processed 55 fisherman identification card applications
    - Renewed 100 fisherman identification cards
    - Transferred 63 boats
  - Identified the Fishing Centre at Castara and Charlotteville for immediate upgrade
  - Granted approvals for use of the 2 fishing centres by a community group
  - Conducted a Fishing Industry Survey to determine the poverty levels of flying fish fishers/processors. Data to be analysed
  - Collaborated with regional institutions, e.g., CRFM on research with flying fish
  - Conducted and completed listing of boats and boat owners in the fishing industry of Tobago
  - Facilitated negotiation of compensation to fisherfolk by Centrica Energy and Niko Resources Ltd. for seismic survey conducted on the south-west coast of Tobago
  - Maritime services provided:
    - Twenty-four maritime motor launches captain licence renewals
    - Six engineering licences
    - One initial registration
    - Three annual registrations
    - Five navigational aid dues
    - Two initial surveys, and three annual surveys
  - Planned and organized the boat races for the 3<sup>rd</sup> Annual Republic Day Regatta
  - Planned and executed the 8<sup>th</sup> Annual Tobago Commercial Fishing Tournament

## **Department of Marketing**

**Operational Mandate:** The Department of Marketing is responsible for the facilitation of stakeholders in the agricultural and related sectors, through the provision of assistance in the processing and marketing of products to the highest standard of quality. The functions of the Marketing Department include the following:

Operating the Scarborough and Roxborough Markets

Operating and managing the Scarborough and Roxborough Abattoirs

Managing the Hope Processing Unit, the Louis D'Or Marketing Facility and the Marketing Meat Room

Facilitating the marketing and sale of selected agricultural commodities

Conducting market research

Providing services related to maintaining post-harvest quality and the development of agro-processing industries.

The 2011 performance highlights are as follows:

- **Fish Markets and Abattoir:**

- Two fish markets were opened in 2011 at Mt. Irvine and Delaford, so as to provide a sanitary environment for the sale of fish and improved conditions for the fisherfolk in these communities
- The Department extended the opening hours of the Mt. Irvine facility to 8 p.m.
- Facilities at Belle Garden were completed and the Department has made preparations to assume management of this and others at Argyle and Castara in 2012
- Slaughtering figures for the Scarborough Market were:
  - Pigs – 1,460
  - Cattle – 48
  - Goats – 7

- **Market Research:** The Inter-Island Trade Survey was conducted for a fourth year. This was done both for produce coming into Tobago and produce leaving Tobago. This showed a total of 4,765,432 kilos of produce coming into Tobago for the period February 2010 – January 2011. The importance of the survey is to highlight the avenues for import substitution and guide policy decisions in the agricultural sector.
  
- **Sales:** Sales were estimated at \$5 million for the period. This included trading in animal feeds, meats and value added products such as smoked fish, hams, cassava flour and frozen sorrel.
  
- **Market Penetration/Support**
  - The Department continues to support local producers through the purchase of livestock, poultry and rabbits. Other purchases included bananas, cassava, and long mangoes.
  - A concession was given to livestock farmers in the form of a \$25.00 subsidy on the cost price of animal feed, from the National Flour Mills. This would have brought them in line with their Trinidad counterparts.
  
- **Infrastructure**
  - Improvements were made to equipment at the rendering plant at the Scarborough Abattoir to abide by effluent guidelines from the Environmental Management Authority.
  - Work has been completed for a marketing facility at Delaford to provide for the needs of producers and consumers in the area.

### **Project Implementation Unit (PIU)**

**Operational mandate:** The Unit's operational mandate is reflected in the following main objectives:

To provide appropriate capability and systems for planning, economic research, statistics and project management in the Division

To provide planning, policy analysis and research services in the Division

To plan, implement, monitor and evaluate development projects in the Division

The following table lists the achievements of the Unit for 2011:

<b>PROJECTS</b>	<b>STATUS</b>
Delaford Fishing Facility	Completed
Battery Bay, Betsy's Hope Revetment	Completed
Belle Garden Fishing Facility	Completed
Kendal Farm School Roof Repairs	Completed
Castara River works (repair gabion baskets and dredge river)	Completed
Repairs to Botanical Gardens Gazebo	Completed
Mt. Irvine Fishing Facility	Completed
Delaford and Belle Garden Recreational Facility	Completed
Scarborough Jetty upgrade	95% complete
Roxborough Fishing Facility	90% complete
Interpretive Building at Little Tobago	90% complete
Scarborough Fish Depot Paving Project	90% complete
Delaford Demonstration Unit	90% complete
Goldsborough Tissue Culture Lab	85% complete
Rest Stop (building works), Bloody Bay	50% complete
Office in Botanical Gardens above Gazebo	50% complete

Lambeau Fishing Facility	40% complete
Pigeon Point Fishing Facility	20% complete

### **Administrative Support Services Department**

**Operational Mandate:** The Administrative Support Services is an amalgamation of those Units that provide administrative support to the core Departments of the Division. Along with its four key Departments, the Division is supported by the following Units:

Human Resource Management

Accounting

General Administration

Information Technology

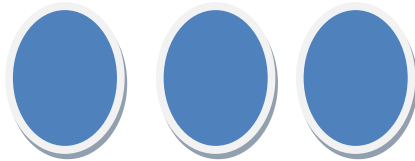
Office Management/Registry

Communication, Events and Marketing

Project Implementation

These Units provide support to all Departments and are very instrumental in the successful execution of their projects and programmes.

**ASSEMBLY LEGISLATURE SECRETARIAT**



## Divisional Overview

The Assembly Legislature Secretariat of the Tobago House of Assembly provides secretarial, administrative and support services to the legislative arm of the Tobago House of Assembly. This Division is required by statute to facilitate the convening of regular sittings of the Assembly to debate and make decisions on matters related to the affairs of Tobago at the policy level.

The Mission of the Assembly Legislature Secretariat is:

### **MISSION**

**To provide members of the Tobago House of Assembly with professional procedural support and efficient administrative services in an apolitical manner in order that they may effectively perform their functions**

The four Core Values that underpin the way the Assembly Legislature functions are:

### **CORE VALUES**

*Professionalism*  
*Transparency*  
*Equity*  
*Respect*

## **Organizational Structure and Management**

The Secretariat is structured into three sections as depicted in the Organizational Chart overleaf and managed operationally by a competent, professional team of officers listed hereunder:

Mrs. Ann Mitchell-Gift

Presiding Officer, Assembly Legislature

Mrs. Vanessa Cutting-Thomas

Clerk, Assembly Legislature Secretariat

Mrs. Jacqueline Charles-Providence

Acting Verbatim Reporter 11

Mrs. Paulette Berkley

Library Assistant

Mr. Parkinson Alfred

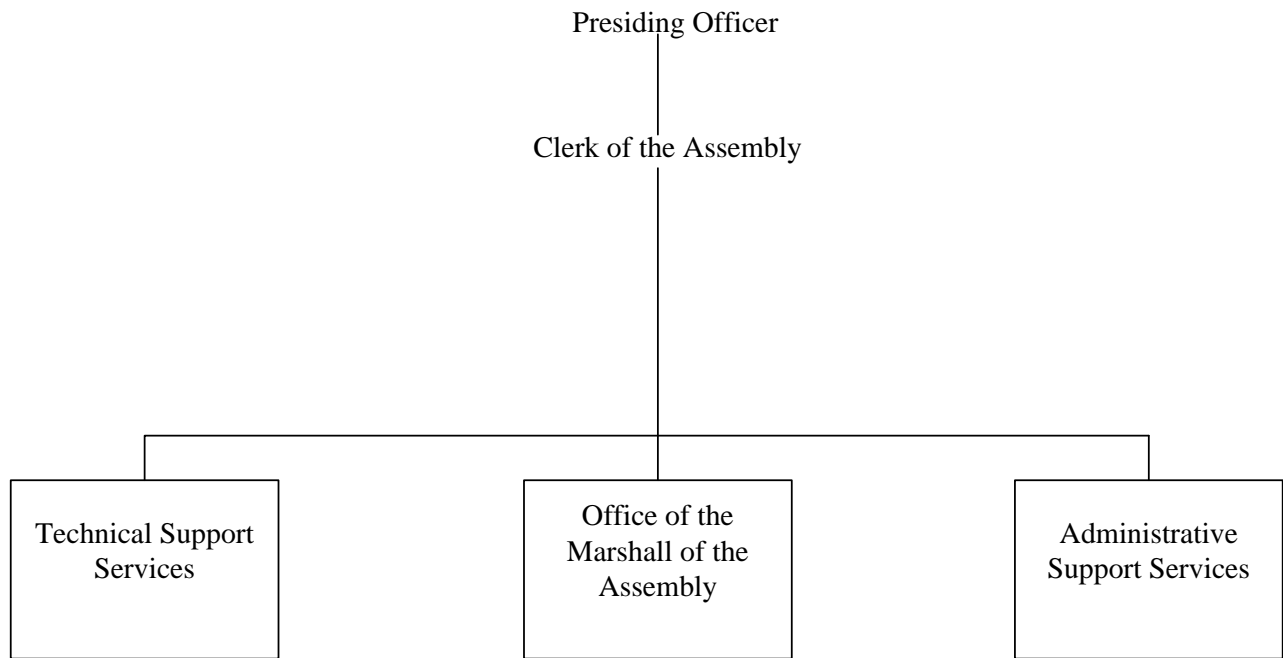
Pensions Coordinator

Mrs. Alestra Alfred-Charles – (Reassigned in December to the Internal Audit Department)

Auditor



**Assembly Legislature Secretariat**



## Financial Resources

The amounts allocated to the Assembly Legislature for the fiscal year 2010/2011 are as follows:

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	3,413,100.00	3,588,941.00	3,508,897.14
Goods and Services	9,599,143.00	8,051,110.00	9,179,900.52
Development Programme	2,120,000.00	2,120,000.00	2,086,120.65
<b>Total</b>	<b>15,132,234.00</b>	<b>13,760,051.00</b>	<b>14,774,918.31</b>

## **PERFORMANCE HIGHLIGHTS**

**Operational Mandate:** In 2011, the Assembly Legislature continued to provide the support necessary for efficient discharge of functions as it relates to the conduct of Assembly affairs. There was a reshuffling in the members of the Legislature and their portfolios, which include the resignation of Assemblyman Albert Pilgrim as Secretary of Health and Social Services and the change in Councilor Gary Melville's portfolio from the Assistant Secretary of Infrastructure and Public Utilities to Secretary of Agriculture, Marketing, Marine Affairs and the Environment. Below is a list of members of the Assembly Legislature and their portfolios:

### **MEMBERS**

### **PORTFOLIO**

Mrs. Anne Mitchell-Gift

Presiding Officer

Assemblyman Orville London  
(Member for Scarborough/Calder Hall)

Chief Secretary and Secretary of  
Public Administration, Planning,  
Energy, State Lands and Information

Assemblyman Hilton Sandy  
(Member for Roxborough/DelaFord)

Deputy Chief Secretary and Secretary  
of Infrastructure and Public Utilities

Assemblyman Tracy Davidson-Celestine  
(Member for Parlatuvier/  
L'Anse Fourmi/Speyside)

Leader of Assembly Debates and  
Secretary of Community  
Development and Culture

Councillor Dr. Anselm London

Secretary of Finance and  
Enterprise Development, Consumer  
Affairs and Co-operative

Assemblyman Oswald Williams  
(Member for Lambeau/Signal Hill)

Secretary of Tourism and  
Transportation

Assemblyman Whitney Alfred  
(Member for Bethel/Mt. Irvine)

Secretary of Education, Youth  
Affairs and Sport

Assemblyman Godwin Adams  
(Member for Plymouth/Golden Lane)

Secretary of Settlements and  
Labour

Assemblyman Claudia Groome-Duke  
(Member for Black Rock/Whim)

Secretary of Health and  
Social Services

Councillor Huey Cadette

Deputy Presiding Officer and  
Assistant Secretary of Education,  
Youth Affairs and Sport

Councillor Gary Melville

Secretary of Agriculture, Marketing, Marine Affairs  
and the Environment

Assemblyman Albert Pilgrim  
(Member for Buccoo/Mt. Pleasant)

Assemblyman Ashworth Jack  
(Member for Providence/Mason Hall)

Minority Leader

Assemblyman Orville Jordan  
(Member for Bacolet/Mt. St. George)

Assemblyman Rolly Quacoo  
(Member for Canaan/Bon Accord)

Assemblyman Steve Jack  
(Member for Goodwood/Belle Garden)

Councillor Yvette Parks-Caruth

Secretarial support was provided to the Assembly in areas listed below:

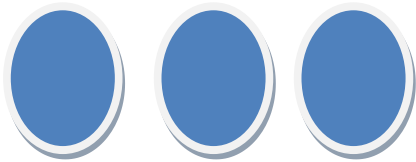
- **Plenary Sittings:** 14 Plenary Sittings were held at which the following activities requiring secretarial support occurred:
  - 18 – Motions were moved and adopted by the THA
  - 16 – Papers were laid in the House
  - 2 – Bills were read and passed
- **Official Functions**
  - During the year the Division hosted a one day tour in Tobago of the Canadian Parliamentary Delegations on February 20, 2011.
  - The Presiding Officer and the Clerk of the Assembly participated in the 15<sup>th</sup> Biennial Conference of Presiding Officers and Clerks of the Caribbean, the Atlantic and the Atlantic Region of the Commonwealth during the period April 4–6, 2011 in Grand Cayman, Cayman Islands.
  - The Clerk of the Assembly and Members of the Assembly attended the 36<sup>th</sup> Conference of the Caribbean, Americas and Atlantic Region of the Commonwealth Parliamentary Association in St. George's, Grenada during the period June 24 – July 01, 2011.
  - The Presiding Officer and Members of the Assembly participated in the 57<sup>th</sup> Commonwealth Parliamentary Conference in London during the period July 21–28, 2011.
  - The Division hosted a one-day tour for the delegates of the Tenth Triennial Conference of Commonwealth Hansard Editors on August 19, 2011.

- The Division participated in the hosting of Independence Day and Remembrance Day celebrations. The Division also took part in the annual exhibition held during the Assembly Week celebrations. Displays to inform and educate the public about Assembly related issues were held over a two-day period in December.

- **Accommodation**

- The restoration works at the old Administration Building, Jerningham Street, continued in 2011.
- A store room was constructed and work is still in progress at the Data Room and the Seminar Room.
- A concrete overlay was installed at the courtyard of the Building. In addition, two stone planters were erected at the front of the building and landscaping works was done at the back of the building.
- On November 28, 2011 a re-commissioning ceremony of the Assembly Legislature Building was held. The Officers are now motivated to work since they can now function in a more comfortable environment.

**DIVISION OF COMMUNITY DEVELOPMENT AND  
CULTURE**



## DIVISIONAL OVERVIEW

The Division of Community Development and Culture coordinates and facilitates community and cultural activities on the island. The Division's overarching goals are to empower and sustain creative communities, preserve and promote Tobago's cultural heritage, and facilitate cultural development in a global environment.

The Division plays a pivotal role in human resource development since its activities contribute to the enrichment of the lives of residents of Tobago. The Division's Mission and Core Values are outlined below:

### MISSION

**To improve the quality of life of the residents through community mobilization while preserving, promoting and appreciating our unique cultural traditions in the global environment**

### CORE VALUES

**People, Creativity and Innovation, Integrity, Excellence, Respect and Inclusiveness, Participation, Capacity Building and Consultation, Corporate Governance, Public/Private Partnership**



## **Organizational Structure and Management**

The Division of Community Development and Culture is structured into seven core Departments that transform the Strategic Mandate of the Division into attainable activities. The operationalization of the Division's Strategic Mandate is managed by a team of committed, competently skilled professionals as follows:

Mrs. Tracy Davidson-Celestine  
Secretary for Community Development and Culture

Ms. Janice Harris  
Administrator, Community Development and Culture

Mrs. Ayanna Webster-Roy  
Coordinator, Community Development

Ms. Glenda Rose Layne  
Coordinator, Culture

Mrs. Ann Marie Seenarine-Price  
Research Officer II

Mr. Darren Hector  
Project Manager

Mr. Gilbert O'Connor  
Programme Facilitator, Fine Arts Resource Centre

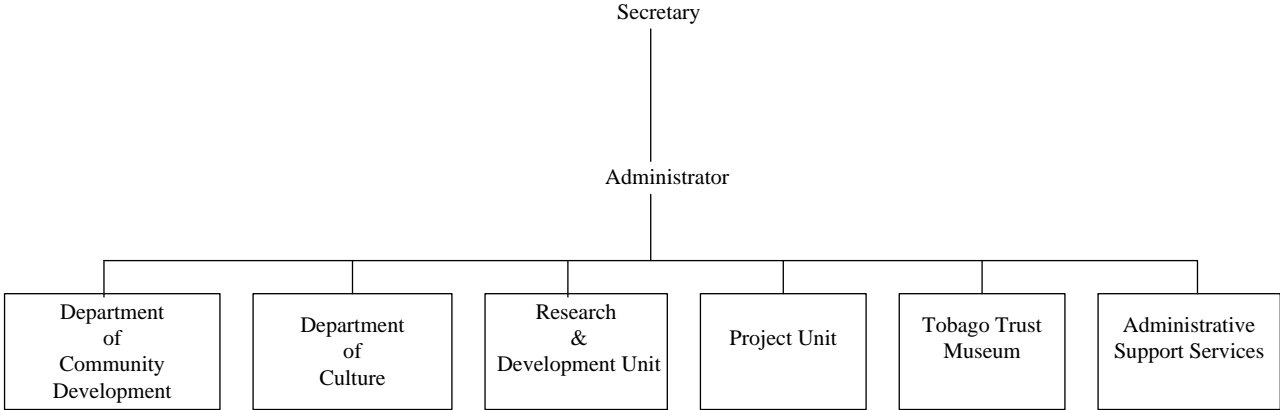
Mrs. Carol Ottley  
Administrative Officer II

Mrs. Selma Graham  
Accounting Executive I

Mrs. Jaan Campbell  
Human Resource Officer I

Mrs. Salisha Small-Moses  
Communications Coordinator

**Division of Community Development and Culture**



## Financial Resources

The following is a general summary of the main financial elements for fiscal year 2010/2011.

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	11,514,030.00	11,373,530.00	11,145,469.57
Goods and Services	67,169,258.00	43,524,074.00	42,438,092.00
Development Programme	14,640,000.00	7,021,800.00	3,812,892.30
<b>Total</b>	<b>93,323,288.00</b>	<b>61,919,404.00</b>	<b>57,396,453.87</b>

As the figures show, the Division was able to curb its expenditure to ensure it exceeds neither allocations nor releases for the last fiscal year.

## **PERFORMANCE HIGHLIGHTS**

### **Department of Community Development**

**Operational Mandate:** The Department of Community Development is an arm of the THA with responsibility for community mobilization and organization as well as the construction of community centres with the goal of developing creative and resilient communities by transforming their physical and social conditions. It encourages and promotes activities at community (village) levels. The Division currently services approximately 40 communities and promotes community integration, community empowerment and community regeneration through its quality programmes, in an attempt to advert common societal problems and improving the quality of life of the people in their various communities.

The programmes/projects undertaken in 2011 are as follows:

- **Community Training Courses:** The Department increased the number of courses offered at various community facilities throughout Tobago to 66 and introduced an Air Conditioning and Refrigeration Repairs Course at the Belle Garden Community Centre. Five participants of the Air Conditioning and Refrigeration Repairs Course were able to find employment in the private sector as a result of this training programme and an on-the job training opportunity arranged by their tutor. For the first time, the Department was able to offer Food Preparation training at Buccoo, as the newly constructed centre provided a state-of-the-art training kitchen.
- **Community Craft Awareness Initiative:** A Community Craft Awareness Initiative was piloted in the community of Plymouth and resulted in a ‘mas’ production, ‘Old Time Carnival Revellers – “Roachie Coming Again” ’, a section of which consisted of handmade costumes by craft workers in the Division utilizing local material and craft techniques. The Plymouth/Bethesda Village Council won third place in the medium band category in Carnival 2011. The presentation was a tribute to ‘mas’ icon, Rawle Roachford (Roachie), who always advocated for the preservation of traditional ‘mas’ characters in our Carnival celebrations. The Village Council was supported by the Department’s Fine Arts Resource Centre in producing costumes for the section “Roachie Now.” The pieces were designed by Ms. Alma Gray and Ms.

Leslie Ann Boxill and consisted of mainly locally sourced material such as dried leaves, screw pine and tie-dyed fabric.

- **Youth Involvement in Community Governance:** The Department collaborated with the Tobago Youth Council and the Department of Youth Affairs in hosting a successful Youth Conference, “Building Bridges...Creating Linkages.” One hundred participants were involved in the one-day activity. The Moriah / Runnemedede Youth Group and the Goodwood Initiative for Village Empowerment have emerged as a result of this conference. In addition, the Department has played an integral role in developing a youth initiative in Glen Road which has brought all the various youth based organizations in Glen Road and environs under one governing body – “G-DEN Youth The Group,” formally launched on October 26, 2011.
- **The Pride of Tobago Project:** “My Community...My Pride...My Responsibility” Project was launched in June 2011 and took a competition format. The competition had an environmental enhancement component and a micro-project category which was geared towards encouraging communities to address pertinent issues in a collaborative manner. Over 75 individuals and community based organizations were shortlisted for the competition. The Roxborough Anglican School won the micro-project category with their start up community museum.
- **Heritage Food Fair:** For the first time, a competitive element was added to the Heritage Food Fair. Communities were encouraged to improve their standards and presentations in a bid to improve quality control at the event and to promote local cuisine as gourmet. Twenty-two village councils and community groups participated in the event held in July 2011.
- **Kool Kids Camp:** The Camp was extended to include communities in the East. Eighty children from Argyle and environs attended the three-week camp at the Argyle Community Centre in July, while 65 children attended the camp at the Bacolet Community Centre for three weeks in August. The participants were exposed to a number of vocational skills, motivational talks as well as health and fitness issues.

- **The Multi-purpose Tele-centre at Belle Garden:** The Centre, which was closed for over a year, was reopened in August as a joint initiative between the Department of Community Development and the Tobago Information Technology Centre Ltd. A database of persons who had registered for training under the previous management is currently being facilitated, as well as the operation of a walk-in service for persons interested in using the equipment for research or leisure purposes. The centre also ran a special computer training programme for children between the ages of five to ten during the month of November. The community of Belle Garden, as well as Kendal and environs, welcomed the reopening as it provided internet access for a number of persons from the community.
- **Village Council Training:** The Department held an intense four-day training for the key executive officers of the various village councils in September 2011. The training exposed participants to leadership training, methods for conducting an effective meeting, accounting practices and bookkeeping. The training was a direct response to a need for capacity building within the village council movement and to improve accountability and transparency.

### **Department of Culture**

**Operational Mandate:** The goal of the Culture Department is to facilitate, promote and preserve the cultural heritage of Trinidad and Tobago. The Department plays a pivotal role in developing, promoting and enhancing Tobago's cultural heritage while seeking to preserve the island's unique cultural way of life through training in the island's indigenous art forms to ensure its preservation. The THA's decision to pursue "strategic diversification initiatives aimed at creating new sustainable businesses outside of the tourism sector" has resulted in the Division's objective of developing the island's creative industries, namely Fashion and Film, as a priority.

The programmes/projects undertaken in 2011 are as follows:

- **Educative Arts:** The Educative Arts Festival and Conference is a Carnival Festival training programme that speaks to the history of Carnival and its people. This festival commemorates the period in history when Carnival helped to create our cultural identity as a people. Target audiences included practitioners, students and the general public.

- **Performing Arts Training Programme:** This is a grass roots training programme geared towards the professional preparation of performers in music, dance, drama and drum within the communities. The programme gives students an understanding of the various disciplines and an opportunity to equip themselves with the performance skills necessary to contribute to Tobago's various cultural art forms. At the programme's core lies the recognition of art as the confluence of training, practice, creativity and education.
- **Drum Awareness:** This was geared towards bringing a sense of awareness and respect to the tradition of drumming throughout the communities in Tobago. Seven communities were targeted with major participation from at least 10 of the drumming groups on the island.
- **Community School for the Arts:** This is a hybrid programme designed to enhance, educate and give practitioners, community leaders, group leaders and officers in the Division an opportunity to become certified in their different disciplines through outreach tertiary training, in order to enhance their ability to serve in the communities through interaction and implementation. This programme is done through partnership with various tertiary institutions such as The University of the West Indies and the University of Trinidad and Tobago.
- **Certificate Course in Theatre/Drama in Education and Certificate Course in Dance:** This was geared towards giving practitioners in the disciplines under the Performing Arts an opportunity to become certified. It also gave students who completed their CXC examination in the relevant subject area an opportunity to become certified as well. The burden of travel and accommodation expenses incurred by students who initially would have had to travel to Trinidad was removed. The partnership between The University of the West Indies and the Division of Community Development and Culture was strengthened.
- **Tobago Film Festival:** The Division of Community Development and Culture partnered with the Trinidad and Tobago Film Festival in hosting a number of community screenings throughout Tobago. This was geared towards bringing a sense of awareness and creating a nucleus for a rural film industry in Tobago. Five communities were targeted with interactive



discussion sessions after each screening. Discussions have been held to host more workshops in Tobago.

### **Project Implementation Unit (PIU)**

**Operational Mandate:** The Unit is poised to “provide communities with quality facilities that meet the dimensions of their social expectations.” The Unit’s mandate is the cornerstone of the Division’s Development Programme focusing on the construction and upgrading of community centres throughout Tobago. The Project Unit has not been exempt from change, as many community centres are now constructed within a multipurpose framework serving as socio-cultural facilities and designated emergency shelters which are reflective of the communities’ changing needs. As the Unit assumes a broader mandate, the PIU is in the process of being restructured so that it is reflective of a more technical nature. This new role will be to construct, monitor and maintain all new and existing physical structures which fall under the purview of the Division of Community Development and Culture.

The 2011 achievements are as follows:

- Expansion and upgrade of the Glen Road Community Centre
  
- Refurbishment works to GNV Place which accommodates the Culture Department
  
- Completion of the John Dial Community Centre
  
- Completion of the Parlatuvier Community Centre
  
- Upgrade the flooring of the Dance Studio at Bacolet
  
- Conducted plumbing repairs to the Fairfield Complex
  
- Upgraded the L’Anse Fourmi Community Centre

## **Research and Development Unit**

**Operational Mandate:** The execution of the Division's mandate requires a framework of detailed and careful research planning and analysis, documentation and articulation to create sustainable communities and to preserve cultural identity. The Unit conducts both sector and policy research and provides technical research support to all Departments to enable the development of quality programmes designed to achieve organizational objectives and support evidence based policy formulation and planning.

The programmes/projects undertaken for 2011 are as follows:

- **Communications Strategy:** The Division of Community Development and Culture (DCDC), requires the development of a clear communication strategy to ensure that consistent and accurate information is conveyed. This plan was developed in 2011 to synergize the Division's mandate in an evolving ICT environment, maximize public outreach and participation, and to be flexible so that all or portions of the plan can be implemented according to changing needs.
- **Community Centre Management Model:** The social and economic changes have provided a number of challenges for community centres; for example, the general lack of volunteers available with the necessary commitment, knowledge and expertise to manage centres, and the ability of centres to assess and respond to the diverse needs of groups within their community. The community centre management model document identifies the key challenges of centres in contemporary times and gives recommendations as to suitable models which may be adopted into the Tobago context.
- **Tobago Film and Fashion Industries:** The development of the Tobago Film and Fashion industries is fundamental to the economic diversification and growth of the Tobago economy by targeting Tobago's creative sector. The monetization of this sector is expected to yield tangible results as the Division seeks to place emphasis on both industries as engines of growth. The Terms of Reference for both the Fashion and Film industries have been developed.

## **Fine Arts Resource Centre**

**Operational Mandate:** The Fine Arts Resource Centre (FRC) concentrates its activities on the promotion of the rich art and craft heritage of Tobago through three main areas: exhibition, education, and support of artists and artisans through organized workshops and craft markets. As an ‘umbrella’ to all the entrepreneurs and manufacturers of craft products in Tobago, the Centre focuses on the development of craft entrepreneurs, empowering them with the ability to influence and supply high quality products that can compete in the global market place. The FRC has initialized the process of developing the creative industry and diversifying Tobago’s economy. The development of the Fine Arts Resource Centre is linked to the THA’s broader development thrust of diversification and the Division’s emphasis on the development of Tobago’s creative industry. The Centre will become a training academy where Tobagonians will be able to enhance their skills and receive foundation training to encourage business development and entrepreneurship.

The following activities were undertaken in 2011:

- **Mapping Community Assets:** Mapped community assets and compiled community profile document along with yellow pages to be used in community visioning and planning exercises. Twenty profiles have been compiled.
- **Get Involved Programme:** This programme targets members of the communities of Tobago to understand the importance of being involved in community activities and programmes. Sessions have been held with Youth Quake Youth Group, Moriah Youth Club, Mt. Pleasant Youth Group and Youth in Steel Youth Group.
- **The Road Less Travelled Television Series:** This series seeks to unearth information on dying traditions with an aim at revival and preservation. The Heritage Dirt Oven Experience at Castara, the Screw Pine Craft Production Practitioners, Mr. Ricardo Alleyne (Bamboo Fish Pot Craftsman and Master Boat Builder), L’Anse Fourmi Cultural Community Life and Ms. Yzanne Williams (Culinary Arts/Food Fair Champion) have been highlighted.

## **Tobago Museum**

**Operational Mandate:** The Tobago House of Assembly (THA) Act, Section 21 (2) (u) empowered the Assembly to undertake in Tobago “the identification and preservation of places of historical interest and natural beauty and the establishment of a Natural History Museum and a Tobago Trust.” The Tobago Trust which has jurisdiction over the Tobago Museum is responsible to the THA. The Museum maintains a collaborative relationship with the Division, particularly in the sphere of culture.

The mandate of the Tobago Trust is as follows:

- The collection of works of art, cultural artifacts and items of national, artistic, natural and historical interest to Tobago
- The identification, preservation and restoration of buildings, structures, sites, monuments, cultural artifacts, objects and items of national and /or historical interest to Tobago or things of natural beauty and maintenance of related records
- The administration and promotion of the Tobago Museum with a view of maintaining its essential character and to expanding, developing and obtaining support, therefore, whether financial or otherwise

The achievements for 2011 are as follows:

- **Visitors:** Total visitors for 2011 were 12,872 consisting of 25% students, 40% nationals and 35% overseas visitors.
  
- **Educational Lectures and Workshops:**
  - Pre-school and Elementary Schools, Tobago: 17 schools, 447 students and teachers
  - Pre-school and Elementary Schools, Trinidad: 13 schools, 571 students and teachers
  - Secondary Schools, Tobago: 1 school, 3 students and teacher
  - Secondary Schools, Trinidad: 3 schools, 76 students and teachers
  - Tertiary Institutions, Tobago: 5 institutions, 132 students and teachers

- Tertiary Institutions, Trinidad: 2 institutions, 209 students and teachers
  - Tertiary Institutions, International: 4 institutions, 114 students and professors
  - Museum Workshops: 1 – National Museum; 2 – U.W.I., Trinidad; 2 – Boston University, MA, USA
- **Cruise ship tours :** 17 cruise ship tours – 2,020 passengers

### **Tobago Festivals Commission**

**Operational Mandate:** The Tobago Festivals Commission, formerly designated Tobago Festivals Committee, is charged with the responsibility to facilitate, develop and implement strategies and programmes that will ensure a favourable and healthy cultural environment to enhance the perseverance, protection, development and promotion of festivals in Tobago.

In 2011, the Tobago Festivals Commission embarked on the following:

- **Tobago Carnival 2011 Presentation**
- **Vintage Calypso Competition and Bele Fest:** A vintage calypso competition and Bele Fest was held at Tobago's Pembroke Heritage Park as part of the celebrations recognizing Tobago History Month. The Division of Community Development and Culture partnered with the Trinbago Calypso Association to host the Vintage Calypso Competition. Competitors were asked to sing a calypso dating back at least 25 years, and Tobagonians experienced for the first time on the island, a Bele Festival. The Festival started with a procession from the Belle Garden Great House. The congo bele dance, featured at the Festival, was displayed at the Caribbean Festival of Arts (CARIFESTA) and was branded and accepted as one of the dance forms which was created in Tobago. The other two dances created in Tobago were the bele reel and the jig bele.
- **International Year for People of African Descent:** In commemoration of the UN designated International Year of People of African Descent, a mega concert was held at the Pigeon Point Heritage Park. The concert featured local and international acts, including the feature artiste Baaba Maal.

**DIVISION OF EDUCATION, YOUTH AFFAIRS  
AND SPORT**



## **Divisional Overview**

The Division of Education, Youth Affairs and Sport (DEYAS) executes the Education, Youth Affairs and Sport portfolio on behalf of the Tobago House of Assembly. The strategic direction of the Division is guided by the following mission:

### **MISSION**

**To provide an environment that promotes and supports holistic development and lifelong learning through relevant, innovative and well conceived educational, sporting and youth oriented programmes, thus enabling all persons to achieve their full potential as productive citizens.**

The operationalization of the Division's mission is encased by the following core values:

### **CORE VALUES**

**Professionalism  
Trust  
Integrity  
Commitment  
Accountability  
Respect  
Unity**

## **Organizational Structure and Management**

The Secretary of Education, Youth Affairs and Sport exercises general direction and control of the Division. However, the operations of the Division are under the supervision of an Administrator, appointed for that purpose. The DEYAS is organizationally structured to include four core Departments and several administrative Units. Collectively, the head of these Departments and Units, identified hereunder, constitute the Division's management team.

Assemblyman Whitney Alfred

Secretary of Education, Youth Affairs and Sport

Councillor Huey N. Cadette

Assistant Secretary of Education, Youth Affairs and Sport

Mrs. Jennifer Lezama

Administrator, Division of Education, Youth Affairs and Sport

Ms. Verleen Bobb-Lewis

Chief Education Coordinator, Department of Education

Mr. Lyndon Wilson

Youth Development Officer II, Department of Youth

Mr. Anthony Price

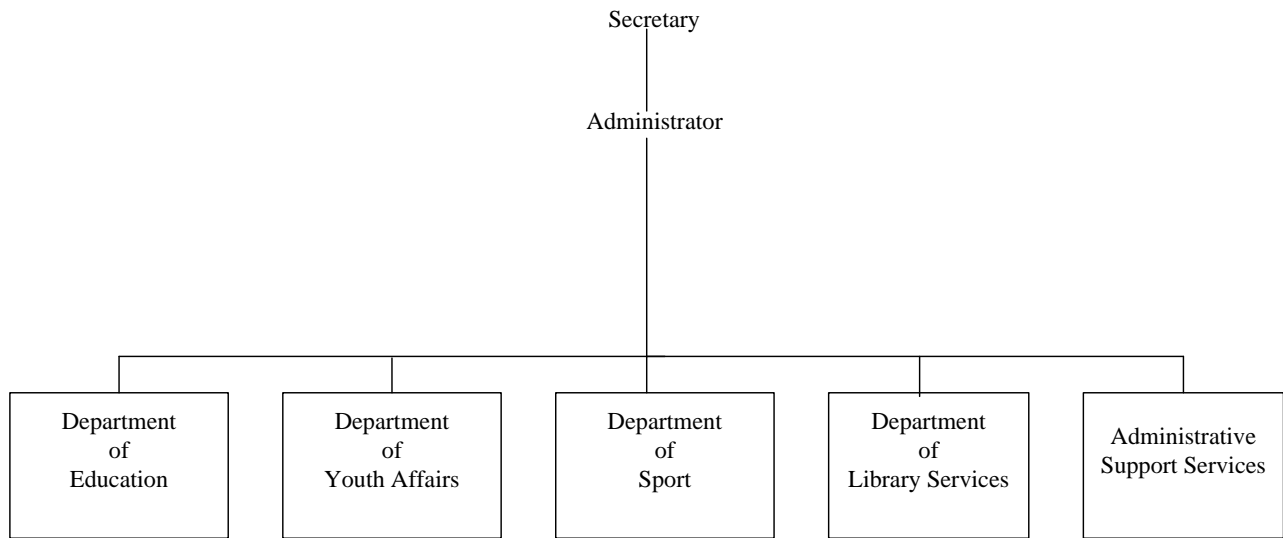
Director, Department of Sport

Vacant

Manager, Library Services



**Division of Education, Youth Affairs and Sport**



## Financial Resources

For the fiscal year 2011, the Division's allocation, releases and expenditure were as follows:

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	138,049,406.00	127,307,723.00	124,539,194.20
Goods and Services	136,594,780.00	120,482,633.00	117,469,852.99
Development Programme	62,935,000.00	67,594,000.00	43,736,219.29
<b>Total</b>	<b>337,579,186.00</b>	<b>315,384,356.00</b>	<b>285,745,266.48</b>

In 2011 the Division was faced with a reduced level of releases when compared with its original allocation. Each Department was therefore forced to adjust its budgeted expenditure to cater for the reduced allocation approved by the Executive Council.

## **PERFORMANCE HIGHLIGHTS**

### **Department of Education**

**Operational Mandate:** The Department of Education aims to be the key institution facilitating the educational needs of and outcomes for Tobagonians. Its scope of responsibility covers the management of all schools in Tobago, inclusive but not limited to, curriculum implementation, school supervision, school nutrition, special education, student support services and education extension services.

The Department's Strategic Education Plan (2009–2014) serves as a consistent guide for the management/implementation policies and projects of the Department for the year under review, 2011. The performance highlights of the Department for the period 2011 are as follows:

- **Tobago Science Centre:** The Tobago Science Centre implements various programmes targeted at popularizing science in the schools and also, amongst the general population of Tobago. During the period under review, the Centre was severely handicapped by the resignation of key personnel. This proved to be a challenge as the Centre had to rely heavily on the Science Committee members to assist in carrying out most of its planned programmes. Nonetheless, the following provides a summary of the Centre's accomplishments for 2011.
  - **The Robotics and Renewable Energy Workshop:** This Robotics and Renewable Energy Workshop was organized by the Innovation and Creativity Laboratory of the NIHERST/National Science Centre in tandem with the Science Centre. The week-long workshop was geared towards Third and Fourth Form students, who constructed solar powered circuits, wind-driven pumps, robots and other motorized machines.
  - **Science Camp 2011:** As part of 2011's Holiday Enrichment Programme, Science Camp proved to be the highlight of the July–August vacation period for the attendees. Both students and parents engaged in a number of experiments which allowed for the further development of science processes such as observing, questioning, hypothesizing, predicting,

interpreting and communicating, which are integral to the learning and understanding of science and its many concepts.

- **Tobago Science Exposition 2011:** Themed ‘Science in Entertainment: Adventure, Amusement, Art!’ Science Expo 2011 boasted of two new categories – Photography and Performing Arts. Despite a poor showing in the Science Competition, there was an additional 120 entries, as compared with last year’s submissions. The exposition offered students and teachers the opportunity to suggest experiments which were imaginative, fun and artistic.

- **School Nutrition**

- Training in Food Safety and Food Hygiene was provided to five Food Service Officers at the Caribbean Industrial Research Institute (CARIRI) during the period 25<sup>th</sup> – 29<sup>th</sup> July, 2011 at a cost of forty-four thousand and forty-five (\$44,045.00) dollars.
- Public Health Inspectors and Food Service Officers conducted formal and informal training for the Caterers at their respective kitchens.
- Monthly staff meetings were conducted with members of staff of the School Nutrition Unit and regular meetings with the Caterers to sensitize them of the Unit’s requirements and address any shortcomings.
- Collaborated with the Procurement Unit to have three schools (Black Rock Government, Speyside Anglican and Des Vignes Road Government) identified for etiquette training and outfitted with the necessary equipment and utensils for implementation.
- Dialogued with the Caterers to make adjustments to the lunch menu by having their input to move it from a five-week cycle menu to a three-week cycle menu.

- **Research Unit**

- Analyses of the SEA 2011, CSEC 2011, NCSE 2011 and CAPE 2011 results were done and the breakdowns allowed for planning interventions that would see improvements in the education system.
- A research study on students' under-achievement at the primary school level was completed.
- The Family Institute of Research, Science and Technology Project was rolled out.
- Databases were created for the qualifications of all primary school principals and teachers; also the total enrolment of student and teacher population by school was collected and is now readily available.

- **School Sport**

- **Athletics:** In 2011, athletics achieved excellence locally and nationally. In the 25<sup>th</sup> National Secondary School Track and Field Championship, the Tobago Secondary School Track and Field Team successfully defended the District Championship Title for the 19<sup>th</sup> consecutive year. Additionally, in the 49<sup>th</sup> National Primary School Track and Field Championships, Tobago came away with the second place finish. In 2012, Team Tobago intends to capture the first place in this competition.
- **Cricket:** Whim Anglican became the first school from Tobago to win the Atlantic National Primary Inter School Boys Cricket League.
- **Football:** Eight Primary School footballers from Tobago (four boys and four girls), were selected among 50 players nationwide, based on performances in the 2011

Atlantic National Primary Inter School Football League for the Atlantic Development Camp. The Tobago Educational District also received the most overall selections for having the most male and female picks for this particular camp.

- **Netball:** The Tobago Education District won three of the four national Inter School Titles on offer.
  
- **Table Tennis:** Jakeem Welch of St. Andrews Anglican created history by capturing the National Scotia Bank School Table Tennis Championship in the Boys under 10 Category. He also became the first Tobagonian to win the Pre-Cadet Division at the National Level. Messiah Walcott and Roberto Johnson of St. Andrews Anglican and Speyside Anglican respectively, copped third place in the same competition. These players were all selected as part of the Boys under 10 national contingent at the Junior Caribbean Championships held in the Dominican Republic in August 2011.

Overall, six players from Tobago were selected in the team of fourteen to participate in the Caribbean Pre-Cadets Table Tennis Championships.

- **Swimming:** The first Tobago Primary and Secondary School meet was held in April. Scarborough RC and Bishop's High School were crowned champions in the respective categories.
  
- **Multicultural Education Unit:** The Multicultural Education Unit was established in 2007, and is designed to infuse culture and its related activities of Music, Dance, Arts and Theatre Arts into the curriculum of schools in Tobago. The Unit is also responsible for the promotion of cultural appreciation at all levels of education in Tobago, as a result of which, many students will be able to choose careers that will increase the number of trained professionals on the island. The Unit also serves as a cultural resource body for curriculum development, teacher training and professional development, establishing networks with

tertiary level educators, the business community and other relevant organizations. Though not adequately staffed, the Unit's performance highlights for 2011 are as follows:

- The Unit undertook the Carols by Candlelight and the Carols by Steel projects in which 15 schools participated with the aim of reviving the singing and playing of traditional Christmas songs and carols. These projects also included the sharing of gifts and treats for children.
- The Unit reintroduced the Tobago Schools Arts Festival since there was no Biennial Music Festival. Sixteen primary schools participated in the Arts Festival and revived Verse Speaking, Choral Speaking, Storytelling, Drama, Speech Band and Dancing in the schools. Some schools took advantage of the opportunity to continue to develop the arts in their schools, and were rewarded with monetary prizes.
- The Unit also hosted the Tobago Heritage Quiz which the Scarborough Methodist School won.
- Three schools received Pan Orchestras in the year 2010–2011. They are Roxborough Secondary, Mason Hall Government Primary and Bethesda Government Primary Schools.
- During the July/August holiday period, school children from throughout Tobago assembled for the Division's Pan Camps and Music Camps. Six Pan Camps were conducted at Moriah, Black Rock, Patience Hill, Buccoo, Scarborough and Belle Garden, and two music camps were conducted in Scarborough and Roxborough. Over all, approximately 400 students benefitted from these camps.

## **Department of Youth Affairs**

**Operational Mandate:** The Department of Youth Affairs is responsible for providing efficient services and support systems for Tobago's youth, through social development and holistic development with the aim of maximizing potential. The Department provides District Servicing to youth organizations and unattached youths in Tobago, training and capacity building programmes and Youth Development activities. The achievements for the Unit in 2011 are as follows:

- **District Servicing:** The Department, through its District Servicing Unit, continues to support and partner with youth serving and youth-led organizations as well as other stakeholders. Prompted by the Vision of the Youth Policy, which is to “promote empowered young people who are able to make informed choices so that they can lead meaningful, enjoyable lives and contribute to the sustainable development of Trinidad and Tobago,” the District Servicing Unit serves young people between the ages of 12 and 29 who are members of youth groups, youth serving organizations and young people who may not be involved in groups.

For the period under review, the Unit serviced over 113 youth-led and youth-based organizations. These services included:

- Assisting in the development and implementation of youth-focused projects and programmes.
- Assisting in the formation of youth groups.
- Capacity Building training in leadership skills, group dynamics, proposal writing and constitution writing.
- Providing financial assistance for youth development initiatives. In 2011, over 30 youth-led and youth-servicing organizations received the sum of approximately \$600,000.00.
- The Department has also, through its four Youth Development Centres, implemented several project/programmes to meet and address the needs of young people within the Districts. These include:



- Summer camps
- Sports extravaganza
- Island tours
- CSEC Maths and English classes
- Youth Crime Prevention seminars
- Computer literacy classes
- Christmas cookout
- Adult literacy classes
- Building electrical courses (YTEPP)

The Youth Centres for the period attracted just over 4,000 participants in its projects, programmes and daily activities.

▪ **Participatory programmes**

➤ **MYHELP – COMMUNITY AND SCHOOL CARAVANS**

Nine Secondary Schools	– 1,700 participants
Four communities	– 600 participants
Carnival Tuesday caravan	– 500 participants
Easter caravans	– 475 participants

➤ **Tobago Youth Development Institute (TYDI)**

- Training was conducted in Resource Management, Communication and Leadership Skills.
- Production and distribution of 3,000 copies of the 4<sup>th</sup> edition of Y<sup>2</sup> (youth magazine) was done.
- Just over 250 youths used the facilities for residential retreat or training.

➤ **Agro-Processing Unit**

501	–	Large Bottles of seasoning produced and sold
144	–	Small Bottles of seasoning produced and sold
247	–	Large Bottles of hot sauce
132	–	Bottles of Amchar produced and sold
28	–	Bottles of Chow Chow produced and sold
50	–	Packs of parsley/celery flakes produced – 16 sold, 34 in stock
658	–	Packs of preservatives produced – 558 sold, 100 in stock

In total, \$12,205.00 was made from Agro-Processing.

**Department of Sport**

**Operational Mandate:** The Department of Sport is responsible for the provision of social, financial and technical assistance to all sporting organizations. The Department has a Director of Sport, a Supervisor of Coaches, 20 Games Coaches, 3 Sport Development Officers, a Maintenance Supervisor and 274 daily rated employees. During the year under review the following were accomplished by the Department:

▪ **Assistance Granted**

➤ **Track and Field**

- Falcon Games was granted \$100,000.00 to assist with management of games.
- Assistance was given to Zenith and Jaguar Athletic Club to travel to Trinidad for several Track & Field Championships.
- Trips to major sport meetings in Trinidad, Jamaica and Barbados.
- Provision of airline tickets to athletes proceeding on scholarship to the United States.

➤ **Football**

- Financial assistance was given to the Tobago Football Association.
- Assistance with accommodation, return airline tickets and meals for players to attend national training.

➤ **Cricket**

- The Department granted assistance for return airline tickets for clubs to attend training sessions in Trinidad and financial assistance to the Tobago Cricket League.

➤ **Volleyball**

- Funding for return airline tickets for players and officials to travel to Trinidad to participate in tournaments and national trials.

➤ **Lawn Tennis**

- Financial assistance was granted for coaches and players to travel to Trinidad as well as to the United States to participate in tournaments. The Department's senior tennis coach attended Coaches' Workshop in Egypt.
- The Sport Department hosted its 1<sup>st</sup> I.T.F Junior International Tournament.

➤ **Table Tennis**

- Financial assistance was granted for coaches and players to travel to Trinidad to participate in tournaments.

➤ **Golf**

- Financial assistance was given to Mikhail Roberts and Samuel Cudjoe to attend Summer Camp at the Core Golf Junior Academy in Florida.
- Financial assistance was also given to Mikhail Roberts to attend a seven-month training programme at the Core Golf Junior Academy in Florida.

➤ **Other**

- A number of other community based sporting groups and organizations applied for and received assistance in conducting their programmes.

▪ **Achievements in Sports 2011**

➤ **Tennis**

- Won nine titles at the National Junior Championship
- National Senior Men Finalist
- Tranquility Championship Men Championship
- Davis Cup Group IV Championship
- Elan Mendez won two doubles titles and two singles titles I.T.F and one Casely International, U.S.A
- DeJohnique Delancy won one singles title and three doubles titles at I.T.F
- Joshua Abraham won two Casely International, U.S.A
- Hosted 1<sup>st</sup> I.T.F Junior Championship
- Hosted Tennis 10's Play and Stay Training Course
- Provided C.P.R and First Aid Training Course
- Conducted Primary School Training for over 600 players
- Conducted Elite Training six days per week
- Conducted Pre-Elite Training three days per week
- Conducted Summer Tennis with over 140 registered
- Elan Mendez was selected for National Awards

- **Cricket**

- Fourteen participants were registered in the Cricket sessions which were conducted at Shaw Park Recreation Ground of which two were special young men.
- An eight weeks bowling clinic in which 28 young men participated, concluded on Thursday 1<sup>st</sup> December, 2011 at Shaw Park Recreation Ground with an exhibition of “Target Bowling.” National Cricket Coach Mr. Kelvin Williams volunteered his services and selected Rod Sheppard and Rendell Bobb for future training.

- **Hockey**

- National under 21 selection training was provided to the following – Girls: Shonika Anthony, Kellese Graham and Axelle Prescott. Boys: Nave Roach, Shaundell Felix, Daniel Clarke and Jabari Trim.
- Secondary School Tournament MVP named – Male: Nave Roach (Signal Hill Secondary); Female: Shonika Anthony (Bishop’s High School)

- **Athletics**

- Kelly-Ann Baptiste won bronze at the World Championships in Daegu, South Korea. This was the only medal for Trinidad and Tobago at the event.

- **Elite Training**

Several of the Department’s coaches conducted Elite Training Programmes in Track and Field, Cricket, Boxing, Volleyball and Basketball.

- **Projects Completed**

- Conclusion of upgrading of the Louis D’Or Recreation Facility.
- Conclusion and commissioning of the Patience Hill hard court.

- Conclusion of the procurement process and the awarding of contracts by the Central Tenders Board for the lighting of 11 playing fields located at Shaw Park, Lambeau, Signal Hill, Montgomery, Mt. Pleasant, Calder Hall, Mt. Grace, Table Piece, North Side Regional Complex, Mt. St. George and Speyside.
- Replacement of roof at the Shaw Park Sporting Complex and electrical upgrade to the hard court facility.
- Fencing of the Jubilee hard court.
- Electrical upgrade to Montgomery, Mt. Pleasant and Parlatuvier hard courts.
- Completion of piling works and construction of light tower bases at the Roxborough Sporting Complex.
- Upgrade of the Montgomery and Bon Accord pavilions.

### **Administrative Support Services Department**

- **Human Resource Unit:** The Human Resource Unit of the Division of Education, Youth Affairs and Sport, cognizant of the Division’s Vision and Mission statement, decided that for the fiscal year 2010–2011 its operational mandate was to “improve communication and information gathering and additionally, devise a continuous feedback loop that incorporates service and customer satisfaction.”

This was done through the following measures:

- Significant progress in converting employee data into soft copy for greater ease of access and efficiency.
- Recruitment of a Director of Sport to set strategic direction and bring cohesion to the Department of Sport.
- Successfully conducted interviews of persons to fill vacant positions of Principal (Primary) and Vice Principal (Primary).

- Significant progress in ensuring that the Division is Human Resource compliant and that employment contracts were delivered to employees in a timely manner.

- **Information and Communication Unit**

In 2011, the Information Technology (IT) Unit focused on improving availability of Information Communication Technology (ICT) infrastructure in its service areas. It has seen renewed efforts in the timely procurement of equipment, better assets management, a move to offer customer-centred support, and closer interaction with leadership in schools. However, challenges with staffing arrangements remained.

Some of the major activities conducted included:

- **New Computer Labs in schools:** New machines and networking infrastructure were provided in schools such as Speyside High, Roxborough Secondary, Plymouth A.C., Ebenezer Methodist and Parlatuvier A.C. The latter two were furnished with laptops donated by the Republic of Korea. Depending on factors such as student population and lab infrastructure, the schools were outfitted with 8–20 computers in each lab.
- **Upgrade/Replacement of Primary School Administrative IT:** ‘Administrative Sections’ of all Primary Schools throughout Tobago were upgraded by providing two new and fully configured computers for use by Principal, Secretary/Clerk. These upgrades were separate from any other activities undertaken at any given school. Further strengthening of these sections in schools is carded for 2012.
- **Updates to Payroll System:** The 2011 update cycle of the payroll system saw the transition from Youth Department Daily Paid Officers to the Payroll Application Easipay 2000 being used for processing of payrols in the Division.
- **“GovNet” migration:** Infrastructure in the Division’s office has been migrated to work via the GovNet (Government backbone) services. These include authentication, email

services and managed internet access. Utilization of additional services is under evaluation.

- **2<sup>nd</sup> year of the eCal Laptop project for First Form students:** The Division was engaged in the rollout of the e-Connect and Learn (eCAL) laptops for First Form students for the second consecutive year. All schools in Tobago were issued laptops and the Division's technicians provided support in the rollout.
  
- **Helpdesk Implementation:** All preliminary work has been carried out regarding the implementation of the CA Technologies Service Desk application to monitor and evaluate activities, trouble calls and follow-ups in the ICT Unit. The application is to be implemented through National ICT Company Limited (iGovTT) via the Government backbone. Implementation of the Live Environment is pending and its expected delivery is anticipated early in 2012.
  
- **Plethora of Auxiliary Support (DEYAS Departments and Units):** In the year under review, there has been a relative increase in requests for support, ranging from desktop publishing activities to technical support at functions, as well as requests to aid in the setup of databases for wide-ranging purposes.



**DIVISION OF FINANCE AND ENTERPRISE  
DEVELOPMENT**



## **Divisional Overview**

The Division of Finance and Enterprise Development can be envisaged through its Vision which is to achieve excellence in financial activities, entrepreneurial development, and enforce the law regarding revenue collection. This Vision cascades into the following Mission and Core Values which inform the way the Division executes its mandate.

### **MISSION**

**To ensure that the Division manages and safeguards all the finances of the Tobago House of Assembly, through effective planning, implementation, auditing and enforcement functions, in accordance with existing legislation which will redound to the benefit of all.**

### **CORE VALUES**

**Professionalism  
Integrity  
Equity  
Respect**

## **Organizational Structure and Management**

The Division of Finance and Enterprise Development is structured into the Department of Finance and the Department of Enterprise Development. The Department of Finance consists of Budgets, Customs and Excise, Inland Revenue and the Fiscal Policy Research Unit while the Department of Enterprise Development includes the Business Development Unit (BDU), Consumer Affairs and the Co-operative Development Units. The Organizational Chart overleaf presents a pictorial view of this structure. The mandate of the Division is operationalized by the following highly skilled dedicated team of professionals:

Mr. Paul Thomas  
Administrator, Division of Finance and Enterprise Development

Mrs. Belma Polson-Wilson (appointed November, 2011)  
Director of Finance, Department of Finance

Mrs. Muriel Alfred-James (up to May, 2011)  
Budget Analyst IV, Budget Department

Mr. Ashraf Khan  
Customs and Excise Supervisor, Customs and Excise

Mr. Lowell Morris  
Revenue Officer IV, Inland Revenue

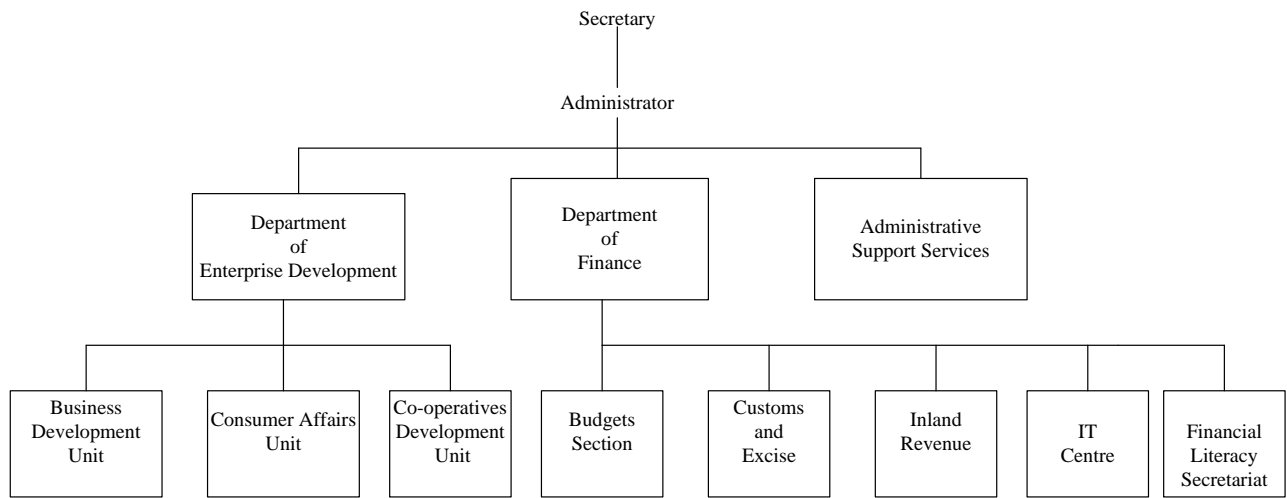
Mr. Phil Edwards  
General Manager, Information Technology Centre

Mrs. Arlene Job-Davis  
Manager, Consumer Affairs

Ms. Jacqueline Job  
Co-operatives Development Unit

Vacant  
Director, Business Development Unit

**Division of Finance & Enterprise Development**



For the fiscal year 2011, the Division's allocation, releases and expenditure were as follows:

	<b>ALLOCATION</b> \$	<b>RELEASES</b> \$	<b>EXPENDITURE</b> \$
Personnel Expenditure	669,331,198.00	558,867,188.00	525,166,427.00
Goods and Services	472,732,517.00	464,385,093.00	451,482,765.00
Development Programme	542,840,000.00	530,225,047.00	350,660,465.00
Minor Equipment Purchases	16,921,375.00	12,117,987.00	11,607,664.00
Current Transfers & Subsidies	366,639,548.00	347,818,913.00	346,284,351.00
<b>Total</b>	<b>2,068,464,638.00</b>	<b>1,913,414,228.00</b>	<b>1,685,201,672.00</b>

## PERFORMANCE HIGHLIGHTS

### Department of Finance

**Operational Mandate:** The Department of Finance performs a monitoring role and disburses funds to the other Divisions of the Tobago House of Assembly, in a similar manner as the Ministry of Finance in Trinidad.

- **Budgets Section:** The Budgets Section of the Finance Department is responsible for ensuring that funding appropriated by Parliament, as well as revenue collected by the Tobago House of Assembly, are released to the Divisions of the Assembly in a timely manner. The Section also monitors monthly expenditure and revenue collection from the Divisions and reports to the Ministry of Finance and the Assembly; collates the Annual Draft Estimates of Revenue and Expenditure to provide for the functions of the Assembly; identifies and examines proposals for new sources of revenue collection and makes recommendations accordingly. The achievements of this Section for the period under review are as follows:
  - The Budget provided a gauge for performance evaluation for the year 2011; the amount appropriated by the Parliament was as follows:

<b>Description</b>	<b>Amount Requested In Budget (\$)</b>	<b>Amount Allocated (\$)</b>
<b>Recurrent Expenditure</b>	<b>1,923,556,395</b>	<b>1,760,079,638</b>
<b>Development Programme</b>	<b>1,574,379,600</b>	<b>308,385,000</b>
<b>Unemployment Relief Programme</b>	<b>83,190,800</b>	<b>17,000,000</b>

<b>Description</b>	<b>Amount Requested In Budget (\$)</b>	<b>Amount Allocated (\$)</b>
<b>Community Based Environmental Protection Enhancement Programme (CEPEP)</b>	<b>35,085,200</b>	–
<b>TOTAL</b>	<b>3,616,211,995</b>	<b>2,085,464,638</b>

- The original recurrent allocation was \$1,651,122,638 and later in the fiscal year approval was given for supplementary funding in the amount of \$108,957,000. Therefore the revised allocation was \$1,760,079,638.
  
- By Executive Council Minute No 943 dated 9<sup>th</sup> November 2010, Divisions were requested to reduce recurrent expenditure to facilitate transfers to the Development Programme. The net amount of \$234,455,000 was transferred. The revised allocation for recurrent expenditure was therefore \$1,525,624,638 and that for the Development Programme was \$542,840,000.

- The Department received timely releases from the Ministry of Finance for almost all the requests made. The receipt of releases was as follows:

<b>Description</b>	<b>Amount Requested (\$)</b>	<b>Amount Received (\$)</b>
<b>Recurrent Expenditure</b>	<b>1,445,114,678</b>	<b>1,369,322,222</b>
<b>Development Programme</b>	<b>609,025,000</b>	<b>609,025,000</b>
<b>U.R.P</b>	<b>17,000,000</b>	<b>17,000,000</b>
<b>TOTAL</b>	<b>2,071,139,678</b>	<b>1,995,347,222</b>

- In 2011, the Assembly in its revenue drive collected \$145,426,426.
- Total release of funds was not made to the Tobago House of Assembly since funding appropriated for the pension plan for Daily Rated Workers could not be made available as this plan is yet to be implemented.



- 95% success was achieved in the timely issue of releases to the Divisions. The amount released was as follows:

<b>Description</b>	<b>Amount (\$)</b>
<b>Recurrent Expenditure</b>	<b>1,383,189,181</b>
<b>Development Programme</b>	<b>330,315,752</b>
<b>Unemployment Relief Programme</b>	<b>16,998,877</b>
<b>TOTAL</b>	<b>1,730,503,810</b>

- Other releases made during fiscal 2011 were as follows:

<b>Description</b>	<b>Amount (\$)</b>
<b>Contingencies Account</b>	<b>160,916,195</b>
<b>TOTAL</b>	<b>160,916,195</b>

- The Section prepared and collated the Assembly's Draft Estimates of Expenditure for the year 2012. In this estimate the Assembly presented a budget for \$3,892,519,245. This was submitted to the Office of the Prime Minister by the statutory deadline of June 30, 2011.
- The Department continued to assist the Divisions in reconciling releases and virements/transfers to facilitate the preparation and submission of the 2011 Financial Statement.

- **Customs and Excise:** The Customs and Excise Division, Ministry of Finance, Trinidad and Tobago, is a state agency empowered by certain enactments to protect and collect all revenue due to the state and to combat illegal importations and exportations. The Tobago arm of the Customs and Excise Division is an affiliate of the Tobago House of Assembly. The Customs and Excise Division of Trinidad and Tobago is a member of the World Customs Organisation (WCO) which is spear-heading the global drive for efficient, effective and economic Customs Administration.

- **Achievements:** Through the dedication and commitment of a staff fully focused on the job at hand, this Division was able to collect the Revenues enlisted hereunder:-

<b>Description</b>	<b>Amount Collected (\$)</b>
<b>Import Duty</b>	<b>1,785,565.96</b>
<b>VAT</b>	<b>2,011,501.57</b>
<b>Bills of Sight Fees</b>	<b>2,400.00</b>
<b>Special Tax</b>	<b>38,890.28</b>
<b>Tobacco Tax</b>	<b>1,802.00</b>
<b>Deposits</b>	<b>107,212.15</b>
<b>Container Examination Fees</b>	<b>19,575.00</b>
<b>Sale of Stock and Spirit Removal Books</b>	<b>8,390.00</b>
<b>Motor Vehicle Tax</b>	<b>93,325.25</b>
<b>Fines</b>	<b>6,000.00</b>
<b>Navigational Aids Due</b>	<b>19,750.00</b>
<b>Description</b>	<b>Amount Collected (\$)</b>

<b>Administrative Fees</b>	<b>25,378.58</b>
<b>Liquor Licence Fees (Collected at the District Revenue Office on behalf of the Customs and Excise)</b>	<b>NIL</b>
<b>Firearm Licence</b>	<b>NIL</b>
<b>Customer User Fee</b>	<b>1,040.00</b>

- The following is a list of Aircraft, Ships, Yachts and Droghers attended to for the period 1<sup>st</sup> January–31<sup>st</sup> December 2011.

<b>Arrivals</b>	<b>Quantity</b>	<b>Departure</b>	<b>Quantity</b>
Aircrafts	601	Aircrafts	605
Foreign Ships	39	Foreign Ships	43
Yachts	302	Yachts	224
Droghers	99	Droghers	95
Passengers (Aircraft)	35,134.00	Passengers (Aircraft)	33,731.00
Passenger (Ships)	18,257.00	Passenger (Ships)	27,772.00
Excise Visits (Scarborough)	418	–	–
Liquor Licence (Charlotteville)	NIL	–	–
Coastwise Vessels	61	Coastwise Vessels	58

- The Preventive Branch Officers continued to be a great asset to our Division by preferring charges against eight persons for breaches of the Customs Act. Five were dealt with

internally whilst three were referred to the Magistrate's Court where two were processed and one is still pending. A total of 1.834 kg of cocaine was seized.

- **Fiscal Policy Research Unit:** The objectives of the Unit are to develop a Tobago-specific database of economic and social data, prepare reports on selected statistics on Tobago and Trinidad and Tobago, identify economic policy options for Tobago and enhance the technical capabilities of the Unit.

**Achievements attributed to the Unit are:**

- Much time and effort were invested in efforts to launch THAInfo and the THA-wide database on DevInfo. The effort was not successful but the data collected forms the basis of the publication "Selected Statistics and Data Catalogue: Tobago 2011" which at the end of December was 95% complete.
- The Fiscal Policy Unit contributed to the preparation of the Tobago House of Assembly Budget Statement for the Financial Year 2012, especially to the Section on 'The Year in Review: Macroeconomic and Related Developments.'
- Estimates of the Gross Domestic Product of Tobago (current prices) for 2009 and 2010 were developed by Consultants and with the cooperation of the Tobago Office of the Board of Inland Revenue, which provided data on the Value Added Tax (VAT) collected in Tobago.
- Kairi Consultants have been commissioned to conduct a study called "Towards a Quantitative Analysis and Modelling of Tobago's Tourism Sector." A draft report has been submitted.
- Provision of a number of ad hoc financial information to various interest groups. The following are some examples of the information provided:

- Statement of expenditure on CEPEP and URP (2007–2011).
- Tobago House of Assembly: Recurrent Expenditure Analysis for Selected Items/Sub-Heads, 2001–2010.
- Tobago House of Assembly: Recurrent Expenditure Analysis for Selected Items/Sub-Heads, October 2010–March 2011.
- Data and Information provided to Gargi Kaul Mishra (of the High Commission of India), PhD candidate.

➤ **Briefing Notes/Draft Speeches**

- Economic Impact of the State of Emergency on Tobago.
- Issues related to the use of the ‘Fund’ of unspent balances.
- Response to the Budget Statement of the Minister of Finance of Trinidad and Tobago by the Tobago House of Assembly (in collaboration with the Financial Literacy Secretariat).
- Address to the Business Outlook Conference 2011, by the Chief Secretary.
- Note to Executive Council – “Financing Major Assembly Capital Projects.”

➤ **External Representation**

- Over the period, the Investment Sub-committee of the Ministry of Trade and Industry was engaged in negotiations with CARICOM/Canada; Panama; Guatemala; Ghana. The sub-committee developed a Draft “Model Agreement on the Reciprocal Promotion and Protection of Investment.” The sub-committee also examined the most effective

utilization of the trade facilitation offices located in Trinidad and Tobago missions abroad.

- National Coordinating Committee of the Tenth European Development Fund.
- ‘Aid of Food’ strategy for Trinidad and Tobago.
- CARICOM Development Fund and consultants of the World Bank Group.
- A series of meetings were held with e-IDCOT; the Tobago Chamber of Industry and Commerce; the Tobago Hotel and Tourism Association and Mr. Ashley Christmas (an entrepreneur) to advise them of opportunities in these areas.

➤ **Other Representation**

- Participation in the XLIII (43rd) Annual Conference of Monetary Studies.
- The Fiscal Policy Unit hosted Emancipation Day Celebrations that focused on the economies of Africa and CARICOM.

➤ **Support System**

- Cooperation with the Library of The University of the West Indies (St. Augustine) for use of the resources of the library and for assistance in the development of the library of the Division of Finance and Enterprise Development.

➤ **Staff Development**

- Software and training were provided for the staff in SPSS Statistics 19, EVIEWS 7 and STATA 12.

➤ **Work in Progress**

- The Fiscal Policy Unit is conducting desk research and data collection for an analysis of the Fiscal Policy implications for Tobago of food price volatility since 2008.
  - Negotiations are almost complete for the design and hosting of the Fiscal Policy Unit website.
- **Financial Literacy Secretariat (FLS):** FLS is responsible for providing financial education to the general population of Tobago and increasing the level of financial literacy throughout every social stratum of the island, thereby allowing all Tobagonians to be confident, knowledgeable and proactive in conducting their financial affairs.

➤ **Achievements**

- The Financial Literacy Secretariat (FLS) participated in several planning sessions chaired by the National Financial Literacy Programme (NFLP) to host the National Retirement Planning Exposition throughout Trinidad and Tobago. The Exposition was scheduled for the last quarter in 2011, but was postponed owing to the State of Emergency (SOE). The planning for the Exposition will resume in January 2012 and a date for the Tobago Exposition will be determined in the first quarter of 2012. The interventions hosted by the FLS are listed below:

<b>Name of Organization/Event</b>	<b>Presentation</b>	<b>Distribution of Booklets</b>	<b>Display Table</b>
Tobago Regional Hospital		✓	
Calder Hall Wesleyan Church	✓	✓	
Division of Finance and Enterprise Development	✓	✓	✓

<b>Name of Organization/Event</b>	<b>Presentation</b>	<b>Distribution of Booklets</b>	<b>Display Table</b>
Business Forum			
Annual World Food Day Celebrations		✓	✓
Speyside High School	✓	✓	
The Tobago Taxi Cab Co-op Society Ltd.	✓	✓	
Black Rock Village Council Family Day		✓	✓
The Moravian Church Youth Conference	✓	✓	✓
Richmond Community Financial and Business Education Meeting	✓	✓	
Canaan and Plymouth Mini Business Forums	✓	✓	
Institute of Banking Financial Education Seminar	✓	✓	✓
<b>Name of Organization/Event</b>	<b>Presentation</b>	<b>Distribution of Booklets</b>	<b>Display Table</b>
Lowlands Lifeline Ministries Financial Education Seminar	✓	✓	
Tobago Youth Forum 2011		✓	✓
Telephone Workers Credit Union	✓	✓	
The Lily Foundation		✓	



Name of Organization/Event	Presentation	Distribution of Booklets	Display Table
Division of Finance and Enterprise Development Finance Week Celebrations		✓	✓
Annual Tobago House of Assembly Day Celebrations		✓	✓
Division of Settlements and Labour – International Men’s Day Celebrations	✓	✓	
Business Outlook Conference 2011		✓	✓
i95.5 Community Radio Programme at Canaan		✓	
Bethel Church of God	✓	✓	✓
Calvary Road Pentecostal Church	✓	✓	✓

- **District Revenue Services/Inland Revenue Division:** The District Revenue Services or Inland Revenue is responsible for the management, administration and collection of taxes in Tobago. Achievement for the year under review include:
  - Under the Marriage Act Chapter 45:01, 428 notices of intended marriages were posted, 97 special marriage licenses were issued, and 99 civil marriage ceremonies were performed. There continued to be a steady decline in applications for special marriage licenses in 2011. There were 97 applications in 2011, 129 applications in 2010, and 273 applications in 2007.
  - Births and deaths figures available for 2011 reflect the middle district up to May 20, 2011, and the other seven districts.

	<b>Boys</b>	<b>Girls</b>
Births Registered	150	162

	<b>Male</b>	<b>Female</b>
Deaths Registered	93	75

- In 2011, the amount of fees and other charges collected on behalf of the THA amounted to \$1,031, 285.58.
- Land and building taxes collected for the year 2011 amounted to \$737,406.34. Other taxes collected include the following:

<b>Type of Tax</b>	<b>Amount (\$)</b>
Business Levy (Corporation)	2,672,499.67
Business Levy (Individual)	373,785.46
Type of Tax	Amount (\$)
Clearance	26,100.00
Club Gaming Tax	1,089,002.99
Corporation Tax	10,400,740.06
Financial Services Tax	166,633.30
Green Fund Levy (Corporations)	1,591,450.44
Green Fund Levy (Individuals)	94,413.03
Health/Surcharge (Individuals)	416,805.48

Health/Surcharge (Employees)	7,637,961.73
Hotel Accomodation Tax	6,202,178.68
Income Tax Ind.	11,160,264.44
Money Lenders Lic.	500.00
Motor Vehicle Tax	13,740.00
Pawn Brokers Licence	2,500.00
PAYE	65,674,412.75
Late Filing Penalties	32,700.32
Stamp Duty	7,536,350.43
Stamp Duty Penalty	14,887.05
Value Added Tax	32,292,524.94
Withholding Tax	268,141.89
<b>Total</b>	<b>147,667,592.66</b>

## **Department of Enterprise Development**

**Operational Mandate:** The Department of Enterprise Development focuses on unearthing the “Entrepreneurial Spirit” in Tobagonians. The mandate of the Department is executed through the Business Development Unit (BDU); the Tobago Information Technology Limited; the Consumer Affairs Unit and the Cooperative Development Unit.

- **Business Development Unit:** The Business Development Unit (BDU) encourages entrepreneurial development throughout Tobago through Loans and Grants, Business Coaching and Mentoring, Business Readiness Training, Business Development Projects and Outreach Programmes to various stakeholders. It is also responsible for formulating Investment, Sector Development and Promotional Strategies to spur the growth of the Micro and Small Enterprises Sectors in Tobago.

A restructured and reenergized BDU achieved the following during the year in review:

### ➤ **Education and Training**

- Nineteen entrepreneurs were initially trained at the Buccoo Integrated Facility on 19<sup>th</sup> June 2011. The training programme consisted of modules in Marketing, Customer Service, Budgeting and Bookkeeping, which were developed and delivered by members of staff of the BDU and Consumer Affairs Unit.
- Pre-funding training for successful grant and loan applicants was held on 7<sup>th</sup> July 2011 (9 participants) and 18<sup>th</sup> July 2011 (21 participants). These training sessions took place at the Policy Research and Development Institute (PRDI).
- Customer Service Workshop was held on 12<sup>th</sup> July 2011 at Works Conference Room. There were 17 participants present.

- In collaboration with the Division of Agriculture, farmers were given training to encourage them to improve their habits in record keeping. This took place on 17<sup>th</sup> July 2011 at Argyle Community Centre. Approximately 12 persons attended.
- Pre-funding training workshops were held on 4<sup>th</sup> August and 30<sup>th</sup> August 2011. These workshops were part of the Business Readiness Initiative and sought to engage participants in key areas of business (customer service, marketing, bookkeeping, budgeting and pricing) and were aimed at equipping participants for success and sustainability in business. They also helped the Unit identify areas of limitation for our customers. On 4<sup>th</sup> August, 16 participants were trained, while 20 persons were trained on 30<sup>th</sup> August 2011.
- Following a meeting on 16<sup>th</sup> August 2011, it was decided that training programmes be held with clients located on the Esplanade. The first programme for these clients was a pre-funding styled workshop which took place on 29<sup>th</sup> August 2011. Six clients attended. The BDU also held a workshop on bookkeeping for these clients on 22<sup>nd</sup> September 2011 at the Works Conference Room.

➤ **Research and Promotions undertook the following activities:**

- Re-branding of the BDU
- Designing and printing of flyers, banners and posters
- Development of a web portal for the Unit
- Development of an Online Business Directory
- Promotions of the Enterprise Assistance Fund (EAF) and Enterprise Assistance Grant Programme (EAGP) initiatives of the Unit

## ➤ **Community and Schools Outreach**

- This programme is designed to encourage entrepreneurship among students in high schools. Fifth and Sixth Formers are actively targeted, since they are in the best position to immediately execute business ideas, and are potential clients in the short term. Some Fourth Formers are also being targeted. Officers visited Light and Life Secondary School on 14<sup>th</sup> June 2011. Approximately 35 Fourth and Fifth Formers were in attendance.
- Harmon's SDA High School was visited on 2<sup>nd</sup> June 2011. Approximately 25 Third Formers were in attendance.
- Speyside High School was visited on 6<sup>th</sup> June 2011. Approximately 35 Fourth and Fifth Form students were in attendance.
- BDU participated in the Career Fair hosted at MIC from 16<sup>th</sup>–18<sup>th</sup> August 2011. A booth was set up, aimed at providing information on our Grant Programme, Loan Facility and New Business Initiative. We interacted with hundreds of persons over the course of the three days and received positive responses from persons who visited the booth. As a result more persons have visited the Unit for funding through the EAF.
- On 27<sup>th</sup> September 2011 a Community Outreach Programme was held at the Calvary Deliverance Tabernacle in Bon Accord. Faith based organizations were invited to attend this session which was conducted by BDU, Consumer Affairs and Financial Literacy Unit. Information was shared on what is offered by way of the Enterprise Assistance Grant Programme and the particulars of the Loan Facility, in addition to providing an overview of entrepreneurship and the importance of generating new ideas. Another such meeting was held on 29<sup>th</sup> September 2011 at the Canaan Community Centre, with presentations being made by BDU, Consumer Affairs and EIDCOT.

- The BDU participated in a Career Day hosted by the Roxborough SDA Church Youth Ministry entitled “Building Dreams” on 29<sup>th</sup> September 2011. Officers were able to interact with the public, ranging from Primary School students to the elderly. There were approximately 23 booth displays, including those of THTI, Unit Trust, Division of Labour, TRHA and T&TEC, to name a few.

➤ **Launch of the BDU Logo, the New Business Initiative/Innovative Business Concept**

- The new logo accompanies the new image and brand of services that BDU has been offering to members of the public.
- The formal launch of BDU’S new look took place at a cocktail reception held at Coco Reef Hotel on 6<sup>th</sup> July 2011.
- The launch also included an unveiling of the logo and plans for the New Business Initiative and Innovative Business Concepts.
- This initiative evolved from the 2008 Business Plan Competition and has been restructured and rebranded to better suit its intended purpose.
- The initiative has been divided into two categories: A New Business Initiative, from which Indian Technical and Economic Cooperation (ITEC) programme training slots in India and funding would be available to the top two entrants.
- The second category, the Innovative Business Concept, targets individuals in the 18–24 age group to submit business plans with innovative business ideas.
- Guidelines were also drafted for judging the entrants to the competition.

➤ **Launch of the Enterprise Assistance Grant Programme (EAGP)**

- The grant programme provides funding to micro enterprises in Tobago to start or expand their businesses, in addition to the business support that is available from personnel at BDU. The formal launch took place on 31<sup>st</sup> May 2011 at the Milford Road Esplanade. The following summarizes the EAGP as at 30<sup>th</sup> September 2011:
  - The total number of applications approved – 73
  - Total value of disbursement was \$529,796.51
  - Total number of applications received – 354, valued at \$8,627,702.47
  
- The EAF was launched in 2003 and provides seed capital loan funding for small and medium enterprises in Tobago. With a maximum loan facility of \$250,000.00 at an interest rate of 5% on a straight-line basis, entrepreneurs have up to five years to repay these loans. In the six months from 1<sup>st</sup> March to 30<sup>th</sup> September 2011, 11 new loans have been issued by the EAF, while 7 clients have fully repaid their loans. Summary information as at 30<sup>th</sup> September 2011:

<b>Details</b>	<b>Number</b>	<b>Value (\$)</b>
Total Loans issued by EAF: to September 2011	215	17,799,898.83
Total Active Loans (bal o/s)	138	9,574,530.50
Amounts Outstanding & Unpaid	118	2,994,660.07
Amounts in Delinquency	82	2,733,764.67



○ **Summary of Total Loans Disbursed by Sectors**

<b>Sectors</b>	<b>Value of Loan (\$)</b>
Craft	129,050.00
Farming	1,113,743.86
Food & Beverage	2,466,967.79
Fishing	1,541,394.50
Manufacturing	1,017,015.92
Rental	1,182,521.78
Retail	4,366,120.48
Services	5,908,084.50
<b>Total</b>	<b>17,724,894.83</b>

▪ **Summary of Active Loans by Geography**

<b>Zones</b>	<b>Number</b>	<b>Value (\$)</b>
Charlotteville – Hope	20	1,040,502
Northside including Mason Hall, Golden Lane	19	1,143,278
Scarborough & Environs	23	1,657,733
Whim – Mt. Pleasant	27	2,011,692
Union – Carnbee	21	1,918,534
Bon Accord – Crown Point	28	1,802,792
<b>Total</b>	<b>138</b>	<b>9,574,530.50</b>

- **Tobago Information Technology Limited:** The Tobago Information Technology Limited (TITL) is primarily engaged in the following business processes: 211 Contact Centre; Medical Transcription Services; IT Literacy and “Walk-In” Programme, and Employment Exchange Bureau.

The achievements of TITL for the period under review are as follows:

- In June 2011, the Tobago Information Technology Limited upgraded the 211 Platform to ensure reliability, by installing a new Mitel 3300 Gateway. The Gateway provides a fully automated fail over for a failed T1 Line or PBX and now adds predictability to the service, particularly in emergencies cases.
- On 30<sup>th</sup> September 2011, the Tobago Information Technology Limited (TITL) and Trinidad and Tobago Fire Service signed a Memorandum of Understanding to link the 3 Fire Stations in Tobago (Scarborough, Roxborough and Crown Point) directly to the 211 Service. Installation of the infrastructure is now approximately 70% complete, and would provide the public with 24/7 emergency access to all Fire Stations on the island.
- The customers served by the 211 Service increased from 44,137 in 2010 to 74,895 in 2011, an increase of 69%.
- TITL launched a Public Awareness Campaign to further sensitize residents of, and visitors to Tobago, of the use of the 211 Service as an alternative means of access to the Tobago Police; Fire Service; and TEMS Ambulance Service. The campaign took the form of establishing billboards at Shirvan, Roxborough and Moriah and the creation and distribution of flyers to the places most frequented by tourists: airport; seaport; all hotels and guest houses on the island, and postboxes of residents. During 2011, the service facilitated access to 866 persons.
- In charting its strategic direction, TITL engaged the services of Kairi Consulting Limited in the preparation of a three-year strategic plan. The draft plan is currently being considered by

the Board for implementation in 2012.

- On 29<sup>th</sup> August 2011, TITL in conjunction with the Division of Community Development and Culture re-opened the Telecentre at Belle Garden. Charged with the responsibility of the day to day management of the Centre, TITL offers both computer “Walk-In” access and computer training to the residents.
- Similar to the training provided to the Fire Services in 2010, TITL embarked on an initiative to train all the officers of the Trinidad and Tobago Police Service (Tobago Division) in Basic Computer Literacy in preparation for computerizing its internal processes. TITL was successful in training 88 officers prior to the State of Emergency which caused a suspension in the training programme.
- Eighty-six persons from the Office of the Chief Secretary and the Division of Public Administration successfully completed a training programme in Microsoft Outlook. The training was initiated by the Division to equip officers with the required skills to communicate by email and set up appointments/schedules.
- TITL in conjunction with the Office of the Chief Secretary and the Division of Public Administration implemented a network solution to connect the Information Technology Centre (ITC) to the IHRIS network. The ITC would provide training for the successful implementation of this project throughout the THA.
- In keeping with the THA’s vision to create an Intelligent Electronic Island, the ITC embarked on an initiative to offer computer literacy training to residents of Tobago free of charge, while providing facilities for trained residents requiring computer facilities for accessing the internet, sending emails, conducting research, preparing electronic documents and completing homework assignments. The programme is aimed at increasing the amount of computer literate Tobagonians, in preparation for E-Gov and E-Commerce. At present, IT Literacy and “Walk-In” Centres have been established in the villages of Canaan/Bon Accord, Signal Hill, Plymouth and Belle Garden. During 2011, TITL’s IT Literacy and

Walk-In Programme trained a total of 406 persons in computer literacy. In addition, a total of 6,166 persons utilized the facilities.

- In response to a request by the public for additional courses beyond the Basic Computer Literacy courses offered, TITL developed and implemented an advanced curriculum in November 2011. The curriculum covers training in all aspects of the Microsoft Office Suite, namely: Excel, PowerPoint, Access and Outlook.
- In December 2011, 15 members of TITL's staff successfully completed training as Train the Trainer. This strategic initiative served to equip participants with the requisite knowledge, skills and competencies to function as effective facilitators in its training programmes.
- TITL prepared its accounts for the period October 1, 2009 to September 30, 2010. The services of Jalsa and Associates were engaged as external auditors. A copy of the audited accounts has been submitted to the Secretary of Finance and Enterprise Development, and the Auditor General.
- On 15<sup>th</sup> September 2010 the TITL entered into a Memorandum of Understanding (MOU) with the SFCC to provide a similar 211 type customer support service on behalf of the SFCC. The primary objective of this project to the SFCC and its stakeholders was to add a human face to Government and to assist in the delivery of services to the citizens served by the SFCC. In September 2011 the MOU was renewed for a further period of one year.
- Capitalizing on the fact that most residents have access to a cell phone, which is used as one of the primary means of communication, the ITC, in partnership with the Tobago Emergency Management Authority (TEMA), the Telecommunication Services of Trinidad and Tobago (TSTT) and Digicel, established a system which provides emergency information to residents of Tobago by means of a text alert on their mobile phones. These emergencies include hurricanes, floods, earthquakes, chemical spills, etc. Further information about these alerts can subsequently be obtained by contacting the 211 Contact Centre. In June 2011 the TITL, ahead of the hurricane season, renewed contracts with both

mobile providers for the transmission of emergency messages.

- In November 2008, the ITC commenced a Medical Transcription project with the TRHA utilizing the services of Medical Transcriptionists from the ITC. The project involves the transcription of handwritten Discharge Summaries for inclusion into patient files.

This process adds clarity to the paper based records and offers the opportunity for improved patient care. During 2011, TITL Medical Transcriptionists converted 2,848 handwritten Discharge Summary records to electronic format.

- During the period 13<sup>th</sup>–14<sup>th</sup> April 2011, a team from the TITL attended TSL’s Group Tech Expo 2011 held at the Hyatt Regency Hotel, Trinidad. The Expo showcased the end-to-end technology capabilities of the Group and its partners, in such a way as to help leaders stay abreast of emerging technologies and gain a competitive advantage by learning how to spend less and know more. Leading global vendors included: Microsoft, IBM, Hewlett Packard, Citrix, VMWare, Juniper, Lenovo, Foreshore, American Power Conversion, Wyse, Blue Coat, Xerox, CommScope Solutions, Datacard Group and VeriFone. In addition, the exposition offered excellent networking opportunities for TITL.
- In 2011, TITL successfully repainted the interior and exterior of the ITC and upgraded two 20 ton A/C Units.
- **Consumer Affairs Unit:** The core functions of the Unit are Complaints, and Arbitration Enforcement consistent with the Consumer Affairs Act. The Unit also provides advisory services to the business community and consumers and acts as a catalyst to the formation of consumer laws as well as coordinating the various consumer groups. Achievements for 2011 include:

➤ **Consumer Education**

- World Consumer Rights Day, the major event on the calendar of activities for consumer rights oriented organizations, is celebrated annually on 15<sup>th</sup> March. In recognition of the day, the education sector researched and compiled a number of articles for the media. The areas researched and collated were investment and online shopping.
  
- During this period under review, the education arm of the Unit dispersed a series of safety tips for the Easter season through the electronic media. Beach safety, camping tips and travelling tips were some of the topics dealt with.
  
- Eleven primary schools were visited where approximately 400 students and teachers were lectured to on their rights and responsibilities as consumers. It was observed that in the schools which were previously visited by us, the students are much more assertive as consumers and are practicing their rights and responsibilities. Hence, it can be said that a positive impact from the Consumer Affairs Unit is being made on the lives of the Tobago primary school students.
  
- The education sector facilitated the BDU by providing training to its clients in “Managing Your Customer and Providing Excellent Customer Service,” at eight of their seminars/workshops. These sessions took place at the Buccoo Cultural Facilities, Division of Infrastructure and Public Utilities Conference Room and the PRDI conference facilities. The topics which were highlighted in the training sessions were:
  - What is the purpose of customer service, and what benefits can be derived?
  - The role of employees as stakeholders in service; and empowering employees into giving good customer service
  - The importance of proper body language
  - Beyond service...relationships
  - Resolving complaints efficiently and effectively
  - The importance of follow-up

- An outreach programme was conducted with the Nutritional Unit of the Tobago Regional Health Authority (TRHA) at its annual nutrition summer camp programme. The topics covered were from a nutritional perspective, where consumers were taught to read labels, nutritional contents and facts on pre-packaged food items among other topics.
  
- The sector conducted consumer outreach programmes on i91.9 fm Bashment radio station. The topics covered on air were ‘shopping for back to school,’ the importance of requesting a receipt, safety practises for online shopping, preparation for the upcoming Christmas season, and concerns were also raised by live listeners.
  
- The education sector, along with the Accounts section of the Division of Finance and Enterprise Development, the Central Administrative Services Tobago (CAST) and Fisheries, visited 19 places of employment. The topics discussed at these places were:
  - Making and shopping within a budget
  - Consumer rights and responsibilities
  - Fraudulent ad techniques
  - Group shopping
  - Shopping for furniture and appliances
  - Toy shopping
  - Curtain shopping
  - Gift purchasing
  - Shopping with children
  - Environment awareness
  - Expiry dates
  - General safety practices
  - Delivery of goods and services

- During this period under review, the education arm of the Unit conducted a series of programmes in collaboration with the Information Division of the Tobago House of Assembly. These programmes were aired on national radio stations Citadel i95.5 fm and Tambrin Tobago 92.7 fm.
  - Appearances were made on the local television station Channel 5. Topics discussed were World Consumer Rights Day theme – “Our Money Our Rights,” consumer rights and responsibilities, and safety measures to be observed during the Christmas season.
  - The education sector represented the Unit in the annual events of activities to commemorate Finance Month. The sector partook in the activities conducted by the Tobago House of Assembly in recognition of Assembly Day, which was celebrated on 2<sup>nd</sup> and 3<sup>rd</sup> December 2011.
- **Cooperative Development Unit (CDU):** The Co-operative Development Unit’s main focus is the implementation of the Co-operative Act and its regulations and the promotion of Co-operatives as a viable alternative business model. The achievements of the Unit are as follows:
    - Tobago Taxi Cab Co-operative Society completed the primary works of the construction of a commercial building, and Mt. Pleasant Credit Union Co-operative Society Limited began primary talks for the construction of a commercial building.
    - The Unit continued to participate in Assembly Day and Finance Week celebrations, interacting with the public, distributing tokens and information brochures.
    - Lectures to various organizations and community groups.
    - Continuing the working relationship with Trinidad-based Credit Unions by attending their annual general meetings and their Tobago update meetings.



- Resolving 62 disputes and closing 21 matters.
  
- The registration of the multipurpose cooperative for Tobago farmers, the registration of junior cooperatives in three primary schools, and registration of cooperatives with the Financial Intelligence Unit.
  
- Ascertaining the status of inactive Credit Unions and Cooperatives in Tobago (on-going).
  
- Facilitation of the process which allows Tobagonian members of the Hindu Credit Union to make payments.
  
- Facilitation of consultations on the draft Credit Union Act with the Central Bank.
  
- Providing training for all societies in arbitration, and financial ratios for non-financial cooperatives.
  
- The Co-operative Development Unit was represented on the following committees:
  - Social and Welfare Committee
  - Building Committee
  - OSHA Committee
  - International Year of Co-operative National Committee

- Officers of the Unit were deployed to facilitate the following activities of the various Cooperatives:

Month	AGM	BD	ADT.	PROM	C/ ACCT	INSP	TRAIN	SP/ AGM	MT
Jan 11	-	6	8	-	-	-	-	2	31
Feb 11	1	3	1	1	7	-	-	6	7
Mar 11	4	2	3	3	8	-	2	-	4
Apr 11	2	2	-	5	1	-	5	2	4
May 11	-	4	-	2	4	-	-	-	8
June 11	3	7	-	-	8	1	2	1	2
July 11	1	4	1	3	3	-	-	4	4
Aug 11	-	3	-	7	-	1	-	-	-
Sep 11	-	10	2	3	4	-	1	7	5
Oct 11	-	2	7	2	6	-	1	-	9
Nov 11/ Dec 11	-	-	1	4	10	-	12	-	7

### Codes

**AGM:** Annual General Meeting

**BD:** Board Meeting

**ADT:** Audit

**PROM:** Promotion

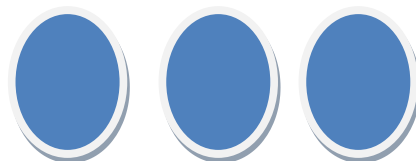
**C/ACCT:** Chequing Accounts

**INSP:** Inspections

**SPGM:** Special General Meeting/Other Events

**MT:** Meeting with Teachers/Principals/Managers

**DIVISION OF HEALTH AND SOCIAL SERVICES**



## Divisional Overview

According to the Tobago House of Assembly Act 40 of 1996, the Tobago House of Assembly is “responsible for the formulation and implementation of policy in respect of the matters set out in the Fifth Schedule” as it relates to Tobago. In addition, the Tobago House of Assembly is “empowered to do all such acts and take all such steps as may be necessary for, or incidental to the exercise of its powers or for the discharge of its duties.” “Health Services” and “Social Welfare” are the two Fifth Schedule functions under the direct jurisdiction of the Division of Health and Social Services.

### MISSION

**The Division of Health and Social Services is a customer-driven entity committed to the maintenance and enhancement of personal and community health, through the application of sound environmental health principles of disease prevention, health promotion and education, and protection.**

### CORE VALUES

**Professionalism  
Trust  
Integrity  
Commitment  
Accountability  
Respect  
Unity**

## **Organizational Structure and Management**

Efficient and effective discharge of the Division's mandate requires that the Division be structured functionally into Health Services, and the Social and Gender Affairs Services. Health Services consists of District Health Services (Primary); Hospital (Secondary Health), and Public Health Services. District Health Services and Hospital activities are executed by the Tobago Regional Health Authority (TRHA) while Public Health Services are executed by the Public Health Department. Social and Gender Affairs Services are provided by the Social Services and Gender Affairs Department. The Organizational Chart overleaf depicts this structure.

The following team of committed professionals was charged in 2011 with the management of the Division's portfolio:

Mrs. Claudia Groome-Duke  
Secretary of Health and Social Services

Ms. Ethlyn John  
Administrator, Division of Health and Social Services

Dr. Denise Tsoi-A-Fatt-Angus  
Senior Advisor to the Secretary of Health & Social Services

Dr. Maria Dillon Remy  
Technical Team – Medical

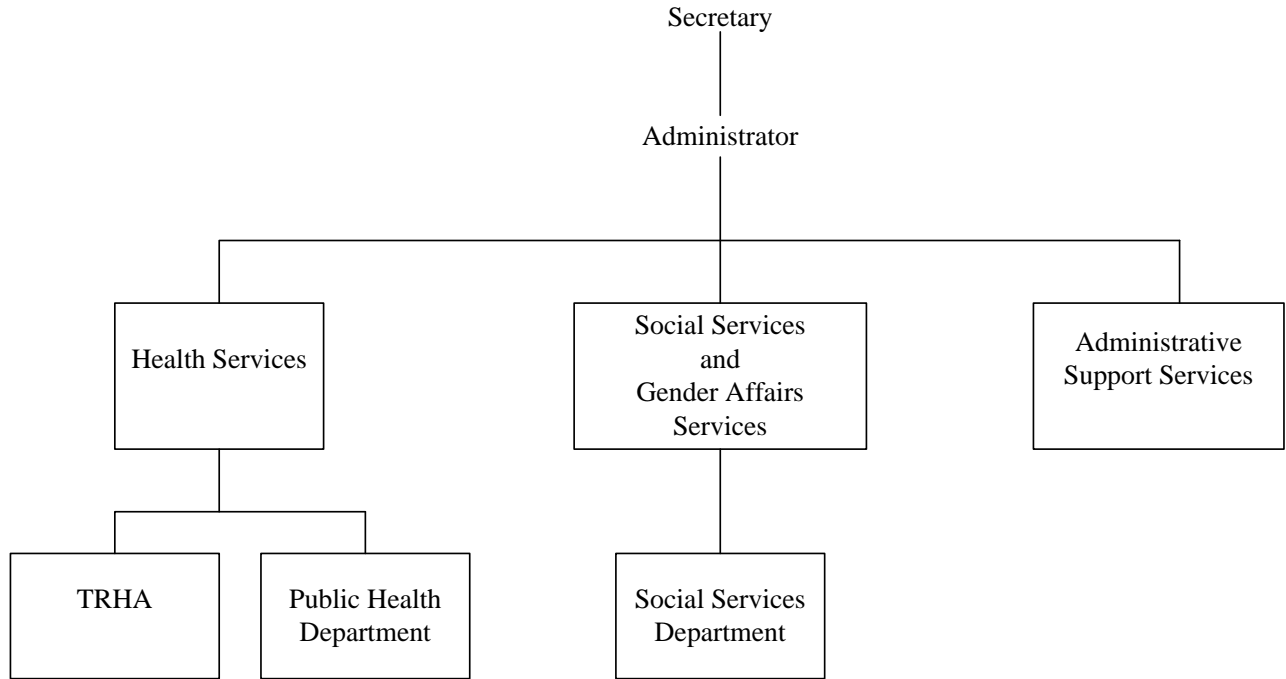
Dr. Mentor Melville  
Technical Team – Community Health

Mr. Ashworth Learmont  
Technical Team – Finance

Mrs. Sherma Frank-Joseph  
Director, Social Welfare

Ms. Myrna McLeod  
Accounting Executive I, Division of Health and Social Services

**Division of Health and Social Services**



## Financial Resources

The Accounts Department manages the financial resources allocated to the Division of Health and Social Services for the Departments of General Administration, Hospital, Health Centre, Public Health, Social Services, Probation, Litter Eradication and the Tobago Regional Health Authority. The table below gives a general summary of the main accounting elements for fiscal year 2010/2011.

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	75,245,831.00	75,245,831.00	70,382,514.00
Goods and Services	38,940,769.00	38,940,769.00	34,755,780.00
Development Programme	64,478,215.00	64,497,915.00	63,943,655.00

## **PERFORMANCE HIGHLIGHTS**

### **Office of the County Medical Officer of Health (CMOH)**

**Operational Mandate:** The CMOH office is geared towards ensuring the public health needs of the Tobago population through its various Departments. It provides public health expertise to support health surveillance, population health, health education and disease control initiatives on issues of public health importance. These sections are Health Education and Promotion, the Epidemiology and Surveillance Unit, the Medical Officers of Health and the Public Health Inspectorate. The Department's achievements for 2011 are as follows:

- **Health Education and Promotion:** The 'Know Your Numbers, Know Your Risk' programme which is a major component of the health education and promotion Department started 2011 on a high note, with the launch of the 'fitness on the move' exercise caravan. This programme culminated with a fitness band in the Carnival Monday Night Mas placing 2nd. Health promotion activities continued throughout the year via continuous screening at various locations. An average of 64 (range 27–86) individuals participated in each session.
  - Several corporate and community groups requested the presence of the Department, resulting in over 700 persons being screened for diabetes, hyperlipidemia, hypertension and obesity for the year. Some of the locations visited were the Peddlar's Spin Class at the Argyle Community Centre, Mt. Pleasant Credit Union, Whim Credit Union, BagoSport Beach Football Tournament and several others. Students' health was not neglected as several lectures were carried out in secondary and primary schools.
  - Through partnership with the Rotary Club of Southwest Tobago, close to 300 students were screened for diabetes and obesity in three secondary schools (Scarborough Secondary, Mason Hall Secondary and Speyside Secondary).
- **Epidemiology and Surveillance Unit:** The mandate of this Unit is to monitor and report to the Division of Health and Social Services, the Ministry of Health, the Regional Health bodies like CAREC, and the public on the health status of the Tobago population. This is done through



integrated surveillance and epidemiological activities which facilitate the monitoring of disease trends, outbreak investigation and management. This Unit also focuses on vaccine preventable diseases, done largely through the Expanded Programme on Immunization. Epidemiology and Surveillance Unit staff ensures the timely reporting and follow-up of nationally “reportable diseases”, thus preventing the spread of disease. In addition, this information is used to inform health education and policy initiatives.

- Vaccines were provided to all the health professionals and were also administered to agreeable persons at the Scarborough Health Centre and other outreach locations. The Expanded Programme on Immunization reports:

<b>ANTIGEN/VACCINE</b>	<b>2011 TARGET POP. OF UNDER ONE (1) YEAR OLD</b>	<b>NUMBER FULLY IMMUNIZED</b>	<b>PERCENTAGE OF TARGET FULLY IMMUNIZED</b>
Polio	866	856	98.8%
Pentavalent	866	846	97.7 %
<b>ANTIGEN/VACCINE</b>	<b>2011 TARGET POP. OF ONE (1) YEAR OLD</b>	<b>NUMBER FULLY IMMUNIZED</b>	<b>PERCENTAGE OF TARGET FULLY IMMUNIZED</b>
MMR Vaccine	857	849	99.1 %
Yellow Fever Vaccine	857	851	99.3 %

- The Epidemiology and Surveillance Unit has enhanced its data collection mechanisms, which resulted in the collating of medical data which is sent to Trinidad in a timely and organized manner. The data collection of communicable diseases from Tobago has been grouped with “the best in the country.”
- The Epidemiology Officer was a new post added to the office in 2011. The officer has embarked upon the establishment of the Chronic Disease Registry.

- Integrated Surveillance Activities were revised with the Surveillance Unit and hospital staff. Collaborations with stakeholders at National Surveillance, Medical Records and various departments in the division were established to ascertain and improve data collection methods.
- Professional Development webinars and meetings with international agencies were facilitated by the Epidemiology Officer to ensure appropriate skills and systems are utilized in executing projects.
- Medicals Examinations: Medicals were conducted on all members of staff working with hazardous chemicals (insecticides and rodenticides) at the Public Health Department. The cholinesterase levels of these members of staff are currently being monitored as baseline data has been gathered. Medicals for other Divisions and other similar services continue.
- The revision of the medico-legal books used by medical officers was initiated in 2011 to create a more practical and user friendly document.
- The Office of the CMOH was successfully moved to the newly built Scarborough Health Centre at Bacolet Park.
- Several developmental projects have been distributed throughout the Office of the CMOH, with implementation of these projects beginning in November and December. These projects include: the Chronic Disease Registry, Community Health Boards, Primary Health Care Constancy and the Health Needs Assessment for Tobago.
- The final follow up meeting of the PAHO Enhanced Diabetes Quality of Care project was facilitated by the Office of the CMOH. The learning sessions resulted in the implementation of the chronic disease passports in three major health centres on the island (Canaan, Roxborough and Scarborough). The CMOH participated in several PAHO and Ministry of Health collaborations during the course of 2011 including Primary Health Care Integration, Child Abuse Consultancy and Health Information Systems priorities. Staff at the Office of the CMOH was also in attendance at the PAHO Integrated Management Strategy for

Dengue Conference, with an aim of decreasing the incidence of dengue related deaths by the integration of clinical, epidemiological and public health initiatives and services.

- A non-communicable disease committee was established, meeting once per month to see to the integration of all services and stakeholders responsible for the reduction of such illnesses. Quality committee meetings also found representation by the Office of the CMOH.

### **Public Health Services Department**

**Operational Mandate:** The Public Health Services Department’s operational mandate is “to provide services for the maintenance and enhancement of personal and community health, through the application of sound environmental health principles of disease prevention, health promotion and protection.” The Department’s mandate is carried out under four broad areas:

- Waste Management and Transport
- Environmental Monitoring
- Insect Vector and Pest Control Management
- Special Programmes
- Other Areas

The Department continued its effort to become compliant with the Occupational Safety and Health Act 2004 with the Safety and Health Unit. This Unit focused mainly on facilitating the completion of the annual medical examinations for the daily rated staff and was partially supervised by a Public Health Inspector I.

- **Waste Management and Transport**

- **Solid Waste Collection:** The Department continued its mandate to provide efficient waste collection and management services throughout the entire island, with thirteen districts outsourced and one serviced in-house. The increase of commercial waste from shopping malls and waste generated by the hotels and guesthouses in the Tourism Industry placed an additional burden on the scavenging contractors and the Department. The existing Public Health legislation has no provisions to manage this problem, therefore an alternative solution to partner with the commercial sector is being considered. However, there is need for one new Compactor.

While storage in plastic garbage bags was satisfactory, problems continued with the communal bins where loose refuse was deposited, thus littering the surrounding areas. No formal arrangement for cleaning the areas exists; however, this should be addressed in 2012. Repairs and replacement of existing communal bins around the entire island has continued. However, other bins have been installed by other agencies without expert knowledge and this has created additional configuration and location problems.

As compared to previous years, there has been a significant increase by 400 in derelict vehicles collected. This exercise was done by a collaborative effort between the Department of Natural Resources and the Environmental Police attached to the Department of Natural Resources and the Environment (DNRE).

Bulky Waste Collection was conducted on an ongoing basis, but some villages such as Bethel, Plymouth, Charlotteville and Canaan/Bon Accord required frequent collection. The human and technical resources for this service are inadequate and there is need for at least two additional open tray trucks. The Blitz Programmes conducted by the Department in late November/December 2011 resulted in an accumulation of bulky waste in villages, since collection by contractors was inadequate. The Department continues to provide back-up.

A continued area of concern is the repeated requests by the scavenging contractors who have been providing an efficient and reliable service for an increase in remuneration fees,

since they have been paid the same sums for more than 10 years, while their workload has increased due to new housing developments, and increased commercial and institutional areas. Their claims have also been justified by increased operational costs for parts, fuel lubricants and increased wages in both the public and private sector.

- **Liquid Waste Disposal:** The Liquid Waste Section collected one hundred and sixty-six thousand, five hundred dollars (\$166,500.00) in revenue from 497 applications and from the servicing of 44 government buildings; in total, approximately 160,000 litres of waste was collected. An ongoing and efficient arrangement was established for emptying tanks at the Pigeon Point Heritage Park as well as emptying portable toilets throughout the island on a weekly basis.

The continual breakdown of one of the cesspool tankers resulted in applications not being serviced promptly. The grease trap and oil sumps were completed but are not yet commissioned to commence collection. This facility is sorely needed in order to abandon previous arrangements and prevent pollution on the island. While the quantity of suction hoses was a perennial problem, impacting on accessing some remote locations, this was alleviated with the procurement of additional and suitable hoses for this year.

In 2011, demand on the stabilization ponds which were constructed in early 1980s skyrocketed, necessitating cleaning and maintenance with more frequency as a result of the need for another anaerobic pond.

- **Studley Park Integrated Waste Disposal Facility:** Daily refuse collected continues to increase. The construction of new cells was stymied by the breakdown of one bulldozer for almost the entire year and occasional breakdown of the excavator.

As a result of the thriving scrap iron business that burgeoned in Tobago, there has been an influx of salvagers from Trinidad. This created a problem which resulted in the continual intervention of security forces. The facility requires additional labourers, greasers and vehicles.

A breakdown of waste collected/loads received:

Compactors	9,752
Commercial	1,146
Open Tray Trucks	14,612
Agriculture	3,900
Bulky Waste	8,304
Carcasses	322

- **Transport Section – Mechanical Garage:** General repairs and maintenance service continued with respect to mechanical, electrical, auto body repairs and tyre services. These services were also provided to other Departments of the Tobago House of Assembly such as the Division of Education, Youth Affairs and Sport.

An additional wing was provided for installation of equipment including the air compressor for the tyre repair machine and servicing of small equipment. Training was provided to improve competence of personnel, namely, six drivers, mechanics, greasers in the area of heavy equipment operations, and health and safety.

- **Maintenance Task Force:** Routine cleaning of grounds of Signal Hill Compound as well as landscaping was carried out. This extended to the grounds of the Old Scarborough Health Centre. Plumbing, electrical, carpentry, masonry as well as air conditioning and refrigeration works were also done at all the office compounds at Signal Hill, Moriah, Charlotteville, Roxborough/Argyle, Buccoo and Scarborough Cemeteries. Little work was accomplished on the other public cemeteries. Tool boxes construction was minimal resulting in repeated complaints from district supervisors.

The Unit continued to provide service repairs and general maintenance to all office buildings occupied by the Department. A review of policy of procurement of these services for Departments needs to be conducted. The Maintenance Task Force, in keeping with its

function conducted general maintenance and repairs to all facilities owned or occupied by the Department.

▪ **Environmental Monitoring**

The division of the island of Tobago remains the same: two Food Districts (Windward and Leeward) and five Environmental Districts. The Environmental Districts are: Scarborough – which encompasses Scarborough and environs and continues to Mason Hall, Upper Scarborough which begins at Hope and ends at Kendall; Roxborough – from Argyle to Charlotteville in the East; L’Anse Fourmi in the North connected by the Main Ridge; Lower Scarborough which is primarily the Leeward area of the island, and Plymouth – which spreads from Plymouth to Parlatuvier on the Northside of the island.

The following encapsulates the activities which took place in the Environmental Section of the Department in 2011:

➤ **Food Safety/Water Quality: The Food Districts are manned by Public Health Inspectors II in both the Leeward and Windward Areas.**

○ **Liquor/Food**

Total number of Food Handlers registered	3577
Total number of Food Badge lectures held	110
Total number of Food Premises registered	440
Total number of Liquor License inspections done	425

○ **Water Applications:**

Number submitted	357
Number investigated	357

Number approved	244
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○ **Complaints**

Number investigated	369
Number justified	293

○ **Routine Inspections (School Inspection)**

Preschools	10
Primary schools	20

○ **Applications from Agricultural Development Bank**

Number of applications submitted	20
Number of applications approved	12

○ **Applications from Enterprise Department**

Number of applications	03
Number of applications approved	02

○ **Applications from NEDCO**

Number of applications from NEDCO	06
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○ **Other Applications**

Number of building applications received	161
Number of subdivision applications received	89



○ **Notices Served**

Number of Intimation Notices served	02
Number of Statutory Notices served	11

○ **Court Actions**

Number of court actions taken	0
Number of court actions completed	03

○ **Derelict Vehicles removed**

Number of derelict vehicles removed	23
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- **Building Plans and Development Application:** The Unit initiated an exercise to retrieve and file all previous years' plans in chronological order. The plans from the years 1987–2010 were retrieved, stored and filed.

The Planning Department, Tobago House of Assembly has compiled a listing of 194 plans, which are all outstanding unapproved plans from 2003–2008. These plans are receiving active attention in order to complete the approval process.

*Court Actions*

Number of complaints laid in Court	1
Number of Court Orders made for abatement of the nuisance	1

*Show Cause Notices*

Number of Show Cause Notices served	11
Number complied with	03
Number of buildings/structures demolished	38

Number of building applications submitted	201
Number of building applications approved	84

Number of subdivision applications submitted	103
Number of subdivision applications approved	70

*Completion Certificate*

Number of applications	27
Number approved	26

*Plans sent for Agency and received Agency approvals*

Water and Sewerage Authority	24
Division of Infrastructure and Public Utilities	55
Fire Department	97

- **Training:** The Public Health Inspector III commenced training in the 3<sup>rd</sup> International Health Regulations (IHR) Implementation Programme, which consists of distance learning and a two-week classroom session to be held in France with effect from 30<sup>th</sup> January to 10<sup>th</sup> February 2012. The programme's duration is from 19<sup>th</sup> September, 2011 to 26<sup>th</sup> February, 2012.
  
- **Health and Safety Unit:** For 2011, the Unit focused on facilitating the completion of all outstanding medical examination for the daily rated workers. The Unit functioned with the absence of the Public Health Inspector and was crippled as other arrangements had to be initiated with the reduced staff.
  
- **Insect Vector and Pest Control Management**
  - **Perifocal work:** Perifocal work was done by seven teams of eight workers. Four complete cycles were done throughout the island plus a Blitz programme with effect from 15<sup>th</sup> August

to 23<sup>rd</sup> September 2011. This included extensive perifocal work, education programme, residual spraying, fogging, media programmes, and source reduction campaign.

In an attempt to reduce the number of premises that were unavailable for checking, a special check programme conducted on evenings and Saturdays was introduced to access closed houses and locked gates.

Generally, the indices were consistently under the World Health Organisations (WHO) standard of >5% in each district, in every cycle. The averages were as follows:

Central District	4.52
Windward District	4.84
Leeward District	4.38
North Side District	4.52

The cycles are still being carried out with the use of Temephos (Abate Sand Granules) only. There has been no resumption of the use of Malathion Wettable Powder. The amount of Abate used for the year 2011 was 103,885 tea spoons.

➤ **Dengue Cases:** For the year 2011, all reported cases of Dengue Fever were investigated and the protocol for treatment implemented.

➤ **Ovi-Traps:** Ovi trapping continued in areas around ports and tyre shops to monitor the level of infestation of *Aedes Aegypti* and to determine if *Aedes Albopictus* existed on the island.

No. of traps set	969
No. of traps positive for <i>Aedes Aegypti</i>	207
No. of traps positive for <i>Aedes Albopictus</i>	nil

- **Malaria Evaluation:** Malaria evaluation continued to be carried out at the clinics of the Health Centres as well as communities, where patients with fevers are smeared to ensure there were no cases of malaria.

No. of blood smears taken	507
No. of smears positive	nil
No. of smears spoilt	nil
No. of cases	nil

- **Aedes Evaluation/Recheck:** Seven persons functioned in the Unit, rechecking and monitoring work done by the Perifocal workers.

- **Mapping and Statistics:** This Unit continued working to have all maps updated and to provide maps for new areas. In an effort to upgrade the skill base of other workers using the maps, the Unit was engaged in training sessions with the Perifocal Unit. They continued to work along with the teams on the field, to ensure proper management and use of the maps.

- **Pest Control:** Pest control workers concentrated on the clearing of river mouths. In addition, the opening and clearing of dry rivers continued as a major project in the Leeward district. In all other water bodies, efforts were made to de-silt to alleviate the potential of flooding. Generally, larval evaluation/breeding could be described as light to moderate in most areas. There were no reports of lack of oil as there has been a continuous supply.

○ Larvicidal Oil used	715 gallons
○ Cutlassing distance	9,811,511 ft.
○ Sweeping distance	3,896,450 ft.

- **House Spraying:** As in previous years, house spraying was done as a request programme.

○ No. of dwelling houses sprayed	413
○ No. of schools sprayed	36

Chemical/Insecticide used

○ Propuxur	159.5 litres
○ Malathion	52 litres
○ Triton	12.08 litres

- **Rodent Control:** The Rodent Control Evaluators continued to work as a team to provide island-wide coverage. The entire island was covered and members of the community became more aware of the service offered in this area.

○ Premises treated	4105
○ Positive premises	569
○ Bait points	1993

▪ **Other Development Projects**

The only project which was started and completed in 2011 was the Feasibility Study for establishment of a Crematorium. The findings were given to the Executive Council and are being debated. The Project Officer assigned to this Department was reassigned and as a result, most of the projects were stalled at varying stages. Subsequently, the funds were transferred to other areas in the Division.

- **Upgrade of Local Health Facilities at Signal Hill:** The extension work of the Public Health Office Building was completed and the building was occupied. In the latter part of the year, this programme was managed by the Project Management Unit, and focused on the completion of the storage for chemicals.

- **Mosquito Eradication Project:** The Barrel Replacement project continued in the following areas – Patience Hill, Mason Hall, Calder Hall, Whim, Signal Hill, Bethel, and Canaan. Education programmes continued in schools and communities.

- **Upgrade of Public Facilities in Public Cemeteries:** The utility building at Buccoo cemetery was completed and commissioned. The two buildings at Parlatuvier and Goodwood cemeteries were completed and are to be commissioned when final logistics are concluded.
- **Construction of District Offices at Leeward, Windward and Central District:** Drawings were completed. Initial tendering processes were started.
- **Establishment of a Dog Catching Unit:** Discussions commenced with Trinidad and Tobago Society for the Prevention of Cruelty to Animals (T.T.S.P.C.A) Tobago Branch, to establish a public/private partnership for the project. Drawings were done.

▪ **Special Programmes**

- **CEPEP:** CEPEP has an environmental and general (non-environmental) project focus. The environmental focus includes maintenance of existing parks, development of new parks, beach cleaning, removal of household items (white waste) to landfill in Studley Park, cleaning of overgrown lots in residential areas, maintenance of Pigeon Point Heritage Park, maintenance of Dwight Yorke Stadium grounds/compound, composting and distribution of agricultural compost in each district. The other projects are: agricultural (development of nurseries [seedlings] and grow boxes); development of concrete products at Blenheim, and the refurbishment of the Dirt Oven at Les Coteaux.

In 2011, CEPEP projects included:

- Continued maintenance of over 45 parks.
- Development of new parks in areas such as Mt. Irvine Back Bay, Corner of Providence Road and North-Side Road, Rockly Vale, Lambeau Beach Front, Friendsfield Road, Lower Castries Street in Scarborough, Roxborough Housing Project and Pembroke Heritage Park (Enhancement).
- Refurbishment of the Heritage Bakery at Les Coteaux was completed.

- The general workforce was involved in the Retraining Programme during the latter half of 2011. They developed skills in Food Preparation, Computer Repairs, Garment Construction, Plumbing, Agro Processing, and Home Furnishing.
  - Retraining Programme for Foremen, Checkers, Field Officers and Contractors during the months of May and June 2011, entitled – “Re-orientating, Development and Re-Launching the Leadership.”
  - Construction of concrete benches.
  - Continued collection of White Waste – over 8,000 trips were made to the Studley Park Landfill.
- **Litter Eradication:** Litter consists of waste products such as containers, papers, wrappers or faeces, which have been disposed of without consent. The Litter Eradication Programme (LEP) was created to collect and dispose of litter, with a Vision to “be the premium provider of a clean safe and healthy island for all its citizens and visitors.”

In 2011 approximately 300 cases of green garbage bags were distributed, resulting in an estimated 35,359 bags of litter collected and transported to the Studley Park Landfill: 16,111 from the Crown Point West Area and 19,248 from the Scarborough and L’Anse Fourmi/Bloody Bay areas.

### **Department of Social Services and Gender Affairs**

**Operational Mandate:** The function of the Department of Social Services is to assist residents of Tobago to help themselves in a supportive environment, improve their living standards, and enhance the social well-being of the vulnerable and disadvantaged in Tobago. The operational mandate carried out by the Department includes:

- **Social Welfare:** This Unit provides financial assistance to eligible citizens of Tobago who fall within the qualifying criteria. The aim is to alleviate some of the financial burden of the

elderly, needy persons, necessitous children and persons with permanent disabilities. These services include Senior Citizens' Grant, Public Assistance, Disability Assistance Grant, Emergency Cases Fund, Free Bus Passes and Adoption Services.

For the calendar year 2011, the following grants and services were administered:

- **Senior Citizens' Grants:** were distributed to approximately 3,278 recipients, totalling approximately one hundred and two million, nine hundred and seventy-eight thousand, six hundred dollars (\$102,978,600.00 ).
- **Public Assistance:** was distributed to approximately 551 recipients, totalling approximately five million, four hundred and sixty-six thousand, three hundred dollars (\$5,466,300.00).
- **Disability Assistance Grants:** were distributed to approximately 278 recipients, totalling approximately four million, two hundred and nine thousand, four hundred dollars (\$4,209,400.00).
- The **Emergency Cases Fund:** used to assist 82 recipients, totalling three hundred and twelve thousand, seven hundred and ninety-seven dollars (\$312,797.00).
  
- **Children and Family Services:** The Children and Family Services Unit promotes the economic and social well being of individuals and families to increase their own economic independence and productivity. In addition, this Unit's mandate is to provide services and programmes which deal with societal displacement, unemployment, teenaged pregnancy and persons/families in dysfunctional circumstances.
  - Thirteen families received rental assistance from the Children and Family Services during the reporting period. These beneficiaries included individuals displaced primarily due to



hurricanes. A total of three hundred and five thousand, one hundred and fifty dollars (\$305,150.00) were spent.

- Forty-one families received assistance to purchase household items at a total of two hundred and twenty-six thousand, five hundred and twelve dollars and five cents (\$226,512.05).
- Nine recipients received assistance to cover the cost of materials and labour to repair their dwelling places. The sum expended was thirty-five thousand, seven hundred and forty-eight dollars and sixty-two cents (\$35,748.62).
- Eight families received burial assistance totalling twenty seven thousand, one hundred dollars (\$27,100.00).
- From the DHSS Emergency Cases Fund, seven persons received assistance to purchase medical equipment, including glasses and other equipment unavailable within the Public Health system. This assistance totalled fourteen thousand, three hundred and twelve dollars and eighty-six cents (\$14,312.86). Additionally, three individuals received assistance for medical procedures unavailable in the Public Health System. This assistance totalled twenty-two thousand, and thirty-one dollars (\$22,031.00).
- To supplement the assistance provided by the Targeted Conditional Cash Transfer (TT Food Card), 38 persons received foodstuff, totalling twenty thousand dollars (\$20,000.00).
- Support for families with foster children (monthly support or special support to purchase schoolbooks and uniform) was provided for eight persons. Foster care support totalled one hundred and three thousand dollars (\$103,000.00).
- Transportation support was provided for one person totalling one hundred and fifty dollars (\$150.00).

- **Aging Unit:** This Unit was established to provide home care for the elderly; develop and implement programmes, seminars and workshops for care providers; conduct sensitizing programmes on issues regarding ageing and older persons, and provide information on products and services available to older persons. The following were 2011 activities:
  - The Golden Apple programme, which provides long-term home care for the elderly, provided care for approximately 130 clients by 105 caregivers;
  - Some activities of the Village Outreach to Integrate Senior Citizens through Edutainment and Other Social Activities (VOISCES) programme included Senior Citizens Band performances, All 4's tournaments, Easter Hat Parades, Creative Arts, Chair Aerobics, Traditional Cooking, and the Nostalgic Roots Talent Contest.
  - The Senior Citizens Activity Centres in Canaan/Bon Accord and Rockley Vale continue to provide activities for its members.
  
- **Probation Unit:** The Probation Unit provides a unique level of service to the Magistrates' and Supreme Court in Tobago and the Family Court in Trinidad. Probation Officers' reports are requested in order to assist the court in making informed decisions on matters before them. In addition, the Unit is responsible for the promotion of rehabilitation of probationers, offenders, victims and dysfunctional families through education, research and advocacy.
  - The Probation Unit processed 76 cases which included custody, domestic violence, matrimonial counselling, etc., involving 54 children. The Unit was also responsible for the remand of 15 children and two adults.
  
- **Disability Unit:** The Unit was established to address the needs of persons with disabilities, in particular their full inclusion in regular everyday activities through programmes, practices and policies to improve their quality of life. In addition, this Unit provides coordination and supervision of all activities at the Technical Vocational Centre for persons with disabilities. The Technical Vocational Centre provides specialty training for individuals with disabilities,

utilizing the standard school term system (January–March, March–July, and September–December). The Unit’s activities for 2011 were as follows:

- The Disability Unit provides assistance in the form of an Equipment Bank. During 2011, the Unit loaned equipment (wheelchairs, crutches, walkers, canes, etc.) to 51 persons.
- The Technical Vocational Centre has approximately 30 students per term:
  - The students’ age range from 17 to 40.
  - The courses taught include Basic Computer Literacy, Mathematics, Cosmetology, Basic Garment Construction, Arts and Craft, Woodwork, and Agriculture.
  - Physical education/sports and music therapy were used to enhance the learning experience.
  - Students made special visits to Homes for the Aged with hampers created by the Technical Vocational students, field visits to Louis D’Or Nursery, field trips to Trinidad, and participated in the Happy Haven Torch Run.
- **Alcohol and Drug Abuse Prevention:** This programme is mandated to deliver substance abuse prevention and awareness at schools, health centres and the wider community; the focus is on education and training. It is also mandated to provide some counselling service to encourage active drug users to choose a healthier lifestyle.
  - Community Education sessions were conducted in the health centres, churches, health fairs and other community engagements and approximately 1,850 participants were lectured to.
  - School Education sessions were conducted, with approximately 300 students, 30 members of staff and 50 parents attending.

- Assistance via the Employee Assistance Programme was provided to 19 members of staff.
  - A special session was conducted at the prison, where 25 inmates participated.
  - On-going Substance Abuse Counselling took place with approximately 30 clients.
- **Mediation Unit:** This programme was established as a mechanism for individuals/families to resolve their conflicts in a non-threatening environment with the facilitation of a neutral third party as mediator. Negotiations for the settlement of disputes are in a range of areas including neighbourhood conflicts, landlord/tenant, small claims, family and relationship disputes and merchants/customers.
    - The Mediation Centre received requests to mediate 177 conflicts with 144 clients.
    - The resolutions included 73 successfully resolved, zero forwarded to court, 19 not suitable for mediation, 61 clients not interested in mediations, 21 received advice, and three pending (carried forward to January 2012).
- **Special Programmes and Grants**
    - **Realization of Economic Achievement (R.E.A.C.H):** The mandate of REACH is community empowerment and poverty eradication among the poor and vulnerable in communities throughout Tobago by providing grant funding to establish micro businesses and for training and development projects. For 2011, 22 clients (projects) were approved, totalling one hundred and forty-four thousand, six hundred and fourteen dollars (\$144,614.00).

- **Programme for Adolescent Mothers (P.A.M.):** This programme was established to attain sustainable human and social development, and to provide the necessary support systems for adolescent mothers. Its mandate includes continuing the academic education of young mothers 19 years and younger, providing intensive counselling in Life Management and Parenting Education, providing skills training for mothers who cannot return to school, as well as to educate mothers and fathers on their responsibilities, ensuring that appropriate child care standards are maintained.

In 2011, approximately 17 adolescent mothers were enrolled in the training programme which focused on Cosmetology, Computer Literacy, Food & Nutrition, Literacy, Child Care, and Life Management & Parenting Education. The programme also provides day-care services (if necessary), and approximately 10–12 babies were cared for.

- **Social Services and Prison Integrated Network (S.P.I.N.E.):** SPINE provides assistance for persons who have been incarcerated to make a successful transition back into the society and provides accommodation for socially displaced/homeless persons.
- **Medical Financial Assistance:** In addition to the grants provided by the Social Welfare Unit and the Children and Family Services Unit of the Department of Social Services and Gender Affairs, Medical Financial Assistance is provided directly from the Office of the Secretary of Health and Social Services, administered via the Liaison Officer. The objective of this programme is to provide financial assistance to individuals where the medical service is not available in the Public Health system of Trinidad and Tobago.

During the reporting period 46 individuals were assisted with funds to conduct varied medical procedures. The medical procedures include five hip/foot/knee surgeries, seven eye surgeries, two cancer related procedures, four spinal surgeries, three cardiac surgeries, two dental procedures, three MRIs, seven prostheses, four special medical equipment, and nine unclassified procedures. A total of eight hundred and two thousand, and forty-five dollars (\$802,045.00) was expended.

- **Assistance to Homes:** The Department of Social Services also provides assistance in the form of subventions to housing for the elderly, vulnerable and disadvantaged groups in Tobago:
  - St. Vincent de Paul – subvention
  - Tobago Women Enterprise for Rehabilitation Towards Self-Sufficiency (TOWERS) – subvention
  - NICARE Home for the Aged
  - Lorna Lashley Foundation
  - Support to four (4) community housings for the elderly

**DIVISION OF INFRASTRUCTURE AND PUBLIC UTILITIES**



## Divisional Overview

The Division of Infrastructure and Public Utilities (DIPU) is responsible for the construction, rehabilitation and maintenance of roads, the construction and maintenance of bridges, and the maintenance of public buildings and other government facilities. The DIPU is also responsible for coastal protection and the operation of the largest quarry on the island. In fulfilling its mandate the Division is guided by the following Mission:

### MISSION

**The Division of Infrastructure and Public Utilities will improve access, efficiency and quality of infrastructural systems of Tobago in order to enhance the island's economic, social and environmental performance, to the benefit and enjoyment of Tobagonians and visitors to Tobago.**

### CORE VALUES

**Professionalism**

**Teamwork**

**Respect**

**Commitment**



## **Organizational Structure and Management**

The Division is structured into Administrative and Technical Services in order to operationalize its strategic mandate. The Technical Services comprises two Departments: Core Services Department and Other Technical Services Department. The Core Services Department includes Construction and Maintenance Services, Studley Park Quarry and Allied Industries, Mechanical Services, and Systems and Development Planning. The Other Technical Services comprises Licensing Department, Electrical Inspectorate, Monitoring and Evaluation Unit, and the Unemployment Relief Programme (URP).

The DIPU also has a collaborative relationship with the Trinidad and Tobago Electricity Commission (T&TEC), the Port Authority of Trinidad and Tobago (PATT), the Airport Authority of Trinidad and Tobago (AATT), the Telecommunication Services of Trinidad and Tobago (TSTT), and the Town and Country Planning Department. In 2011 the portfolio of the DIPU was executed by the following cadre of skilled and dedicated professionals:

Mr. Godwin Adams  
Secretary, Division of Infrastructure and Public Utilities (January – July 2011)

Mr. Hilton Sandy  
Secretary, Division of Infrastructure and Public Utilities (August – December 2011)

Mr. Raye Sandy  
Administrator, Division of Infrastructure and Public Utilities (January – May 2011)

Mrs. Muriel Alfred James  
Administrator, Division of Infrastructure and Public Utilities (June – December 2011)

Vacant  
Technical Officer, Division of Infrastructure and Public Utilities

## **Core Services**

Mr. Nelton Lewis  
Mechanical Engineering Officer, Mechanical Services

Mr. Ritchie Toppin  
Chief Mechanical Engineer, Studley Park Quarry and Allied Industries

Mr. Terrence Henry  
CEO Studley Park Quarry and Allied Industries

Ms. Lana Bristol  
Senior Civil Engineer, Construction and Maintenance Services (Roads & Drainage)

Ms. Karen Ottley  
Civil Engineer II, Construction and Maintenance Services (Buildings)

Mr. Kevon Trestrail  
Senior Engineer, Construction and Maintenance Services (Bridges)

Mr. Abdallah Chadband  
Project Coordinator, Development Programme (January – October 2011)

Mr. Telshon Mc Wellington  
Project Coordinator, Development Programme (November – December 2011)

## **Other Technical Services**

Mr. Alphaeus Alexander  
Electrical Inspector, Electrical Inspectorate

Mr. Gregory De Four  
Automotive Licensing Officer II, Licensing Department

Mr. Goslyn Lorraine  
Programme Coordinator, Unemployment Relief Programme

## **Administrative Support Services**

Mrs. Myrna Keens Dumas

Senior Human Resources Officer, Human Resource Section (January – June 2011)

Mrs. Zita Pilgrim Kirk

Senior Human Resources Officer (July – December 2011)

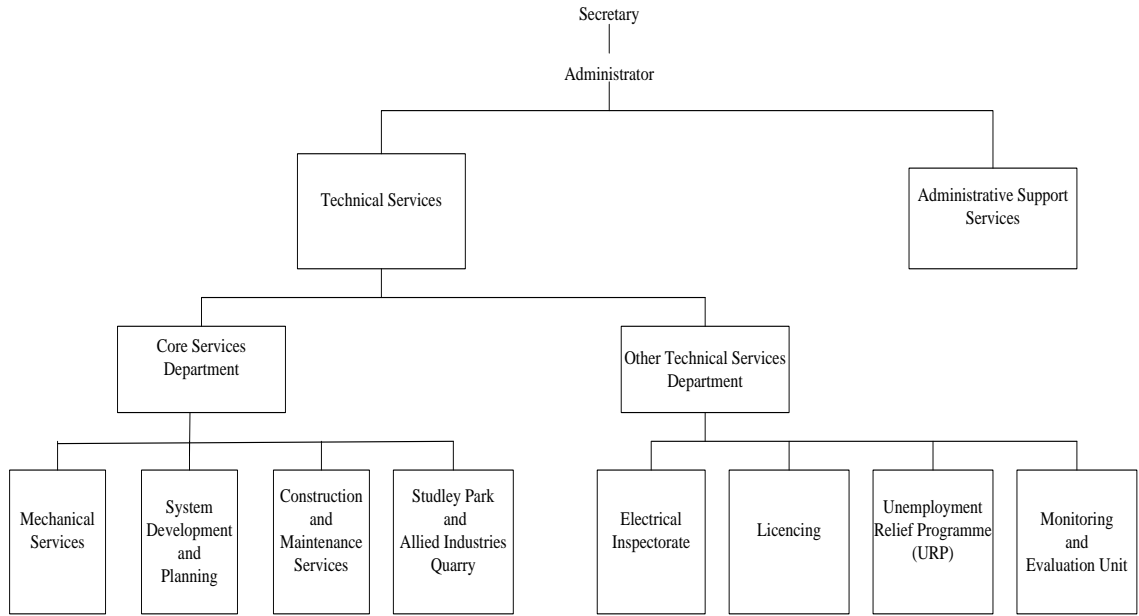
Ms. Susan Bobb

Chief Accountant, Accounting Unit

Mr. Michael Wallace

Manager, Information and Communication System Unit

Division of Infrastructure and Public Utilities



## Financial Resources

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
<b><u>Recurrent</u></b>			
Personnel Expenditure	237,287,600.00	224,312,540.00	214,575,038.06
Goods & Services	95,824,750.00	93,905,712.00	90,091,315.42
<b><u>Development Programme</u></b>			
Parliamentary Allocation	286,750,000.00	212,972,814.00	180,135,389.40
Contingency Fund (THA)	108,868,922.00	106,532,060.00	99,451,508.84
<b><u>URP</u></b>			
Parliamentary Allocation	17,000,000.00	17,000,000.00	16,860,914.75
Contingency Fund (THA)	20,834,792.00	20,834,792.00	31,397,444.17
<b>Total</b>	<b>766,566,064.00</b>	<b>675,557,918.00</b>	<b>632,511,610.00</b>

## **PERFORMANCE HIGHLIGHTS**

### **Core Services Department**

**Operational Mandate:** The following functions are performed by the Core Services Department:

**Construction and Maintenance Services:** The main responsibility of this section is the construction, rehabilitation and maintenance of roads and bridges, and the construction and maintenance of public buildings and other Government facilities. This section is also responsible for coastal protection, sea and air transportation, and water and sewerage.

**Development Programme:** This section is responsible for infrastructural development throughout the island as it pertains to the construction of drains, sidewalks, road alignment and building construction.

**Mechanical Services:** This section manages the operations of the Studley Park Quarry and Allied Industries. The quarry is the largest and most modern operational quarry in Tobago, and produces aggregate, quarry waste, rotten rock, boulders, crusher run and sharp sand, for use by the DIPU and the construction sector in Tobago. This operation also includes a concrete batching plant and an asphalt plant. The output of the concrete batching plant is used exclusively by the Division. The Mechanical Services Section is also responsible for the repairs and maintenance of the Division's fleet of vehicles.

The achievements of each Department are discussed below:

- **Mechanical Services**
  - **Studley Park Quarry and Allied Industries**

The Studley Park Quarry is responsible for supplying aggregate for the runway paving and expansion project at the ANR Robinson International Airport at Crown Point. A

shift system was implemented in an effort to provide the required quotas demanded by the contractor, Jusamco Pavers Limited, the DIPU, and other private contractors. The quarry was able to supply the desired quantities of material within the given period. A total of 205,925.96 metric tons of aggregate was produced for the year which was 150% more than 2010's production. A total of 21 blasts were executed and this yielded 165,000 tons of raw material. The tables below show the production and distribution of aggregate for 2011.

<b>Government</b>		<b>Private</b>		<b>Jusamco</b>	
<b>Material</b>	<b>Amount distributed</b>	<b>Material</b>	<b>Amount distributed</b>	<b>Material</b>	<b>Amount distributed</b>
2mm	1200.96	2mm	7382.33	2mm	24358.54
5mm	1054.01	5mm	217.82	9.5mm	18525.22
9.5mm	1724.98	9.5mm	20156.96	19mm	14994.14
19mm	1755.58	19mm	18954.23	<b>Total</b>	<b>57877.9</b>
38mm	1532.96	38mm	621.7		
Mixed Aggregate	6989.91	Mixed Aggregate.	22871.59		
Crush Run	34817.36	Crusher Run	10172.23		
Boulders	6707.42	Boulders	4394.46		
Rotten Rock	2314.18	Rotten Rock	5179.38		
<b>Total</b>	<b>58097.36</b>	<b>Total</b>	<b>89950.7</b>		

Revenue collected for the period January to December 2011 was as follows:

Month	Amount (\$)
January	615,671.95
February	518,058.35
March	3,963,526.70
April	1,405,808.80
May	1,529,381.05
June	3,968,879.75
July	1,545,078.85
August	649,181.00
September	2,115,101.00
October	834,687.26
November	757,012.32
December	610,496.00
<b>Total</b>	<b>18,512,883.03</b>

Aggregate quoted in Metric Tons

- **Concrete Batching Plant:** The Studley Park Quarry and Allied Industries Concrete batching plant is solely involved in the production of ready-mixed concrete for the Division's development, maintenance, and URP projects. The total production for the period January to December 2011 was 6153.25 m<sup>3</sup>.
  
- **Asphalt Plant:** The asphalt plant is primarily involved in the production of hot bituminous mix for the road paving and patching activities of the DIPU. Private contractors are also supplied with asphalt on a smaller scale, subject to approval by management. Total production for the period January to December 2011 was 7226.6 cubic metres. In December 2011, mix designs and tests on the asphalt were started for the



completion of paving the roadway leading to the Cove Industrial Estate. This was scheduled to begin in January 2012.

- **Mechanical Workshop:** A breakdown of the number of vehicles/equipment repaired per quarter for the year 2011 is shown in the table below.

<b>Quarter</b>	<b>Jobs Completed – Vehicles</b>	<b>Jobs Completed – Heavy Equipment</b>
January – March	8	18
April – June	10	16
July – September	2	13
October – December	11	18
<b>Total</b>	<b>31</b>	<b>65</b>

A 48% decrease in vehicle repairs and a 50% increase in equipment repairs were observed for 2011, compared to that of 2010.

- **Construction and Maintenance Services**

- **Road Maintenance:** The Road Maintenance Section is divided into four districts. There are two districts in the West (Scarborough and Moriah) and two districts in the East (Roxborough and Speyside). These districts are responsible for road maintenance, road rehabilitation, sanitation services and maintenance of bridges. Listed below are the accomplishments of each district for the period under review.

- **Scarborough District**

The District’s responsibilities are in the areas of the Sanitation Services, Road Maintenance and Construction. Sanitation Services and Road Maintenance are routine work done throughout the year. Listed hereunder are the construction projects that were done for the year 2011.

<u>Projects Undertaken</u>	<u>% Complete</u>
<b>Piccadilly Road, Signal Hill</b>	
Box Drain	98%
Curb and Slipper	100%
Entrances	100%
<b>Glen Road, Scarborough</b>	
Retaining Wall	100%
Entrances	100%
Curb and Slipper	100%
<b>Signal Heights</b>	
Retaining Wall	100%
Curb and Slipper including back wall	100%
Sidewalk	100%
Entrances	100%
<b>Mt. Pelier, Scarborough</b>	
Retaining Wall including Slipper Drain	90%
Catch Pit	90%

<u>Projects Undertaken</u>	<u>% Complete</u>
<b>Glen Road Trace #1, Scarborough</b>	
Retaining Wall	50%
Box Drain	50%
<b>Bacolet Main Road</b>	
Box Drain	80%
<b>Knot Drive, Bacolet</b>	
Box Drain	100%
Curb and Slipper	30%
<b>Ottley Street, Scarborough</b>	
Box Drain	95%
<b>Smithfield, Scarborough</b>	
Curb and Slipper	75%
Retaining Wall	100%
Box Drain	40%

**Sangster Hill, Scarborough**  
Curb and Slipper 100%

**Mt. Hay, Prospect**  
Culvert Crossing 100%

**Young Street, Scarborough**  
Box Drain 80%

**Hampden**  
Box Drain 100%  
Curb and Slipper 92%

**Mt. Pleasant**  
Box Drain 60%

**Belmar Trace, Bethany**  
Box Drain 100%

**Projects Undertaken** **% Complete**

**Golden Grove Road, Canaan**  
Curb and Slipper 100%

**Lambeau**  
Box Drain 75%

**Sherwood Park, Carnbee**  
Box Drain 100%  
Curb and Slipper 100%

**Store Bay Local Road, Crown Point**  
Crossing 100%

○ **Moriah District**

**Projects Undertaken** **% Complete**

**Runnemedede Village Street**  
Retaining Wall 100%

<b>Northside Road, Parlatuvier</b>	
Curb and Slipper	100%
Retaining Wall	100%
<b>Hooglie Bush, Moriah</b>	
Retaining Wall	75%
<b>Jackson Trace</b>	
Retaining Wall	85%
<b>Northside Road, Bloody Bay</b>	
Retaining Wall	85%
<b>Mary's Hill</b>	
Box Drain	100%
Curb and Slipper	100%
Retaining Wall	95%

<b><u>Projects Undertaken</u></b>	<b><u>% Complete</u></b>
<b>Arnos Vale Road, Moriah</b>	
Retaining Wall	95%
<b>Ebo Gully, Arnos Vale Road</b>	
Head Wall	100%
Retaining Wall	25%
Slipper and Drain	25%
<b>Les Coteaux</b>	
Head Wall	25%
<b>Culloden Bay Road</b>	
Gabion Basket Wall	100%
<b>Cinnamon Hill Trace</b>	
Head Wall	100%
<b>Mt. Grace Trace</b>	
Curb and Slipper	100%
Box Drain	100%
<b>Isaac Drive, Government House Road</b>	
Cylindrical Pipe Drain	100%

**St. Cecilia Road**

Curb and Slipper	60%
Box Drain	60%

**Hislop Trace**

Box Drain	30%
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**Punch Bowl, Mason Hall**

Moriah District Office Building	90%
Stores	10%
Gabion Basket Wall	50%
District Office Car Park	70%

○ **Roxborough District****Routine Maintenance****Quantity**

Removal of debris	311,412 m
Reforming and ripping roadway	23,975.3m <sup>2</sup>
Grass cutting	13,217,975 m <sup>2</sup>
Edging	647,065 m
Removal of dead animals	32
Overhanging (cutting)	355,007 m
Cleaning and reshaping earthen drains	54,241 m
Re-forming of drains	14,820 m
Cleaning of paved drains	356,921 m
Removal of landslide	11,708 m <sup>2</sup>
Weeding	136,725 m <sup>2</sup>
Removal of debris alongside walks	86,824 m <sup>2</sup>
Clearing of catch pits	56
Back brushing	191,798 m <sup>2</sup>
Cutting bamboo	129 stools
Sweeping	4,186,824 m <sup>2</sup>

## **Carriageway Maintenance Report**

### **Maintenance**

	<b><u>Quantity</u></b>
Resurfacing of roadway (< 100mm Deep)	3,140m <sup>2</sup>
Repairs to fissures on roadway using Hot Asphalt mix <100mm	530m <sup>2</sup>
Repairs to fissures on roadway using cold mix <100mm	460m <sup>2</sup>

### **Emergency Works**

Removal of debris blocking bridges and culverts	21 only
Clearing surface spills and repairing damages	
Clearing of fallen trees and obstructions	39 only

### **Environmental Beautification Works**

(Sweeping of all streets, where necessary, throughout the district)

### **Periodic Maintenance/Projects**

Concrete box drain construction  
Retaining wall construction  
Repairs to landslips using reinforced concrete  
Curb and slipper drains construction  
Crush run to roadway

### **Traffic Signs Maintenance**

	<b><u>Quantity</u></b>
Painting headwalls (black and white)	2425 m
Painting zebra crossings	41 m
Repairs to rails	2500 m
Painting stop signs, arrows	119
Maintaining directional signs	479
Erecting direction signs, street signs, etc.	73

Road markings (single, dual, sidelines) 4312m

**PROJECTS UNDERTAKEN                      MEASUREMENT                      % COMPLETED**

**Hill Top Pembroke**

Box Drain Wall	15m x 1m x 1m	100%
Curb & Slipper	25m x 0.5m x 0.1m	100%
Catch Pit	1m x 1m x 1m	100%

**Cardiff Road, Pembroke**

Curb & Slipper	60m x 0.5m x 0.4m	100%
Catch Pit	1m x 0.7 x 0.7	100%
Box Drain Wall	50m 1m x 1m	80%

**Belle Garden Main Road**

Retaining Wall	67m x 0.3m x 1,7m	100%
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**Grenadian Hill, Belle Garden**

Retaining Wall	40m x 3m x 0.5m	100%
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**Bay Road, Belle Garden**

Entrance	2m x 0.6 m x 0.15m	100%
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**PROJECTS UNDERTAKEN                      MEASUREMENT                      % COMPLETED**

**Spring Road, Belle Garden**

Retaining Wall	80m x 0.2m x 2.44	70%
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**Roxborough/Bloody Bay Road**

Curb & Slipper	30m x .30m x .20 m	100%
Invert Drain	80m	100%
Box Drain	40m x 1m x 1m	100%
Catch Pit	1m x 1m x 1.5m	100%

**Prince Street, Roxborough**

Retaining Wall	20m x 1m	100%
4 Entrances	6m x .5m x 2m	100%

**Back Street, Mt. St. George**

Head Wall	4m x .3m x .2m	100%
Retaining Wall	9m x .3m x .3m	100%
Curb and Slipper	60m	100%

**Mt. St. George, Main Road**

Retaining Wall	30m x 1m x .4m	100%
Box Drain	11m x .6m x .6m	98%

○ **Speyside District**

<b><u>PROJECTS UNDERTAKEN</u></b>	<b><u>MEASUREMENT</u></b>	<b><u>% COMPLETE</u></b>
<b>Roseau Trace, Delaford</b>		
Underpinning of Wall	18m x 5m x 1.5m	100%
<b>Top River</b>		
Curb & Slipper	100m	100%
Entrance	1.3 m x 1m	100%
<b>Bay Road, Delaford</b>		
Construction of Box Drain	60m x 1m x 1m	100%
<b>Bark Hill, Charlotteville</b>		
Retaining Wall	60m x 5m x .4m	100%
<b>New Scheme, Charlotteville</b>		
Entrances	7-2m x 2m x 4m	100%
<b>Top Hill, Speyside</b>		
Retaining Wall	10m x 4m x .4m	100%
<b>Lot #31, Speyside</b>		
Cylindrical Crossings	8m x 1m x 1.5	25%

**Routine Maintenance of Roads for the Year 2011:****Maintenance**

Cutlassing	2, 640, 000 m <sup>2</sup>
Cutting Overhanging	27, 020 m
Edging/Weeding	108, 267 m
Tree Cutting/Bamboos	120



<u>Maintenance</u>	<u>Quantity</u>
Clean/Reshape Earthen Drains	165,000 m
Removing Landslide	1000 m <sup>3</sup>
Spreading Rotten Rock	98 m <sup>3</sup>
Street Sweeping	1,200,000 m
Cleaning of Catch Pits	60

## **DEVELOPMENT PROGRAMME**

<u>PROJECTS UNDERTAKEN</u>	<u>% COMPLETION</u>
<b>Shaw Park</b>	
DIPU Executive Building	99%
<b>Long Row Road, Charlotteville</b>	
Retaining Wall	100%
<b>Kings Bay</b>	
Drainage	100%
<b>Job Trace, Belle Garden</b>	
Road Development	100%
<b>Zion Hill, Belle Garden</b>	
Retaining Wall	100%
<b>Hart Lane, Government House Road</b>	
Road Development	100%
<b>Northside Road, Mason Hall</b>	
Retaining Wall (phase 2)	100%
Retaining Wall (phase 3)	3%
<b>Arnos Vale, Plymouth</b>	
Box Drainage	100%
Sidewalk and Drainage	10%

**PROJECTS UNDERTAKEN****% COMPLETE****Signal Hill Main Road**

Roundabout 70%

**Canaan/ Bon Accord**

Drainage (phase 1) 100%

Drainage (phase 2) 7%

**Carnbee**

Drainage 100%

**Lowlands Hampden**

Drainage (phase 1) 100%

Road Development 37%

**Jaegers Hall, Plymouth**

Road Development 100%

**Spring Garden Trace**

Drainage 100%

**Plymouth Road**

Drainage 100%

**Orange Hill Trace**

Road Development 100%

**Bloody Bay**

Retaining Wall 100%

**Lucy Vale, Speyside**

Drainage 100%

**Belmont Farm Road, Mason Hall**

Road Development 100%

**Cocoa Watty, Mason Hall**

Drainage 100%

Road Development 100%

**Building Maintenance:** This section is responsible for repairs and maintenance of Government and Public buildings. Projects undertaken in 2011 were:

**Projects**

Apartment # 1

**Nature of Work Undertaken**

Installation of cupboard and sinks, laying tiles. General refurbishment

President's House

Repairs to Guard's Booth, roof, water heater and drier. Electrical upgrade

Quarters # 44

Refurbishment

Quarters # 4

Repairs to electrical appliances

Apartment # 5

Repairs to electrical appliances

Apartment # 12

Refurbishment

Quarters # 13

Miscellaneous repairs

Chief Secretary's Residence

Electrical repairs

Quarters # 79

Repairs to floor

Quarters # 83

Tiling

Quarters # 100

Repairs to windows, tiling and painting

Quarters # 18

Fencing of compound

Quarters # 16

Miscellaneous repairs, tiling of counter top

Sandy Hall

Servicing of air conditioning units, repairs to lighting system.

**Projects**

Licensing Office

**Nature of Work Undertaken**

Servicing of air conditioning units, miscellaneous repairs

Administrative Complex

Miscellaneous repairs

Inland Revenue	Repairs to refrigerator and lighting system
P.R.D.I Building	Miscellaneous repairs
DIPU	Miscellaneous repairs
Scarborough Library	Installation of air conditioning units
Registrar General	Servicing of air conditioning units
Electrical Inspectorate	Repairs to air conditioning units
Fairfield Complex	Miscellaneous repairs
Community Development	Servicing of air conditioning units
Meteorological Office	Installation of and repairs to air conditioning units
CAST	Repairs to wall and upgrade to electrical system
Customs & Excise	Installation and servicing of air conditioning unit
Police Station	General repairs
Police Station	Refurbishment
Police Station	Miscellaneous repairs

**Projects**

**Nature of Work Undertaken**

Bishop's High School	Miscellaneous repairs
Scarborough Secondary School	Repairs to refrigerator
Signal Hill Secondary School	Miscellaneous repairs
Prison	Repairs to lighting system
Quarters # 134	Refurbishment
Quarters # 91	Refurbishment

Quarters # 56	Repairs
Police Station	Repairs
Quarters # 22	Repairs
Quarters # 93	Repairs
Quarters # 39	Refurbishment
Quarters # 13	Restoration work to interior and exterior, inclusive of iron monger work
Quarters # 23	Refurbishment and installation of guttering
Quarters # 27	Refurbishment
Quarters # 40	Construction of tank stand and water pump house
Quarters # 20	Installation of guttering
Quarters # 114	Repairs to roof
Quarters #141	Painting of interior and exterior
Quarters # 30	Refurbishment
DIPU Development Office	Repairs to roof

### **Other Technical Services Departments**

**Operational Mandate:** The DIPU is responsible for the Electrical/Inspectorate Department, the Licensing Department and the URP. The achievements of these Departments for 2011 are as follows:

**Electrical Inspectorate:** The Electrical Inspectorate Department functions under two jurisdictions. Administratively it falls under the jurisdiction of the THA and from a technical perspective it falls

under the jurisdiction of the Electrical Inspectorate of Trinidad and Tobago. The Department is responsible for all domestic, commercial, and industrial electrical installations throughout the island. It is also responsible for carrying out inspections on buildings which were destroyed by fire, in order to determine if the cause was electrical in nature.

In 2011 the Department processed 3,793 applications for electrical inspection, 15 of these applications were related to High Voltage Witnessing. A total of five fires were reported, two of these were investigated, and reports submitted to the Chief Electrical Inspector for review. A total of 43 applications for renewal of Wireman's License were processed. For the period under review, a total of 3,303 inspections were carried out and the revenue collected was \$367,885.00. Based on these inspections 1,478 permanent, 658 temporary and 11 high voltage certificates were issued. The total revenue collected from processed applications for the year 2011 was \$411,912.00.

**Unemployment Relief Programme:** The URP is designed to provide short-term training and also to enhance the entrepreneurial skills of young Tobagonians. The Department also provides assistance to members of the community and institutions through small scale projects.

<u>Project</u>	<u>Location</u>	<u>Construction Specifics</u>
Retaining wall and box drain	Lambeau	150'x3'x3'
Retaining wall and box drain	Friendsfield	80'x 3'x 3'
Constructed box drain	Mc Letchie Dr., Signal Hill	500'x3'x3'
Constructed curb and slipper	Mary's Hill	250'x2'x18'
Constructed curb and slipper	Easterfield Rd, Mason Hall	300'x2'x2'
Constructed retaining wall	Top Hill, Speyside	150'x3'x2'
Constructed retaining wall	Pigeon Hill, Charlotteville	225'x10'x1'
Constructed box drain	Black Rock	32'x3'x3'
Constructed box drain	Clarke Trace, Mt. Pleasant	250'x5'x4'

Constructed box drain	Back Hill, Whim	150'x3'x2'
Constructed box drain	Bridge Hill, Les Coteaux	300'x4'x3'
Constructed box drain	Mt. Zion, Les Coteaux	120'x6'x3'
Construction of pan tent	Golden Lane	
Constructed retaining wall	Cocoa Watty, Mason Hall	120'x4'x1'
Constructed retaining wall. roadway and box drain	Church Street, Mason Hall	30'x6'x1'
Constructed box drain and entrance	French Fort, Calder Hall	600'x2'x4'
Constructed box drain and crossing	Pentlands, Plymouth	140'x2'x2'

<b><u>Project</u></b>	<b><u>Location</u></b>	<b><u>Construction Specifics</u></b>
Constructed box drain and box drain slabs	Glen Road, Scarborough	700'x3'x2'
Constructed box drain	Fort Bennett, Black Rock	75'x2x'2'
Constructed box drain	Picadilly, Signal Hill	300'x3'x2'
Constructed box drain	Lloyd's Trace, Glen Road	300'x3'x3'
Constructed box drain and crossing	Bagatelle # 4	400'x3'x2'
Constructed box drain	Young Street, Canaan	200'x2'x2'
Retaining wall	URP Office, Shaw Park	49'x9'
Steps	Baird's Trace, Patience Hill	40'x6'x8'

The Department's areas of activities include Core Programme, Women's Programme, Special Projects and Other Construction Projects. These activities encompass the manufacturing of wooden furniture, concrete products, agricultural activities, cocoa rehabilitation, and training. In 2011 a total

of 1900 cocoa trees were planted, 14 persons were trained in the areas of carpentry and joinery, and six persons were trained in welding.

The major activities carried out by the Department in 2011 were as follows:

<b>Institution</b>	<b>Location</b>	<b>Activity</b>
El Bethel Baptist Church	Mt. St. George	Plastering of building, tiling, electrical works and putting up of blocks (labour only)
Pentecostal Church	Plymouth	Construction of roof, putting up of blocks, plastering of walls and floors (labour only)
Prisons Youth Club	Patience Hill	Construction of picket fence at play park
SDA Church	King Street, Delaford	Block up and plastering
Police Youth Club	Roxborough	Construction of building
Baptist Church	Pembroke	Rebuilding of church roof, blocking up. Plastering of walls and installation of windows
RC Church	Goodwood	Fencing of compound
Mason Hall Government Primary School	Mason Hall	Construction of animal pens and retaining wall. Construction of and repairs to furniture
Mason Hall Secondary School	Mason Hall	Establishing of study area with concrete benches
Scarborough RC School	Scarborough	Repairs to school furniture, concrete benches and burglar proofing
Scarborough Secondary School	Shaw Park	Construction of iron railings



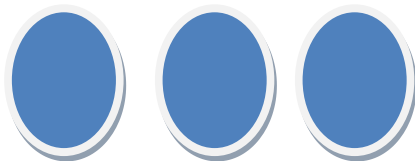
## **Administrative Support Services Department**

**Operational Mandate:** The Administrative Support Services of the DIPU comprises the Accounting Unit, the Human Resources Unit, and the Information Technology Unit. The primary responsibility of these Units is to support the activities of the Division's core Departments, in order to ensure the effective implementation of the Division's mandate. The activities of these Units in 2011 were as follows:

- **Human Resource Unit:** The Human Resource Unit is responsible for the development and maintenance of the Division's work force. The achievements for 2011 were:
  - **Appointments:** In 2011, 12 monthly paid officers were appointed by the Service Commissions Department to fill vacant positions in the DIPU.
  - **Separation:** A total of 74 daily rated employees and five monthly paid employees retired from the Division. One monthly paid employee resigned.
  - **Staff Development:** Training for employees was provided in the following areas:
    - Air Conditioning Troubleshooting
    - Plumbing
    - Electrical Safety
    - Health and Safety
    - Delegated Authority
    - Customer Care
    - Project Management
  - Eight employees, and four children of employees of the Division, utilized the Employee Assistance Programme (EAP).
  - Sixty percent of daily rated employees were sent for medical checks.
- **Accounting Unit:** For the period under review the Accounting Unit of the DIPU was able to achieve the following:

- Ninety percent of salaries and wages to monthly and daily-rated employees were paid on time
- Ninety-five percent of overtime sheets were processed for payment
- Timely payments to creditors were made within budgetary allocations/releases
- Ninety-five percent of arrears of salary were paid to Public Servants

**OFFICE OF THE CHIEF SECRETARY**



## Divisional Overview

The Office of the Chief Secretary (OCS) is an overarching networking mechanism responsible for effectively guiding, facilitating and coordinating the activities of the various Divisions of the Tobago House of Assembly (THA). The OCS's principal responsibility is to ensure that all services offered by the THA are in conformity with established principles, policies and procedures. The OCS Mission reads as follows:



Patently aware that the OCS's interaction with other Divisions sets the tone for delivery of services to the citizenry, the following core values were adopted as the creed that underlies the Division's performance:



## **Organizational Structure and Management**

In order to effectively discharge the responsibilities outlined above the OCS is structured into 11 Core Units/Departments, as shown in the organizational chart overleaf. These Units/Departments are managed by a committed, competent team of officers who, in 2011, worked diligently to translate the THA's policy into clearly defined goals and objectives of the Division. The management team included:

Dr. Ellis Burris  
Chief Administrator, Tobago House of Assembly

Mrs. Cynthia Duke  
Manager, Executive Council Secretariat

Mr. Lennox Alfred  
Manager, Health, Safety and the Environment Management Unit

Ms. Nicolette Duke  
Director, Human Resource Department

Ms. Joannah Bharose  
Information Department

Kenneth Winchester  
Director, Information Technology Unit

Mr. Alvin Pascal  
Senior State Counsel, Legal Department

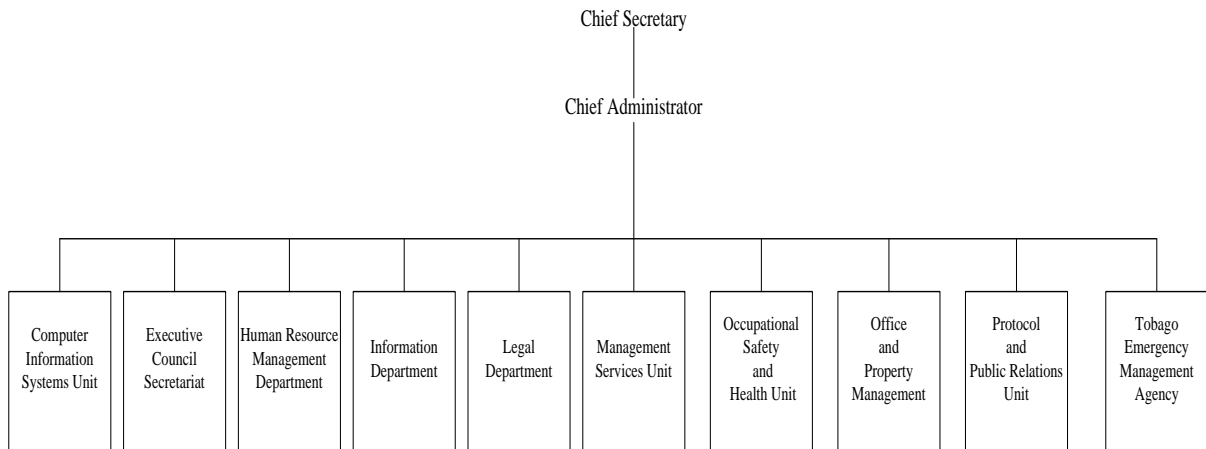
Mr. Gladstone Solomon  
Director, Management Services Unit

Mr. Johnathan Adams  
Administrative Officer IV, Office & Property Management Department

Mr. Allan Stewart  
Coordinator, Tobago Emergency Management Agency

Ms. Janelle Aquing  
Coordinator, Protocol and Public Relations Unit

Office of the Chief Secretary



## Financial Resources

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	36,690,035.00	9,733,535.00	9,021,020.00
Goods and Services	75,200,000.00	62,999,758 .00	60,108,001.00
Development Programme	27,200,000.00	11,311,315.00	9,070,063.00
Current Transfers	38,350.00	49,140.00	49,140.00
Minor Equipment	4,574,443.00	4,170,711.00	3,742,508.00
<b>Total</b>	<b>143,506,656.00</b>	<b>88,264,459.00</b>	<b>81,990,732.00</b>

## **PERFORMANCE HIGHLIGHTS**

### **Computer Information Systems Department**

**Operational Mandate:** To study, design, develop, apply, implement, support or manage computer-based information systems, particularly software applications and computer hardware that allow for the practical application of information in the daily activities of the Office of the Chief Secretary.

Performance highlights for 2011 include:

- Enhanced time management skills of OCS staff by training them to utilize Microsoft Outlook 2007 for emailing and scheduling
- Provided the Legal Department with access to centralized data stores as well as the internet by installing a network at the office in Scarborough
- Kept information technology staff up-to-date with respect to available Information & Communication Technology by accessing and sending staff to training programmes
- Reduced total telephone expenditure by establishing a single THA wide Closed User Group for mobile telephone users
- Minimized downtime as well as supported productivity of staff by performing routine maintenance of computers, networks and other devices to ensure that they are in a good working condition
- Contained the level of expenditure to obtain additional Servers by utilizing appropriate software to create seven virtual Servers which resulted in no Servers having to be bought



## **Executive Council Secretariat**

**Operational Mandate:** The Executive Council Secretariat provides administrative and secretarial support to the Executive Council. The achievements for 2011 are as follows:

- The preparation of Agendas for 53 Executive Council Meetings
- Circulated to the Divisions information related to 1190 decisions taken by the Executive Council

## **Human Resource Management Department**

**Operational Mandate:** The Human Resource Management Department, Office of the Chief Secretary provides quality human resource operations and advisory services to facilitate the achievement of the strategic objectives of all Divisions of the THA.

### **Achievements**

- Launch of the Human Resource Forum in November
- Submission of recommendations to the Public Service Commission to facilitate appointments/promotions of Public Officers in the THA, spanning the clerical, accounting, technical and professional fields
- Seventy-one promotions were received from the Public Service Commission in the administrative, technical, clerical and professional fields
- Fifteen first appointments were received from the Public Service Commission to offices in the clerical, manipulative and technical field in the THA
- Fourteen transfers were effected

- Twenty-nine letters of confirmation were received from the Director of Personnel Administration
- Thirty-two officers received letters of confirmation from the Chief Administrator under authority delegated from the Public Service Commission
- Several persons were engaged to fill positions at the Buccoo Integrated Facility
- Seventeen persons were engaged on a short term basis in various Departments of the Office of the Chief Secretary, 65% of whom were posted at the Tobago Emergency Management Agency (TEMA)
- Ninety tertiary level and 25 secondary level students were placed at various Divisions under the Summer Employment Programme
- Three Management Specialists were recruited for the Management Services Unit
- Training Programmes were coordinated for Officers from various Divisions of the THA in the areas of Public Procurement, Industrial Relations, Writing of Cabinet and Executive Council Notes, Internal Auditing, Creative Problem Solving, and Analytical Thinking
- Members of staff also benefitted from training in Fraud Risk Management, Competency Profiling, Principles of Protocol and Ceremonials, Effective Supervision, Records Management as well as Mold Recognition, Effective Sampling Strategies and Results Interpretation
- Six officers received approval to proceed on No Pay Study Leave. Areas of study included Psychology, Animal Health Production and Veterinary Public Health, Law and Legal Practice, Management and Occupational Safety and Health.
- Ninety-five officers were awarded increments

- Retirement benefits were processed for 55 public officers and 20 of them were recipients
- One hundred daily rated employees received terminal benefits
- Pension and Leave records were completed for 95 public officers

### **Information Department**

**Operational Mandate:** The mandate and role of the Department of Information (DOI) is to build and promote understanding, trust and confidence in the Tobago House of Assembly through the Office of the Chief Secretary. To achieve this, the Department must engage different audiences: THA employees, the public, the media and other stakeholders such as government officials, the business sector and public policy groups to promote the image of the THA. DOI is an influence builder that helps to shape and direct communications activities to achieve the communications goals of the Office of the Chief Secretary and the THA. The DOI has responsibility for internal and external communications for the Office of the Chief Secretary and by extension the THA.

The Department's achievements are listed hereunder:

- Introduced a staggered system for working hours – resulting in a 50% reduction in compensatory time and 75% reduction for meal vouchers. This has allowed for greater coverage of more events and increased output
- Library filing brought up to date in second half of 2011 – inclusive of TV footage, programming and newspaper clippings
- Fifty-six percent increase in news and feature coverage by radio, TV and newspapers between July to December 2011
- One additional media house (WINTV) carries THA news material. WINTV did not previously carry THA material

- Thirty-five percent increase in work output: 33 percent occurred during July to December 2011
- Successfully integrated IT system to increase output and speed in the Department, e.g., all scripts are edited electronically, and the Blackberry system is used for alerts and assignments
- Introduction of five-minute daily radio programme on Radio Tambrin at 4.50 pm – THA Update
- Training (in-house completed and ongoing externally) – Voice, journalism, videography, lighting, graphics
- Daily video, radio and news releases updates on THA’s website
- All video/radio productions available online daily
- Establishment of FTP site – to facilitate quick transfer for information via video to media houses. This also facilitates daily use of video material on TV of THA and Tobago
- Filled five vacancies internally through the reassignment of staff – Radio Supervisor, Photographer, Media Assistant, Videographer and Secretary
- New Organizational Structure (to be approved) to facilitate better workflow and fulfill the Department’s mandate
- Researched and facilitated the acquisition of Goat Racing Documentary for use by the Department of Tourism to promote Tobago’s culture overseas
- One hundred percent increase in graphic production

- Main programme “Let’s Talk Tobago” – new presenter, new approach to material and the show’s first on location episode
- Reduction in paid for airtime, e.g., elimination of payment for coverage of national holiday and civic duty events; secured better media rates, resulting in a 13% saving on publicity and promotion
- First live simulcast of Tobago’s Independence Day Parade 2011 on national TV
- Improved media relations with media and the Communications Units of the different Divisions
- Daily media releases and website update
- Facilitating more THA coverage by the media throughout all the Divisions
- Successful informal lobbying of the Telecommunications Authority of Trinidad and Tobago (TATT) to mandate increased geographical coverage of Tobago by radio and TV licensees
- Successfully initiated the first sale of the Department’s outside broadcast services

## **Internal Audit Department**

**Operational Mandate:** To provide an independent and objective review whereby assurance is given to the Chief Administrator that the THA's financial and operational controls, designed to manage the organizational risk and achieve the entity's objectives, are operating in an efficient, effective and ethical manner. Performance highlights include:

### ➤ **Activities relating to all Divisions**

- Verification of contract gratuities
- Verification of pension and leave records, and records of service
- Verification of arrears of salary, wages, and cost of living allowances
- Verification of sick leave bonuses, and payments in lieu of vacation leave
- Arrears of salary and COLA 2008–2010
- Examination of advances to contract officers and Assemblymen

### ➤ **Activities relating to particular Divisions & Departments**

- Verification of Daily Paid Allowances – Division of Infrastructure and Public Utilities
  
- Cash Survey
  - Division of Finance and Enterprise Development
  - Inland Revenue Department – Roxborough and Scarborough
  - Division of Infrastructure and Public Utilities (Main Office)
  - Department of Licensing
  - Division of Agriculture, Marketing, Marine Affairs & the Environment (All Sections)
  - Division of Tourism and Transportation (Main Office)
  
- Examination of procurement procedure
  - Division of Infrastructure and Public Utilities
  - Division of Finance and Enterprise Development

- Audit of Cheque Forms and Remittance Registers
  - Division of Finance and Enterprise Development
  - Division of Settlements and Labour
  - Division of Education, Youth Affairs & Sport
  - Division of Infrastructure and Public Utilities
  - Division of Agriculture, Marketing, Marine Affairs & the Environment
  - Division of Health and Social Services
  - Division of Tourism and Transportation
  
- Post Audit of Vouchers
  - Division of Finance and Enterprise Development
  - Division of Settlements and Labour
  - Division of Education, Youth Affairs and Sport
  - Division of Infrastructure and Public Utilities
  - Division of Agriculture, Marketing, Marine Affairs & the Environment
  - Division of Health and Social Services
  - Division of Tourism and Transportation
  
- Examination of Vote books
  - Division of Agriculture, Marketing, Marine Affairs & the Environment
  - Division of Tourism and Transportation
  - Division of Health and Social Services
  - Division of Settlements and Labour
  - Division of Education, Youth Affairs and Sport
  - Division of Community Development and Culture
  
- Examination of Salaries Record
  - Division of Community Development and Culture
  - Assembly Legislature Secretariat

**Legal Department**

**Operational Mandate:** The Legal Department provides legal advice to the Divisions of the Assembly as well as represents the Assembly in civil and criminal matters. The activities of the Legal Department for the period January 2011 to December 2011 are discussed below:

- The Garden Side Street Car Park was acquired
  
- There were 11 new litigation matters which started in 2011. They can be categorized as follows:
  - Land/Possession
  - Personal Injury
  - Breach of Contract
  - Industrial Relations Matters
  - Trespass Claims
  - Debt Claims
  
- Three matters were settled by the Legal Department
  
- The Legal Department made 50 High Court appearances
  
- The Legal Department processed contracts as follows:
  - Three entertainment/artiste performance contracts were vetted and one was drafted
  
  - Approximately 600 employment contracts were prepared
  
  - Four consultancy contracts were drafted
  
  - Seven construction/installation contracts were processed
  
  - Six service contracts were processed



- Five tenancy agreements were prepared
- The THA granted six residential leases and the Legal Department prepared twenty
- Two Bills of Sale were done during the period
- Ten Consents were done during the period
- The Department was responsible for the oversight of numerous leases prepared by external Attorneys for former housing estates under the control of the Housing Development Corporation (HDC). Those leases being for housing estates in Speyside, Charlotteville and Bon Accord

### **Management Services Unit**

**Operational Mandate:** The Management Services Unit (MSU) provides Management Consultancy Services to all Divisions of the THA with the ultimate goal being to optimize management and operational efficiencies within the Assembly. Achievements for 2011 included:

#### ➤ **Notes to Cabinet**

- Variation of the period of approved leave of absence without pay of staff, THA
- Abolition of Temporary Positions and the Creation of Permanent Positions for the Accounting Unit of the Division of Tourism and Transportation, THA
- Creation of one permanent position of Cashier II and the abolition of one temporary position of Cashier II on the staff establishment of the Division of Finance and Enterprise Development, THA

- Amendment to Cabinet Minute No. 2672 dated October 13<sup>th</sup> 2006
- Request for the posts of Administrator, THA, to be placed under the purview of the Salaries Review Commission
- Continuation of the New-Systems Facilitator (NsF) Initiative in the THA

➤ **Notes to Executive Council**

- The Motor Vehicle Tax/Value Added Tax/Special Motor Vehicle Tax Exemption
- Approval to approach Cabinet for the position of Clerk, THA, to be placed under the purview of the Salaries Review Commission
- Employment of a Town and Urban Planner
- Review of Transport Allowance for Contract Auditors
- Creation of one contract position of Executive Council Operations Officer I
- Restructuring of the Office of the Chief Administrator, Office of the Chief Secretary
- Creation of one position of Safety and Health Officer II for the Central Occupational Safety and Health Unit, Office of the Chief Secretary
- Submission of the THA's Administrative Report for the year ended 31<sup>st</sup> December 2010, to the Prime Minister of the Republic of Trinidad and Tobago
- Submission of the THA's Administrative Reports for the years ending December 2007, 2008, and 2009 to the Prime Minister of the Republic of Trinidad and Tobago
- Amendment to the periods of contract employment for Ms. Gabrielle Fernando and Mr. Anton Edwards, Management Specialists, Management Services Unit, Office of the Chief Secretary
- Restructuring of the Financial Assistance Unit, Division of Planning and Development

- Establishment of an Executive Project Oversight Secretariat in the Office of the Chief Secretary, THA
- Amendment to Executive Council Minute No. 480 of June 25, 2009
- Policy and Administrative Framework for the reintroduction of the Community Micro Project Programme
- Amendment of the period of contract employment of Ms. Nikisha Frank, Management Specialist, Management Services Unit
- Request for approval for Dr. Ellis Burriss, Chief Administrator of the THA and Mr. Walter Coppin, Energy Advisor to the Chief Secretary, to attend the 2011 Caribbean Renewable Energy Forum to be held in Bridgetown, Barbados, from October 12<sup>th</sup> -14<sup>th</sup> 2011
- Creation of Contract Positions for the Legal Department, Office of the Chief Secretary
- Review of the Transport Allowance for Contract Auditors in the Internal Audit Department, Office of the Chief Secretary
- Revised Salary Scale for Officers employed on contract with the THA

➤ **Reports**

- Report on the establishment of a Change Management Department at the Office of the Chief Secretary
- Review of the compensation of the Manager, Financial Assistance Unit
- Assessment of whether Roxborough Estate needs a Manager
- Recommendations for the Staff of the Curriculum Planning and Development Unit, Department of Education, Division of Education, Youth Affairs and Sport

- Prorated gratuity to former Human Management Resource Development Officer I, now Management Specialist
- Restructuring of the Office of the Chief Administrator, Office of the Chief Secretary
- Authority for payment in lieu of vacation leave to Members of the Assembly
- Review of the Transportation Allowance for Contract Auditors
- Creation of one contract position of Executive Council Operations Officer I
- Work Programme of the Management Services Unit for the period May 1<sup>st</sup> to September 30<sup>th</sup> 2011
- Amendment of contract salary in favour of Mrs. Charmaine Bruce-Wheeler
- Transfer of Auditing Assistant Positions to the Office of the Chief Secretary
- Request for the negotiation of salary for the Manager, Executive Council Secretariat
- Guidelines to Divisions of the THA on requests for donations
- Creation of position of Systems Analyst II on the Staff Establishment of the Division of Finance and Enterprise Development, THA
- Proposed Methodology for the Strategic Planning Process at the Office of the Chief Secretary
- Approval to draft a Note to Cabinet seeking the creation of two contract positions of New Systems Facilitator

- Upgrade of the Post of Director of Finance to that of Treasury Comptroller
- Contracting the services of Dr. Levis Guy-Obiakor for the review of TEMA's Emergency/Disaster Standard Operating Procedures and Contingency Plan Manual

➤ **Staffing**

- Three Management Specialists and one Change Management Analyst assumed duties on contract on February 21<sup>st</sup> and May 17<sup>th</sup> , 2011, respectively

➤ **Training**

- The staff of the Unit participated in the following training programmes:
  - Distinguished Leadership & Innovation Conference
  - TATT Breakfast Launch of “ICTs for Rural Communities Development Project”
  - Programme in Cabinet/Executive Council note writing for the THA
  - UNDP Citizen Security Conference
  - MORI and MPA: Opinion Leaders Panel Wave 19 (Tobago Analysis)
  - Creative problem solving and analytical thinking

**Occupational Safety and Health Central Unit**

**Operational Mandate:** The Occupational Safety and Health Central Unit (OSHCU) was mandated by the THA to spearhead the Occupational Safety and Health (OSH) drive towards compliance with the OSH Act 2004, as amended. Achievement of the Unit included:

- Administrators of the Divisions of the THA were advised of their OSH roles and functions as it related to their responsibility to provide a safe and healthy work place for their employees. The OSH Central Unit visited each Division, conducted GAP analysis, held discussions with each Administrator and his or her Senior Executives, and handed over a package of OSH documents with information pertaining to their OSH responsibilities. The OSH package related to the following:
  - For 2011, two Emergency Evacuation Drill Exercises were successfully conducted within the OCS both at the Administrative Building, Calder Hall and at the Accounts Satellite Unit, Unit Trust Building
  - Regular OSH inspections were conducted throughout the year in the Division of the Office of the Chief Secretary, both at the main Administrative Complex, Calder Hall and the various Satellite Units of this Division. However, it was difficult to determine the regularity of OSH inspections conducted in other Divisions since no OSH reports were sent to the Central Unit by these Divisions. Additionally, a number of these Divisions have no OSH officers employed to drive the OSH effort
  - The Property Manager made requests to the OSHCU for OSH inspections to be carried out on three new buildings to be rented by the THA. Inspections were done on the following buildings:
    - Phillips Building, Main Street, Scarborough which is intended to house the Information Technology Unit, under the Office of the Chief Secretary
    - TAM Building, Glen Road, intended to house the Department of Fisheries of the Division of Agriculture, Marketing, Marine Affairs and the Environment
    - Best Building, Spring Garden, Scarborough, intended to house the Green Fund Department, under the Office of the Chief Secretary

- A comprehensive OSH Audit was conducted in all Divisions of the THA where a report was duly submitted to the Chief Administrator, and copies sent to all Administrators. Discussions with senior managers within various Divisions were held to address the shortcomings and non-conformances which were identified, with the hope that positive action would be initiated to regularize the safety, health and welfare conditions
- A brochure on Office Safety was developed by the OSHCU for distribution to all Divisions of the THA
- OSH training was conducted for the OSH Safety Committee of the Office of the Chief Secretary and its Satellite Units
- In-house training for the general employees of the Office of the Chief Secretary and its Satellite Units was conducted on safe use of fire extinguishers and basic fire fighting
- **Training**
  - In April 2011, Mr. George Graham, OSH Officer II attended training courses in Trinidad for Mold Recognition, Effective Sampling and Results Interpretation, conducted by ROSE Environmental Ltd.
  - In December 2011, Mr. Brian Patrick, OSH Officer I, attended a seminar on Workmen Compensation conducted by Risk Management Services Ltd, Insurance Brokers to the THA
  - In August 2011, Mr. Lennox Alfred, OSH Manager, partnered with the Legal Aid and Advisory Authority, to conduct an outreach programme which consisted of four sessions in various districts in Tobago. These sessions covered land settlement problems, and OSH duties and responsibilities of employers and employees

## **Office and Property Management Department**

**Operational Mandate:** The Office and Property Management (OPM) Department has responsibility for administering the office and property management functions within the Office of the Chief Secretary. The achievements for 2011 which are in congruence with the Department's mandate are listed below:

- The Flagstaff Apartment in Trinidad was repaired and refurbished after being in a dilapidated state for a number of years. This facility can accommodate officers on official duties in Trinidad
- Repair and refurbishment works were also done on the Charlotteville Rest House and nine quarters/apartments
- A new office was refurbished to house the Legal Department
- A new filing system was installed in the Registry, thereby enhancing the management of files and other records
- Provision of housing facilities for Immigration and Customs Officers, National Security personnel, and other Public Officers
- Co-ordinated Independence, Remembrance and Assembly Day celebrations
- Provision of transportation and accommodation to military and para military forces for Independence and Remembrance Day celebrations
- Printed vehicle log books, forms and books for Divisions of the THA, and other agencies in Tobago. Printing of exercise books, note pads, brochures and memorabilia for Assembly Day celebrations



- Printing and binding of 15,000 copies of the draft THA Committee Report of the Changes to the Constitution
- Printed 600 copies of the Tobago House of Assembly's Administrative Report 2007, 2008, 2009
- Assisted Divisions of the THA, and a number of primary and secondary schools to establish or improve their registry and record keeping systems
- Development of a manual for registry and record management guidelines and procedures
- Prepared job descriptions for new positions at the Records Centre
- Started the process of getting retired Public Officers to vacate Government's quarters

### **Protocol and Public Relations Unit**

**Operational Mandate:** The operational mandate of the Protocol and Public Relations Unit is largely to support the smooth and efficient functioning of the Office of the Chief Secretary and to carry out the directives of the Chief Secretary in accordance with established guidelines. Performance highlights include:

- Planning and executing annual events of major significance hosted by the Chief Secretary:
  - Reception for approximately 400 persons on the occasion of the 49<sup>th</sup> Anniversary of the Independence of the Republic of Trinidad and Tobago held at the then Vanguard Hotel in August
  - Reception for approximately 400 persons on the occasion of the 31<sup>st</sup> Anniversary of the THA held at the Magdalena Grand Beach Resort in December

- Senior Citizens' Christmas Luncheon for 300 senior citizens held in December at the Magdalena Grand Beach Resort
- Media Appreciation Reception held in December at the Buccoo Integrated Facility
- **Planned and executed other events hosted by the Chief Secretary:**
  - Cocktail reception on the occasion of the 193<sup>rd</sup> Conference of the Methodist Church in the South Caribbean District held at the Ballroom of the Tobago Nutrition Cooperative Society Limited in January
  - Cocktail reception on the occasion of the Tenth Anniversary of the Trinidad & Tobago Association of Retired Persons, Tobago Zone held at the Buccoo Integrated Facility in September
- The Coordinator of Protocol was appointed as the person responsible for organizing and coordinating a proposed twinning initiative between Tobago and the City of Sainte Anne, Guadeloupe
- Arranged an exploratory trip by a team from the THA headed by the Chief Secretary to Sainte Anne, Guadeloupe in October where meetings were held with the Mayor of Sainte Anne and his team with a view to pursuing links in the areas of Education, Sport, Culture and Tourism
- Provided protocol courtesies at the ANR Robinson International Airport for the following dignitaries:
  - The Emir of Qatar in June
  - The Prime Minister of Grenada in December

- Assisted the THA 30th Anniversary Committee with events:
  - VIP arrangements for the launch of the THA 30th Anniversary Celebrations held at the Buccoo Integrated Facility in March
- Tobago ITF Junior Tennis Tournament held at the Shaw Park Tennis Courts in August
- Inaugural Tobago Medal of Honour Ceremony held at the Assembly Legislature Chamber in November
- Arranged courtesy calls on the Chief Secretary by:
  - Ambassadors /High Commissioners of foreign countries to Trinidad and Tobago, e.g., Ambassadors of the Netherlands, Cuba, Spain, Panama, United Kingdom, etc.
  - Trinidad & Tobago Ambassadors/High Commissioners-designate to other countries, e.g., Jamaica, United Nations (Geneva), Nigeria, etc.
  - Representatives of International Organizations, e.g., Director of PAHO/WHO Dr. Mirta Roses Periago in March
  - Non-governmental Organizations, e.g., Kiwanis, Trinidad & Tobago Red Cross Society, Rotary Club of Southwest Tobago
  - International personalities, e.g., Miss World 2010, Alexandria Mills in February
  - Sporting organizations, e.g., Tobago Kite Festival
  - Sporting and cultural personalities, e.g., IAAF 2011 World Championship bronze medalist Kelly-Ann Baptiste, Senegalese World Music Performer Mr. Baaba Maal, and Project Runway 2011 winner Anya Ayoung-Chee

- Schools, e.g., Rio Claro West Secondary School, Barataria Anglican Primary School, ABC Nursery School from Glamorgan
- Coordinated visits to Tobago by:
  - President of the Inter-American Development Bank, Mr. Luis Albert Moreno and a team from the IDB in February
  - AYUSH Expert Delegation from India in November
- Made overseas travel arrangements for the Chief Secretary to attend:
  - 12<sup>th</sup> Annual Caribbean Conference on Sustainable Tourism Development hosted by the Caribbean Tourism Organization in Bermuda in April
  - Caribbean Tourism Organization's State of the Industry Conference in St. Martin in September
- Made physical improvements to the Unit by replacing the carpet and installing blinds throughout the office

### **Tobago Emergency Management Agency (TEMA)**

**Operational Mandate:** Stemming from Executive Minute #91 of January 2009, the Tobago Emergency Management Agency (TEMA) continues to make an effort to evolve and embrace the dynamism of comprehensive risk management, thus fulfilling the Agency's Mission and Vision.

The TEMA seeks to continue community and stakeholder involvement, and engage every sector in an effort to enhance preparedness and resilience on our island. The Agency's performance highlights for 2011 included:

- Appointed persons to permanent positions on all sub-committees with regards to national disaster risk
- Produced a Reduction Plan
- Established the Scarborough Evacuation Plan
- Erected muster point signs for Scarborough Evacuation Plan
- Hosted joint Carnival command operations
- Supported the annual Tobago Carnival Regatta
- Remote upgrade to Early Warning System
- Public information dissemination through television interviews
- Engaged a GIS Specialist
- Supported Charlotteville International Game Fishing Tournament
- Supported the Tobago Jazz Experience
- Participated in GEM Workshop
- Participated in National Earthquake Response Policy Workshop
- Commencement of re-structuring at TEMA
- Commencement of the development of the TEMA Strategic Plan Framework 2011–2013
- GIS mapping of special needs individuals
- Supported the ICF Tennis Tournament
- Conducted high-angle training through CERT for the Trinidad and Tobago Cadet Force (3rd Battalion)
- Participated in volunteer testing and counselling training workshop
- EMT Refresher programme for CERT Technicians

- Participated in training for supervisors
- Participated in CDEMA's CDM Conference
- Live test of Early Warning System
- STIHL refresher training for CERT Technicians and Shelter Management team members
- Acquisition of new vehicles for the agency's fleet

**DIVISION OF PLANNING AND DEVELOPMENT**



## **Divisional Overview**

The Division of Planning and Development continues to play a major role in the operation of the Tobago House of Assembly (THA). Its role is to enhance the linkages and synergies between Divisions and to facilitate the effective monitoring of the entire list of Development Projects.





## **Organizational Structure and Management**

The Organizational Chart overleaf delineates the structure of the Division. This structure is made functional by a cadre of committed, competent managers who translate the THA's policy guidelines into Specific, Measurable, Attainable, Realistic and Time-bound (SMART) goals and objectives of the Division. Members of this management team included:

The Honourable Orville London  
Chief Secretary and Secretary for Planning and Development

Mrs. Joan Hannibal-Phillips  
Administrator, Division of Planning and Development

Mr. Craig Forbes-Warner  
Manager, Financial Assistance Unit

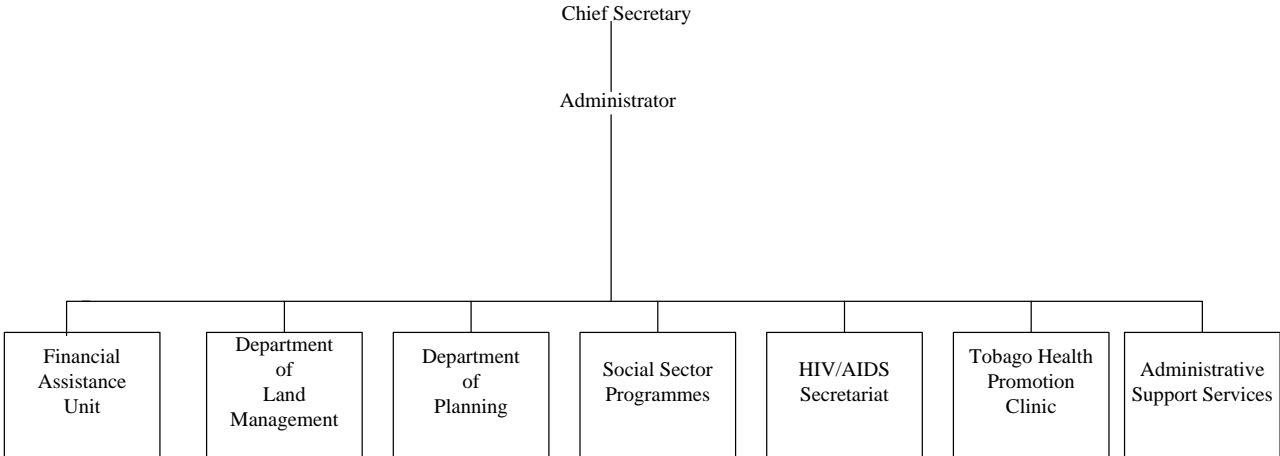
Mr. Horace Achille  
Director, Department of Land Management

Mr. Bobbie Andrews  
Planning Co-ordinator, Department of Planning

Ms. Muriel Douglas  
Deputy Director, Tobago HIV/AIDS Secretariat

Dr. Raymond Noel  
Medical Director, Tobago Health Promotion Clinic

**Division of Planning and Development**



## **PERFORMANCE HIGHLIGHTS**

### **Financial Assistance Unit**

**Operational Mandate:** The Financial Assistance Unit (FAU) has the responsibility for executing the THA's human resource development policy for the island of Tobago through the Financial Assistance Programme. The Unit's principal activities include administering bursaries (Traditional Awards), grants (Non-Traditional Awards) and scholarships awarded by the THA to residents of Tobago who are willing to contribute to Tobago's development by peddling their services to citizens of Trinidad and Tobago. Achievements of the Unit for 2011 included:

- Awardees supported in 2011 numbered 299. Summary information is as follows:

<b>Level</b>	<b>Programmes</b>
Bachelors	81
Masters	12
Post-Graduate	1
Other levels	14
<b>Total</b>	<b>108</b>

<b>New Awards</b>	<b>Amount</b>
Traditional (Bursaries)	184
Non-Traditional (Grants)	40

<b>Scholarship</b>	<b>Amount</b>
Cuban – Medical	1
CAPE	4

## Land Management

**Operational Mandate:** The Land Management Department within the Division of Planning and Development is responsible for the administration, surveying and protection of all lands under the purview of the THA. This accounts for approximately 35% of lands within Tobago. The Department is dedicated to the development of Tobago and its occupants. The operations of the Department are directly related to the protection of lands under the purview of the THA and are interwoven into the lives of the public. Specific achievements related to the operations of the Department are listed below:

- Surveys: The Department, as part of its mandate, performed surveys of state lands for various purposes including the sub-division of state lands, the allocation of new lots, and the redefinition and resolution of acquisition claims. These surveys took place at:

Adelphi Estate	Adventure Estate
Belle Garden	Belmont Dairy Farms
Buccoo	Charlotteville
Courland Estate	Goldsborough
Hope Estate	Lammy Road, Argyle
Milford Court	Parlatuvier
Roxborough	Shaw Park
Signal Hill	Speyside

- Individuals or organizations that apply for state lands are currently assessed by the State land Management and Implementation Committee. This committee is responsible for forwarding recommendations for approvals to the Executive Council. The approvals granted for the period were 15.
- Notices are often served to people who may be occupying state lands without the necessary approval or who are attempting to perform actions on the land for which they are not authorized to do. This is usually done after the person in violation was spoken to and did not comply. Some of these include, but are not limited to, the extension of a structure

without prior approval, the removal of trees, and the occupation of a site for which no previous permission had been granted. Eight notices to quit were served for this period.

- There are instances where, despite the efforts of the Monitoring Unit, persons insist on erecting unauthorized structures on state land. After repeated notices have been given to the offending person(s) and they refuse to comply with the directive, the Department is forced to demolish the structure. The average cost of each demolition is \$1400. Demolitions are often executed in cooperation with the Trinidad and Tobago Police Service, though during Fiscal Year 2011 two of the demolitions did not require the physical intervention of the Police Service. The number of demolitions for this period was three.
  
- The Department provides permissions to individuals occupying state land to gain access to water and electricity. There is also often the need for farmers or residential occupants to gain access to financial assistance. In such cases the Department is required to provide verification of their tenancy and in the case of residential occupants, the permission to renovate their premises. Permissions granted during the fiscal year were as follows:
  - Water and Sewerage Authority: 30
  - Trinidad & Tobago Electricity Company: 60
  - Agricultural Development Bank: 12
  - Department of Settlements: 42
  
- The Agriculture State Land Information System has been internally renamed the “Tobago State Land Information System,” as the information will no longer just be focused on agricultural state land but will provide information on all state land. The Tobago State Land Information System will facilitate the effective administration of lands under the purview of the THA. This system is currently being developed to eventually be a division wide portal that will allow administrators, land surveyors, planners and other officers within the THA to access the maps, images and other land information that is necessary for the planning and development of the physical infrastructure of Tobago. To date, spatial data for estates

belonging to the THA have been entered into the system along with approximately fifty percent (50%) of the attribute data including Deed information for each estate.

- Throughout the past year, officers have been trained in areas that are of particular importance to the development of the Department, and for the implementation of specific programmes. Members of staff participated in the following training courses:

<b>Training Courses</b>	<b>No. of Staff</b>
Land Use and Land Cover Mapping	2
Multi-purpose State Land Management	2
Successful GIS Implementation	3
Cadastre and Land Administration	3
Digital Elevation Models	2
Effective Supervisory Skills	2
Practical Training in Industrial Relations	1

## **Planning Department**

**Operational Mandate:** The areas that the Department is required to focus its activities on include:

- Facilitating the effective implementation of the THA’s Development Programme
- Conducting timely and relevant policy research to support decisions on social and economic issues in Tobago
- Monitoring physical infrastructure and development policy with a view towards the establishment and maintenance of a framework that aligns the ongoing infrastructural and spatial development with long term objectives for sustainable economic and social development

- Supporting evidence-based budgeting and decision-making and ensuring continual assessment of projects in relation to established timetables, status reports and progress reports

The achievements for 2011 include:

- A project guide detailing the information needed by the Planning Department for the effective monitoring of projects was sent to all Divisions. The document – “Mainstreaming the Planning Function in Tobago” – was drafted and submitted for consideration to refine the role of the Planning Department in the development of the island, and the implementation of the Assembly’s Development Programme.
- Members of the Research Unit conducted a Census of Business Establishments in Tobago, with trained enumerators, over the periods April 1<sup>st</sup> to May 31<sup>st</sup>, 2011 and November 1<sup>st</sup> to December 31<sup>st</sup> 2011. This Register of Business Establishments will be completed in 2012
- The staff at the Research Unit collaborated with the National Training Agency to undertake the Tobago Labour Market Survey. The final report for the survey was completed in 2011, and submitted to the Ministry of Science, Technology and Tertiary Education for further review
- On November 10<sup>th</sup> 2011, the Research Unit facilitated consultation with the CARICOM Development Fund to discuss the Fund’s new initiative on Country Assistance Programmes for disadvantaged countries, regions, and sectors in CARICOM.
- The Planning Department signed off on over 170 building applications in 2011 with an average retention of two days. The internal standard for processing applications is 3 days. This goes a long way in reducing delays in the application process which is known to contribute to illegal development.

- In January 2011, in-house training sessions for the use of the Sphinx Research software were conducted for all staff members in the Research Unit. The training sessions were aimed at enhancing the officers' knowledge and skills in data entry and analysis.
- The Planning Coordinator continued to represent the THA on the National Drug Council, the Committee on Poverty Reduction, the ProEcoServ Committee and the Inter-Ministerial Research Council.
- One senior member of staff continued to represent the THA as a Member of the Cabinet-appointed Steering Committee of the Citizen Security Programme.
- One member of staff continued to serve as a member of the Training and Human Resource Sub Committee of the Shaw Park Cultural Complex Steering Committee.
- The Senior Research Analyst functioned as an advisor to a group of students pursuing studies in the Executive Diploma in Business Management Programme. This programme is being run by the Arthur Lok Jack Graduate School of Business on behalf of the THA.

### **Tobago HIV/AIDS Coordinating Committee Secretariat**

**Operational Mandate:** The Tobago HIV/AIDS Coordinating Committee Secretariat (THACCS) is the coordinating arm of the Tobago HIV/AIDS Coordinating Committee (THACC), providing technical, administrative, and financial support.

The Secretariat has the responsibility to provide procedural directions in the coordination of interventions and strategies directed at mitigating the impact of HIV and AIDS in Tobago. The THACC Secretariat's reporting responsibility is to the Division of Planning and Development in the Office of the Chief Secretary, THA. Achievements for 2011 include:

- Thirty-five members of the Pan-thers Steel Orchestra were exposed to lectures and discussions. This was a follow-up to the skills and training given earlier in the year on



HIV/AIDS and related issues. Topics included: the difference between sex and gender, sexual development, the difference between sexuality and sexual health, the relationship or link to society, politics, law, and religion.

- Forty-five persons were trained at the Glen Road Community Centre. The topics were presented as lecture/discussions and demonstrations.
- Two video productions were developed. Mr. Horace Wilson of the Caribbean-American Film Production Company Limited was the contractor who was hired to develop the two episodes on HIV/AIDS utilizing “Turn of the Tide” theme and characters. THACCS provided the technical content of the script. Due to insufficient funding, the episodes were not aired until the last quarter of the fiscal year.
- Rapid testing training for health providers was conducted in November 2010 for 17 health care providers (Doctors, Trained Nurses, District Health Visitors, Laboratory Technicians and Nursing Assistants). This was possible because of the collaborative efforts demonstrated by four entities: The Ministry of Health, the THACC, the Tobago Regional Health Authority, and the National AIDS Coordinating Committee. The five days training comprised counselling and testing, and was completed with an additional two days of monitoring and evaluation training in January 2011. The health care providers have since begun work at three health centres: Canaan, Roxborough and Scarborough.
- The THACCS Facebook page was created to keep members of the public and stakeholders informed on the role and functions of the THACCS, and to provide up-to-date information on HIV & AIDS issues locally, regionally and internationally. To date we have 171 ‘members’ on our page.
- The THACCS in collaboration with UNFPA, engaged in a condom promotion from March 2010 to March 2011. The provision of 36,000 male and 4,000 female condoms, along with the procurement of pelvic models, allowed the Secretariat to enhance the education thrust of condom skills management.

- For 2010–2011, the THACCS collaborated with the Tobago Carnival Committee to develop HIV messages which were placed on promotional materials from the Carnival Committee. Development of HIV messages for Carnival bands, as well as condoms management skills were conducted with Carnival bands and THACCS booths were set up during fetes and events. The following were beneficiaries of our technical support and training: Splash of Beauty J’ouvert band from Roxborough, Soca Spree Fete, The Fog Unit, Public Health Department – Division of Health and Social Services, the Tobago Carnival Launch, and Mr. Otis Rodney’s Carnival Band Launch.
  
- For 2011 (and the campaign continued to Carnival 2012), the Secretariat distributed material and devices for World AIDS Day, December 1<sup>st</sup> 2011, which included the following:
  - **Leaflets**
    - Know Now Your Test
    - Slang Words – Things You Didn’t Think Your Child Would Ever Know
    - Safer Ways To Have Sex
    - Sexually Transmitted Diseases
  
  - **Booklets**
    - Some Facts on HIV and AIDS
    - National Policy on HIV and AIDS
  
- Two thousand eight hundred and seventy male condoms, and two hundred and forty-three female condoms were distributed.
  
- The THACC partnered with the Division of Education, Youth Affairs and Sport, at their Assembly Day booth exposition at Garden Side Car Park. The theme was “Youth Sexual Health.” Condom demonstrations and distributions were part of the activities, and one hundred male condoms were distributed.

- The THACCS, in collaboration with the Ministry of Labour, conceived and planned the Programme Accelerated Fund (PAF), which was aimed at educating people about the Ministry's HIV & AIDS workplace policy. The project utilized theatre and Drama-in-Education methodologies to engage the communities. The Secretariat provided technical expertise in the selection and training of facilitators and field officers for this project.
- The THACCS was responsible for the coordination of testing activities for the Caribbean HIV Testing Day, 27<sup>th</sup> June 2011, in Tobago. The participants were the Scarborough, Canaan and Roxborough Health Centres, and the Health Promotion Clinic. One hundred and twelve persons were tested on that day and Tobago accounted for 10% of the national coverage (a very good figure and indicative that we had reached our target).
- Materials were developed and printed specifically for the schools' Health and Family Life Education programme for both primary and secondary level.
- The CCWA Young Women Leadership Training was convened to support young women leaders in advocacy for HIV prevention by the Caribbean Coalition of Women, Girls and AIDS. Ten young leaders were trained. The objective was to strengthen their knowledge about gender, youth issues and the HIV epidemic, increase their ability to speak, think and lead effectively, and to develop the capacity of the young women to lead advocacy initiatives on gender, youth and HIV for cultural change consistent with gender equality and human rights.
- Miss Amara Felix and two of her colleagues from TTASPE (Trinidad and Tobago Alliance for Sports & Physical Education), Andre Collins and Ato Rockecliff in the presence of Ms. Onika Henry from THACCS, met with the Calder Hall community to introduce sporting activities for the establishment of the "Youth Friendly Health Space." They met with students, youths who do not attend school, and youths from the Calder Hall Youth Foundation Group.

- Ms. Onika Henry, the IEC Officer, was able to secure funding in the form of a full scholarship, to attend the Caribbean HIV & AIDS Conference in the Bahamas. This conference represented an opportunity to network with many others working in the field of HIV & AIDS and its related issues, and to foster potential partnerships with agencies and organizations in the region.
  
- The Secretariat was able to support OASIS and the Rape Crisis Centre in their efforts to help persons and families living with or affected by HIV & AIDS. THACCS procured hampers and toys for the two organizations with funds received from the THA. OASIS distributed 30 Christmas hampers while the Rape Crisis Centre distributed 18 hampers to people living with HIV and 105 toys to the children of infected and affected families.
  
- In relation to the World Aids Campaign 2011, the staff at the THACCS drafted the following two proposals:
  - Partnerships between the Secretariat and its partners
  - The Schools' Calypso Competition (primary and secondary)

**DIVISION OF SETTLEMENTS AND LABOUR**



## **Divisional Overview**

The Division of Settlements and Labour has the overall responsibility for ensuring the development and delivery of its housing product and fostering a stable industrial relations climate in Tobago. The Mission and Core Values that underscore the Divisional mandate are:

### **MISSION**

**The purpose of the Division of Settlements and Labour is to enrich the lives of citizens of Tobago through housing, community renewal and manpower development in a safe and healthy work environment.**

### **CORE VALUES**

**Professionalism  
Fairness and Equity  
Innovation  
Collaboration  
Transparency**

## **Organizational Structure and Management**

The Division's mandate in 2011 was implemented through the Department of Settlements and the Department of Labour, as presented pictorially via the Organizational Chart overleaf. The Division is headed by the following team of professionals:

Mr. Godwin Adams  
Secretary, Division of Settlements and Labour (2nd October 2011–Present)

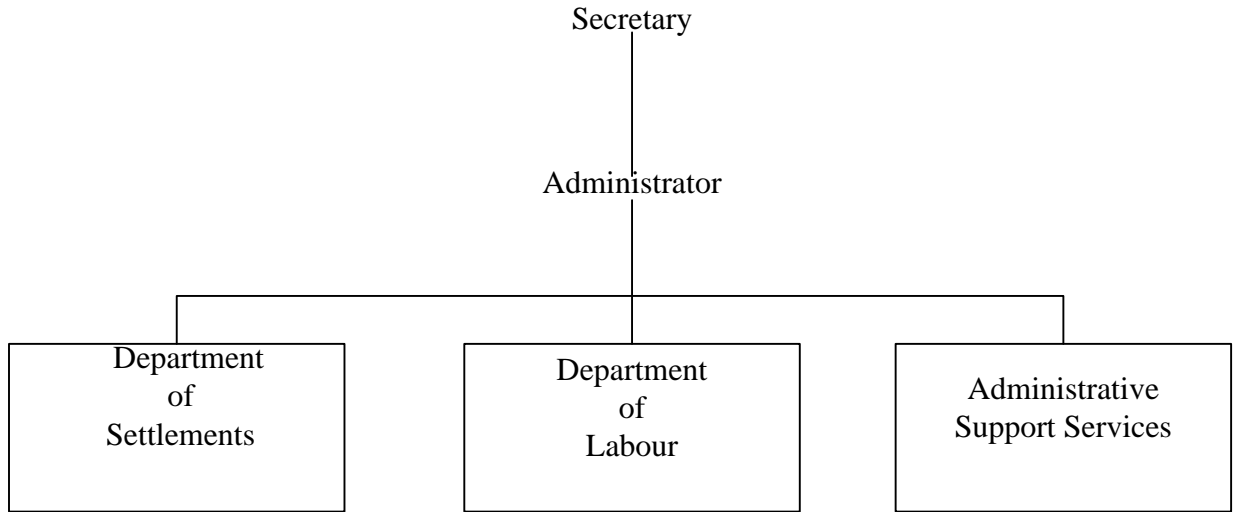
Mr. Whitney Alfred  
Secretary, Division of Settlements and Labour (2009 to 1st October 2011)

Mr. Umslopagaas Job  
Administrator (Ag.), Division of Settlements and Labour

Ms. Tracey-Ann Anthony  
Director, Department of Settlements

Ms. Desiree Fraser  
Manpower and Labour Relations Manager

## Division of Settlements and Labour





## Financial Resources

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	1,240,877.00	1,170,729.00	1,082,258.72
Goods and Services	12,047,070.00	11,986,398.00	10,689,349.30
Development Programme	40,500,000.00	39,450,000.00	31,129,595.97
<b>Total</b>	<b>53,787,947.00</b>	<b>52,607,127.00</b>	<b>42,901,203.99</b>

## **PERFORMANCE HIGHLIGHTS**

### **Department of Settlements**

**Operational Mandate:** The Department of Settlements is charged with the responsibility of addressing the housing needs and challenges of the island of Tobago. Fortified with a vibrant staff of 35 officers, the Department of Settlements is responsible for the construction of affordable housing and the improvement of the existing housing stock in Tobago. The Department's achievements include:

➤ **Establishment of the Conditions for Distribution of Infill Lots**

Several vacant lots have been identified in Buccoo, Kilgwyn, Speyside and Charlotteville which have been remained un-utilized for a long time. Conditions for distribution of these lots were established and the execution of the programme would assist in treating with the high demand for housing on the island by increasing the available housing stock.

➤ **Engagement of a Specialist Engineer**

The position of Specialist Engineer was created and the position filled as a measure to provide adequate technical expertise in the implementation of the Division's housing construction and property development programmes.

➤ **Establishment of the Home Completion Grant**

Persons who have been able to construct their sub-structure to roof-work and have stalled prior to purchase and installation of windows and doors amongst other minor works can now access the Home Completion Grant which would provide a maximum of \$20,000.00 towards practical completion of the home.

➤ **Implementation of the New Home Construction Programme**

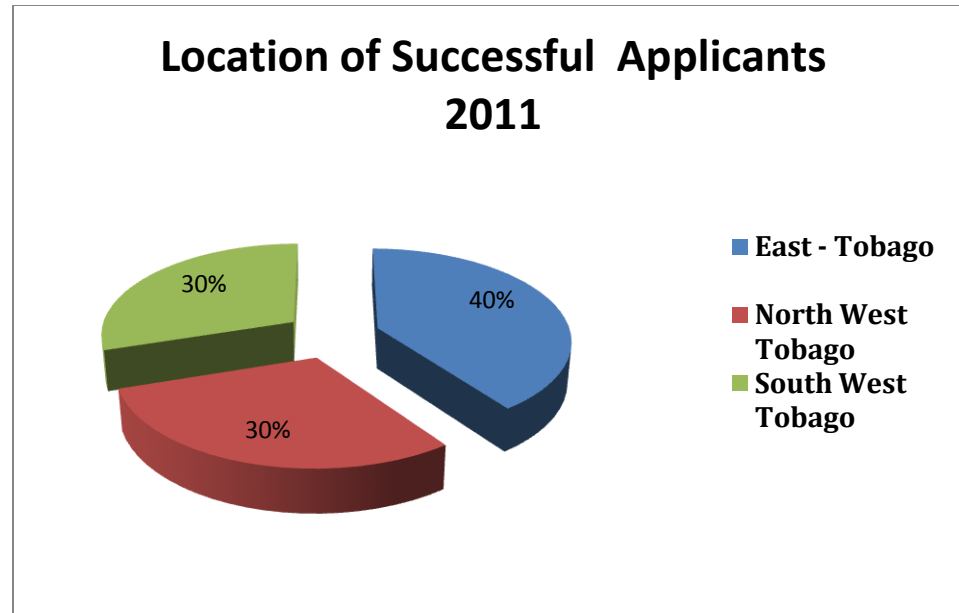
Over 6,000 persons have applied to the Division's Housing Programme. This number is quite significant and the Division is of the view that some of these housing applicants are in legal possession of lands but find it difficult to manage and finance the housing construction activities themselves. As an alternative, to ensure the goal of home ownership is met, the Division is implementing the New Home Construction Programme whereby applicants can qualify for a down-payment subsidy between the range of \$35,000.00 and \$50,000.00 once the required criteria are satisfied.

➤ **Accessing of loans by selected applicants through financial institutions other than the Trinidad and Tobago Mortgage Finance Company Limited**

Various requests have been made by selected applicants to access mortgage facilities from financial institutions other than the Trinidad and Tobago Mortgage Finance Company Limited (TTMF). Approval was sought from the Executive Council and obtained and access is now made available to applicants to approach their preferred lending agency.

➤ **Home Improvement Programmes**

The Department of Settlements has been making strides with the administration of the Home Improvement Grant and Subsidy Programmes as we continue to provide assistance to homeowners and occupants to conduct repairs to their dwelling units. Over the last year, records indicate that over five hundred applicants have benefited from the Home Improvement Grant and Subsidy programmes with a total expenditure for Home Improvement totalling approximately \$5,000,000.00.



Approximately forty percent of the applicants live between the villages of John Dial and Charlotteville. Thirty percent of the applicants are from Plymouth to L'Anse Fourmi. The remaining thirty percent of the applicants hail from Scarborough and environs to Buccoo. This information is vital for future planning and marketing of the programmes.

○ **New Housing Development Programmes**

- **Roxborough:** In Roxborough, the Department has completed all housing units and transferred all but three units to homeowners.
- **Blenheim Phase II Housing Development**

At the Blenheim Phase II Housing Development, the Department delivered some fifty-seven housing units to qualified homeowners

Remedial and plumbing works were completed on housing units

Designs were developed for retaining walls and drains at various locations throughout the development

The Waste Water Treatment Plant has become operational due to significant work undertaken in accordance with WASA specifications and requirements

○ **Castara Housing Development**

- The tendering exercise for the construction of the retaining wall at Phases 1, 2 and 3 was conducted in early 2011. The contracts for Phases 1 and 2 were executed and works commenced in September with an expected duration of 5 months per Phase
- Remedial works have continued including ensuring that water connections to all houses are in place
- A geotechnical investigation was undertaken at Lot 53 where significant cracks were observed on the housing unit believed to be constructed on fill material
- The Waste Water Treatment Plant has become operational due to significant work undertaken in accordance with WASA specifications and requirements
- The Department has delivered thirty of the thirty-six units constructed

○ **Adventure Estate Housing Development**

- This project has progressed well and all seventy-seven single family houses have been delivered to new homeowners. Construction of an additional eleven units commenced in September 2011 and completion is anticipated for January 2012.

## **Department of Labour**

**Operational Mandate:** The Department of Labour's operational mandate is reflected in its mission which states *“to facilitate the employment process through continuous development and deployment of our manpower resource, via the provision of Labour services, Occupational Counselling and Job Skill Enhancement.”*

During the period under review the Department has operationalized its objectives by continuing the roll-over programmes and projects such as: Library Services; Labour Relations (Inspections/Conciliations); Research and Planning, and Manpower Development

- **Library Services:** Library services are provided to strengthen/update the knowledge base of officers involved in the implementation of the provision of various pieces of legislation. Additionally, it creates an avenue whereby members of the general public, particularly students, can source research material in the pursuit of studies in the relevant areas. During the period under review:

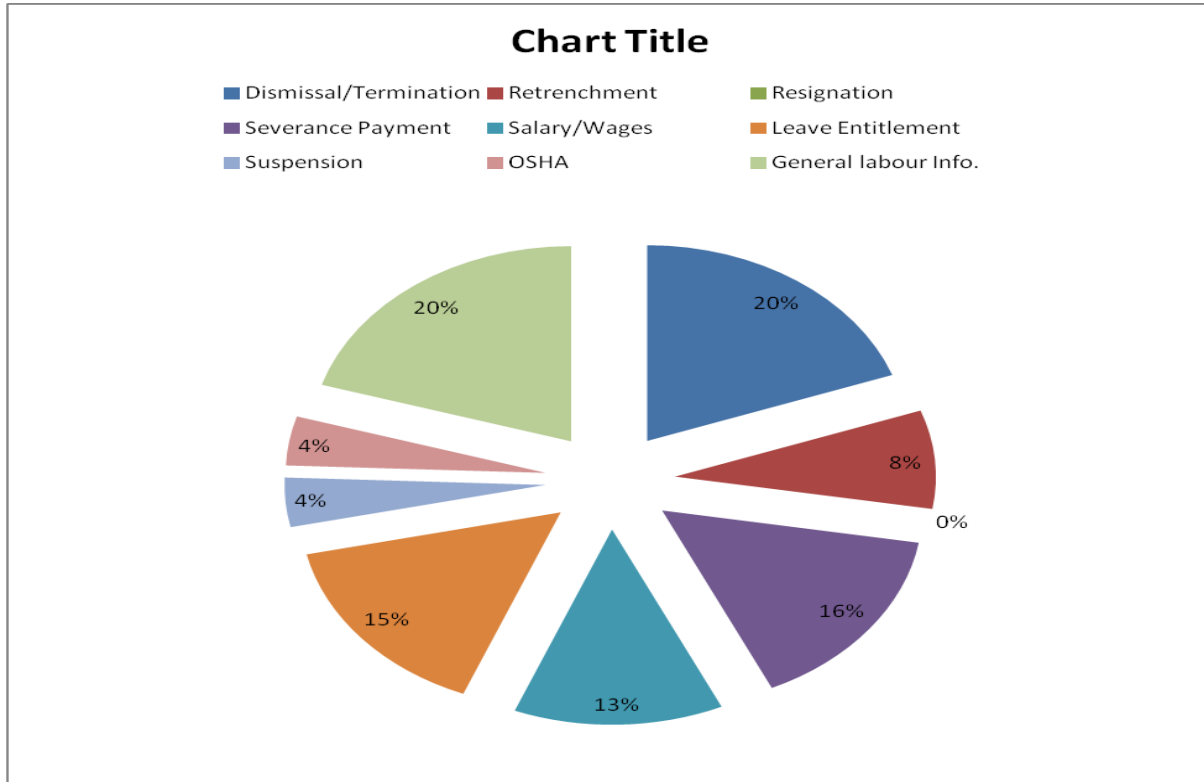
- 59 external clients accessed the library in addition to the general staff
- The Library resources were expanded with the purchasing of additional books and periodicals in the areas of Labour Legislation, Laws and Court Judgements and also on other contemporary labour issues
- A computerized catalogue of court judgements has been compiled for use as reference material by both Labour and Industrial Relation Officers and students in the field.

- **Labour Relations (Inspection/Conciliation)**

The Department continues to assist in maintaining a healthy industrial relations climate and in maintaining health and safety in Tobago's workplaces. Several employers requested that they be given further training and guidance. During the period under review a total of 123 persons lodged a complaint or required advice in the area of labour complaints and dispute resolution. Major areas of concerns/complaints are shown on the graph below. The age

group of these clients ranged from 16 to 40 years of age with the greater percentage coming from the 16–26 age groups.

### Client Complaint and Advice Register



➤ **Research and Planning**

The Department is still without a Research and Planning Officer, hence major research projects have been put on hold. Feedback surveys have however been completed on all major activities conducted by the Department. This is aimed at monitoring clients' receptiveness of information acquired as well as keeping abreast of changes in trends affecting labour.

➤ **Manpower Development**

○ **Labour Education and Community Outreach Programme**

This programme is conducted to disseminate labour related information and educate workers, employers and school children regarding the legal provision as well as good industrial relations practices, and safety and health practices in the workplace. The period 2010–2011 was an extremely active year in the area of labour education for the Department of Labour. Communities and schools targeted included:

- National Energy Skills Centre
- Civilian Conservation Corps
- Students- Roxborough and Environment Career Fair
- YTEPP
- Goodwood High School
- Men – International Men’s Day Forum
- Women – International Women’s Day Forum
- Stakeholder Meet and Greet Education Forum – Bon Accord
- Education and information forum for the employees of the Community Emergency Response Team (CERT) & Tobago Emergency Management Authority (TEMA)
- Tobago Hospitality and Tourism Institute – Mt. St. George

➤ **Short-Term Employment Programme**

Fifty-five persons were registered under the Short-Term Employment Programme. Fourteen persons were recruited in the Division or in private organizations. Fifteen persons were trained under the Career Guidance and Job Enhancement Programme. The focus of the training was Workplace Rules, Rights and Responsibilities, Workplace Ethics and Etiquette, and Interview Skills and Techniques.



➤ **HIV/AIDS Workplace Policy Education Programme**

The Department continues to work in collaboration with the HIV Workplace Policy Department of the Ministry of Labour and Small and Micro Enterprise Development and United Nations to develop a programme to sensitize the vulnerable and informal sectors in the community on the effects and implications of HIV on their development.

This year the programme's focus was broader and spanned general health issues. The following initiatives were accomplished:

- Health Screen for all staff
- Blood donor drive
- Health lecture and discussion
- Counselling for **at risk** employees.

➤ **Occupational Safety and Health Promotion**

This year the Department focused on disseminating information to children by distributing General Safety Books to children in Tobago.

## **Administrative Support Services**

➤ **General Administration:**

- Legal Department: The total number of contracts prepared for the year amounted to 159.

The contracts are classified as follows:

Additional/Remedial Works	-	20
Electrical Works	-	1
Plumbing Works	-	3
Landscaping/Brush Cutting	-	7

Drainage/Sewer Works	-	3
Consultancy	-	4
Tenancy Agreements	-	9
Guttering Works	-	3
Security Contract	-	1
Employee Contract	-	50
Deeds	-	10
Purchase Agreements	-	33
Miscellaneous	-	3
Licence Agreements	-	30

➤ **Central Registry:**

Following on from the initiatives in 2010, the implementation of the Central Registry in the Division continued in 2011. It is anticipated that the Central Registry would be realized fully in 2012.

➤ **Human Resource:**

- **Staffing:** Breakdown of the staff population in 2011:

Public Officers	-	14
Contract Officers	-	60
Daily Rated Workers	-	2
On the Job Trainees	-	2
Short-Term Employment	-	3
Summer Interns	-	5

- **Training:** A total of 17 members of staff were sent on various training programmes in 2011. The following are the workshops attended:
  - Project Management for Good Decision Making
  - Fleet Management Training
  - The Art of Business Etiquette and Image Management

- First Aid
- Managerial and Supervisory Effectiveness
- Creating an Environment of Trust with Business Etiquette
- The Management of Contract Claims and Resolution of Dispute Under 1999 FIDIC Contracts (Red and Yellow Book)

**DIVISION OF TOURISM AND TRANSPORTATION**



## Divisional Overview

The Division of Tourism and Transportation (DOTT) is charged with the responsibility for developing the tourism sector of Tobago in a sustainable manner. The DOTT has a vision to be the premier tourism organization, promoting a diverse, superior and unique product that surpasses other destinations. This responsibility and vision guides the Division's mission.

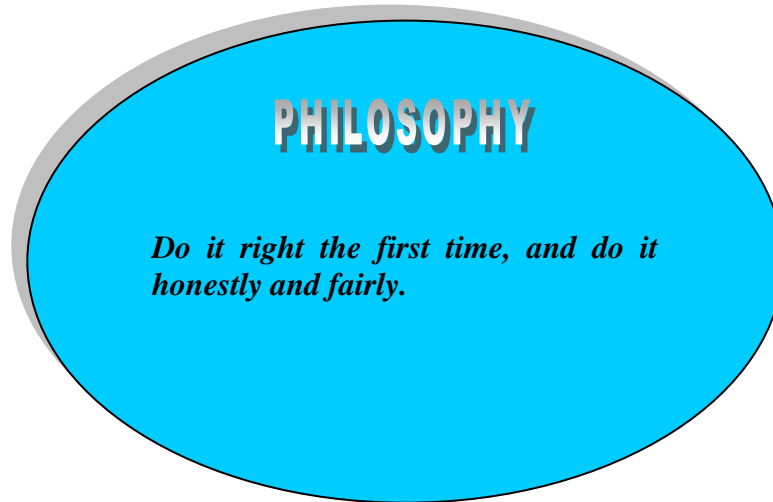


The following are the Core Values and Philosophy of the Division which seek to ensure the effective execution of the Division's mandate.

### Core Values

- ✚ **Service Excellence:** Meeting and exceeding our customers' needs are of paramount importance to the Division.
- ✚ **Effectiveness:** Our commitment to meeting and exceeding our customers' needs mandates us to deliver what we say.
- ✚ **Accountability and Responsibility:** Taking responsibility for our actions and the resulting consequences must be an important part of our work ethos.
- ✚ **Respect and Integrity:** Each employee is expected to display the highest level of respect and integrity for colleagues, supervisors, customers and the work environment. They must be honest and fair in their dealings at all times.

- ✚ **Sustainability:** The actions of each employee must take cognizance of our stakeholders. The Division will engage a cadre of staff who will deliver an effective and efficient service in a sustainable manner.



## **Organizational Structure and Management**

The super-structure of the Division of Tourism and Transportation (DOTT) is, as its name implies, divided into two functional areas, Tourism and Transportation. The Tourism component however, is further broken down into a sub-structure that consists of seven core units, namely Product Development, Tourism, Implementation, Audio Visual, Information and Communication Technology, Marketing and Events. The Division's organizational structure is presented pictorially hereunder.

The implementation of the Division's mandate is managed by the following team of competent and highly skilled professionals listed below:

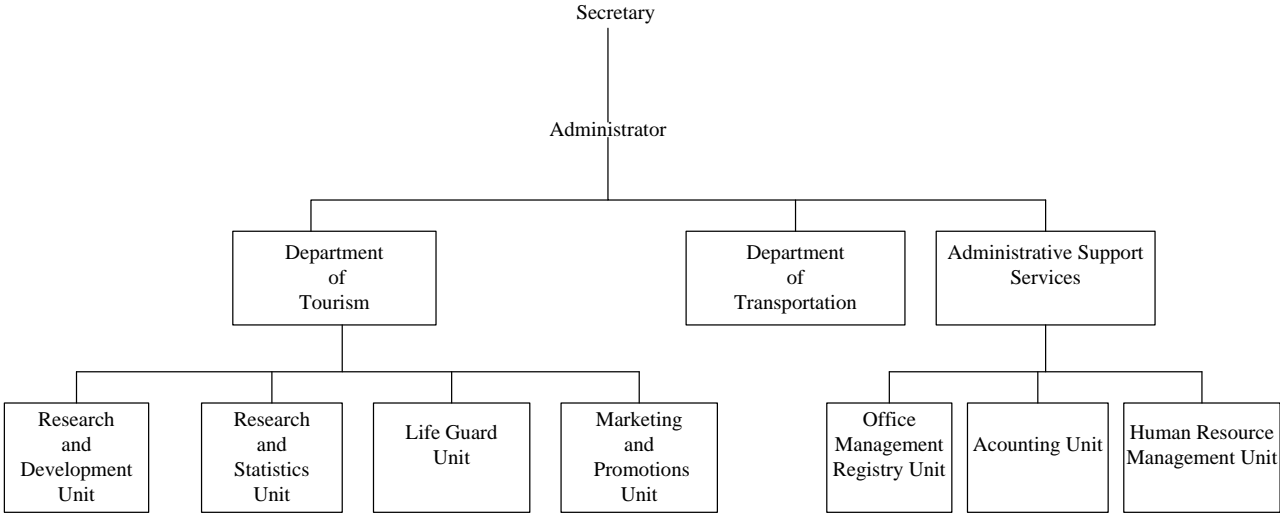
Mr. Oswald Williams  
Secretary, Division of Tourism and Transportation

Mrs. Ethel Berkeley-Sylvester  
Administrator, Division of Tourism and Transportation

Mr. Warren Solomon  
Director of Tourism (Resigned in 2011)

Mr. Samuel Henry  
Transportation Co-ordinator

**Division of Tourism and Transportation**





## Financial Resources

The following gives a summary of Allocation & Expenditure for 2010/11 Fiscal Year:

	<b>ALLOCATION</b>	<b>RELEASES</b>	<b>EXPENDITURE</b>
	\$	\$	\$
Personnel Expenditure	17,980,499.00	16,971,458.00	16,512,353.11
Goods and Services	36,176,621.00	81,742,463.00	32,985,571.88
Development Programme	22,300,000.00	14,814,895.00	13,484,256.10
<b>Total</b>	<b>76,457,120.00</b>	<b>113,528,816.00</b>	<b>62,982,181.00</b>

## **PERFORMANCE HIGHLIGHTS**

### **Department of Tourism**

**Operational Mandate:** The Department of Tourism operationalizes the Division's mandate of establishing, standardizing and sustaining the island's tourism product in a manner consistent with the positioning strategy of "Clean, Green, Safe and Serene" for Tobago as a tourist destination. The following is a synopsis of the achievements of the Department of Tourism:

#### ▪ **Sites and Facilities Management**

- **Maintenance:** The following is a list of Beach Facilities and Historical Sites that are maintained daily by the DOTT:
  - Charlotteville Beach Facility
  - Speyside Beach Facility
  - Kings Bay Beach Facility
  - Fort Granby Beach Facility
  - Castara Beach Facility
  - Mt. Irvine Beach Facility
  - Lambeau Beach Facility
  - Store Bay Beach Facility
  - Fort Campbleton, Charlotteville
  - Flag Staff Hill, Charlotteville
  - Speyside Lookout
  - Fort King George Heritage Park
  - Fort James, Plymouth
  - Fort Bennett
  - Mystery Tombstone, Plymouth
  - Fort Milford, Crown Point
  - Courlanders Monument
  - Scarborough Beautification
  - Bloody Bay Beach Facility

- Fort Granby Play Park
- Mt. St. George Sugar Mill
- Blenheim Spring Bridge, Mt. St. George
- Providence Aqueduct, Providence
- Fort Monck, Mt. Irvine
- Cove Heritage Park

➤ **Upgrades:** Upgrades were done at the following beach facilities and sites and in 2011:

SITES / FACILITIES	STATUS
Fort King George Heritage Park	○ Completion of Phases 2B and 2C
Kings Bay Beach Facility	○ Roof replacement, electrical upgrade and general refurbishment.
Bloody Bay Beach Facility Restaurant/Bar	○ Construction of washroom facilities
Mt. Irvine Beach Facility	○ Upgrade to restaurant/ bar
Speyside Beach Facility	○ Site upgrade and replacement of septic tank
Kings Bay Beach Facility	○ Construction of security booth
Bloody Bay Beach Facility & Kings Bay Beach Facility	○ Provided picnic benches
Fort Granby Beach Facility	○ Undertook remedial works to restaurant/ bar
Pigeon Heritage Park	○ Construction of lifeguard tower

Store Bay Beach Facility	<ul style="list-style-type: none"> <li>○ Roof replacement and general refurbishment of craft booths</li> <li>○ Installation of burglar proofing at the office and construction of lockers in public change room</li> <li>○ Conversion of craft booth to ticket booth for Reef Tour Operators</li> <li>○ Upgrade of staff facilities &amp; Security Booth</li> </ul>
Scarborough Methodist Church and the Spring Garden Moravian Church	<ul style="list-style-type: none"> <li>○ Completion and installation of historic church signs</li> </ul>
Slave Market (Piggott Street) and Tombs (Old Scarborough Health Centre)	<ul style="list-style-type: none"> <li>○ Installation of signs at both sites</li> </ul>
Speyside Lookout	<ul style="list-style-type: none"> <li>○ Installation of new fence and general refurbishment of site furnishings</li> </ul>

- **Lifeguard Services:** In terms of rescues, lifeguards performed 20 rescues at Store Bay.
  
- **Events:** In 2011 a number of events were held in Tobago which had a direct impact on the visibility and awareness of the destination. There are three main categories of events in which the Division is involved. These are events coordinated completely by the Division; events coordinated by a private entity but financial, human and logistical support was given from the Division, and events coordinated entirely by private entity but only financial assistance given.
  - **Events coordinated completely by the DOTT:** This category of events includes those that are coordinated by a Tourism Event Team led by the Event Coordinator. A lot of

energy is brought to the table with the event design and the coordination of the various elements for the event.

- **The Tobago Jazz Experience (TJE):** This event is now a major attraction to visitors. The domestic market is the main target at this time, but efforts will be made to attract other key target markets overseas. This event was new as a model of execution, but not new in terms of a Jazz event at this time of the year. This “new” event became necessary as the Plymouth Jazz Model was postponed by the organizers. The Tobago Jazz Experience was an amalgamation of four main entities: THA, Speyside Village Council, Pan Trinbago, and Mt. Irvine Bay Hotel. The event model was one which featured five days of festivities and patrons were exposed to Pan Jazz, Latin Jazz, Contemporary Jazz, Kaiso Jazz, Traditional Jazz and some World Music. The event was a resounding success and many felt that the venue Pigeon Point was the ideal setting for the event. This event offers a better chance at sustainability. The spin-off economic benefits of this festival are easily understood despite no system of quantification. The brand of the festival is one that seeks to integrate communities, heritage, culture, sites and music as a complete product for the tourist to have an island experience that stays with them.
  
- **Tobago Culinary Festival 2011:** This event is one that has experienced growth in role and scope and is by far one of the major events patrons look forward to annually. The event has now moved from a small scale event to a relatively large scale event. There was the usual great setting with décor, entertainment package and a myriad array of foods for the day. Unlike 2010, we experienced no major challenges with the weather, and the event was well supported.
  
- **The Tobago Blue Food Festival 2011:** This was one of the better events for the year with a massive turnout of visitors and locals alike. This event is growing and the quality of presentations has improved as this culinary experience is one of a kind. The weather was not favourable this year but patrons were able to enjoy the wide array of foods offered and the wonderful entertainment provided. This event augurs

well for rural and community tourism and also presents possibilities for business opportunities. This event is definitely one that achieves the objective of island visibility and increased visitor arrivals.

- **Events Coordinated by Private Entity with Financial and Logistical Support by the DOTT:** These events are viewed as events that could become marquee or signature events for the island. In this context, these events are extremely important as they increase the awareness and visibility of Tobago as a destination in the region and internationally. Some of the events in this category afforded the opportunity for foreigners to experience Tobago as a preferred destination and thus enhance the potential for generating future interest and business for the island. Some of the events also allowed the indigenous population to not only have a platform for expression but also for training and networking at a higher level. The year 2011 saw a significant increase in active sport tourists as more and more participants, supporters, families and enthusiasts came to Tobago in support of the myriad sport tourism events. Some of the events were new and all the events in this category generated a large amount of interest and support. The following list indicates the events in this category:
  - **Tobago Carnival Regatta 2011** – the kite boarding and wind surfing events were a major attraction and this is an area which can be seriously targeted.
  - **Tobago Game Fishing Tournament 2011** attracted many foreign fishermen. The sport is supported by the community of Charlotteville.
  - **Tobago Powerboat Regatta 2011** continued to attract many visitors and locals alike.
  - **Rainbow Warriors Triathlon 2011** – the event extended to two days and attracted a number of active sport tourists.
  - **Tobago Motor Rally** – this event is growing in popularity and brings the high- end active sport tourists to Tobago.

- **Bago Beach Football** – developing another niche of sport on the island.
  - **Tobago Fashion Weekend by DUS** – this event was completely coordinated by local fashion organizers. It has attracted many visitors to Tobago and augers well as cultural tourism is one of the platforms to distinguish Tobago from its competitors.
  - **Tobago Dragon Boat Festival** – this is a new event which brought many active sport tourists and supporters to Tobago. It also attracted a wide cross section of the indigenous population to the very first event of its kind in Tobago.
  - **Tobago Masters Football** – also a new event which had over 12 teams participating.
  - **Tobago Rugby Sevens Tournament** – new event which saw overseas participation.
  - **Tobago Cycling Classic** – this event received international endorsement from the world governing body of cycling (UPI). The Cycling Classic attracts many active sport tourists from around the world.
- **Events Coordinated by Private Entities with only financial support from the DOTT:** There are a number of events that are coordinated by private entities but they do have an impact on the tourism product. There is no logistical support from the Division in any way except for the finances they received to assist them in the implementation of their event. The list includes:
- TTGFA Marlin Madness
  - Soca Under the Samaan Tree
  - Charlotteville Fisherman Festival
  - Great Fete Weekend
  - Presidents’ Award Golf Cup
  - Scarborough Golf Cup

- **Marketing and Promotions**

In terms of marketing and promotions the following activities were undertaken in 2011 to boost the tourism sector in Tobago:

- **Familiarization Tours (Fam Tours):** Co-ordinated and hosted a total of 17 press and familiarization tours. These tours comprised persons from the UK, Scandinavia, Germany, Caribbean and the United States of America. Notably, executive members of the Gary District High School Alumni visited in March 2011 with a view to hosting its reunion in Trinidad and Tobago in 2012. Also noteworthy was the *Frosta Food Scout familiarization* trip to Tobago where the scouts had to learn to prepare a local meal as part of a global competition. Trinidad and Tobago won the contest and the Frosta Foods Company will now produce meals for sale from the winning recipe.
- **Roadshows:** Coordinated and led the 2011 Trinidad Roadshow during the month of February 2011. This activity served to promote destination awareness in Trinidad as well as encourage multiple repeat visits by Trinidadians.
- **Tobago Underwater Carnival:** Coordinated and staged the second installment of the Tobago Underwater Carnival during June 2011. The Tobago Underwater Carnival is a dive festival led and coordinated by the Marketing Department in association with the Association of Tobago Dive Operators and the Tobago Hotels and Tourism Association. Approximately 25 persons participated in this event, spearheaded mainly by international dive media from the USA, UK, Germany and Norway. The event gathered the attention of major international brand sponsors.
- **Tobago Wedding Symposium:** Coordinated and hosted the second Tobago Wedding Symposium which was held in July 2011. The Wedding Symposium was designed to mimic, in small part, the world renowned Wedding MBA Programme. The opportunity afforded international buyers direct contact with local suppliers. The objectives were to provide timely and relevant updates to the local industry suppliers as well as introduce the destination to some of the key players in the international fraternity.



- **E-Newsletter:** Launched the e-newsletter, “Tobago Buzz,” in January 2011. This monthly newsletter feeds a burgeoning database of leads acquired from participating in international trade and consumer shows, as well as from advertising in major publications.
  
- **Social Networking:** Increased the number of Facebook fans on the Tobago page from approximately 3,100 in January 2011 to 10, 500 to date. This accounts for a 339% increase in reach across our target markets. The Tobago Jazz Experience Fan page has also increased to 3,843 fans through 2011.
  
- **Tobago Day at the Races:** Conceptualized and successfully coordinated the Tobago Day at the Races, held at the Santa Rosa Race Park on Saturday March 26<sup>th</sup> 2011. This first time event for the Tobago House of Assembly sought to bring destination awareness to a captive audience at the Race Park. Members of the business community as well as the media were invited to this networking event. The day also featured local entertainment, food and giveaways.
  
- **Tourism Trade Shows:** Provided visibility at major trade and consumer tourism shows such as World Travel Market, ITB Berlin, DEMA (Diving Equipment & Marketing Association), British Bird Watching Fair, Beneath the Sea and the Caribbean Tourism Organization’s Caribbean Week (NYC). The Division also provided visibility at the following local and regional events:
  - Trade and Investment Convention held at the Hyatt Regency Hotel
  - Tobago Heritage Festival
  - World Food Day activities at the Dwight Yorke Stadium
  - International Culinary Festival held at the Jean Pierre Complex
  - Tobago House of Assembly Week exhibition
  - Maroon Festival 2011 held in Carraicou, Grenada.

- **Promotional Products:** Prepared and upgraded the quality of a number of the Division's promotional products such as the Eco Tobago brochure; Destination Tobago DVDs, and other artwork for special publications. These pieces were reproduced at various times during the year.
  
- **“Tobago Go Go Go” Campaign:** This campaign was designed to stimulate late winter bookings and is currently running in the UK and Scandinavian markets. This programme was initially launched in November 2010 and administered by tour operators in the United Kingdom and Scandinavia. Consumers in these markets were offered £100.00 off package holidays to Tobago with a minimum seven-night stay. Customers were required to book their package by April 15<sup>th</sup> 2011 and complete travel to Tobago by December 30<sup>th</sup> 2011. This activity led to an increase of approximately 60% in forward bookings compared to the same period in 2009/2010 and amounted to a total of 8,200 room nights sold and £1,476,000.00 in ground revenue for Tobago. At the end of the booking period of April 15<sup>th</sup> 2011 costs for this programme amounted to approximately £163,200.00, with the Division of Tourism and Transportation and the Tourism Development Company being liable for approximately £81,600.00 each in refund to tour operators.
  
- **Product Development:**
  - **Small Properties Enhancement Programme:** In its effort to improve the tourism plant in Tobago, the Division of Tourism and Transportation undertook a project to assist private tourism property owners to upgrade their properties to three star standards. The project was initiated in 2010 and targeted six properties with room stocks of 20 (or closest to 20) rooms. The status of Phase 1 of the project is as follows:
    - Arthur's by the Sea – 60% completed
    - Old Grange Inn – 60% completed
    - Viola's Place – 85% completed
    - Canoe Bay Resort – 100% completed
    - Castle White – 100% completed
    - Enchanted Waters – 100% completed

➤ **Industry Training for Stakeholders in the Tourism Sector:** As part of its mandate to enhance the tourism sector in Tobago, the Division is involved in providing its stakeholders with training opportunities in the hospitality sector. Some of the areas of training include:

- ***Trinidad & Tobago Tourism Industry Certification (TTTIC):*** The TTTIC is a quality assurance tool developed to ensure that tourism operators and service providers conform to prescribed international standards. The Tobago House of Assembly (THA) and the Tourism Development Company (TDC) are the national coordinating bodies for the implementation of TTTIC, which is administered by the Trinidad and Tobago Bureau of Standards (TTBS).

As part of the process towards national TTTIC certification, the Division of Tourism and Transportation, together with other government agencies (Police, Public Health, Fire Prevention, Licensing Department, and the Judiciary), assist registrants during the certification process by providing technical support in terms of training and development, compliance with legal requirements as well as health and safety matters. TTTIC certification is renewable annually, after successful assessment by the TTBS.

In 2011, 59 accommodation properties, 20 tour guides, 123 tourist taxi drivers and 3 tour operators were registered in the TTIC Programme.

- **Standardization of Tourist Accommodation:** The TTBS, in collaboration with the Tobago House of Assembly (THA), initiated work aimed at developing national standards for Villas, Eco-Lodges, and reviewed the Hotels and Guesthouses Standard. The DOTT was involved in the hosting of a stakeholder consultation in Tobago which was aimed at soliciting the views and concerns from the public on a revised national standard for Hotels and Guesthouses.
- ***STAR Programme:*** This programme, whose acronym means Service Training Attitude and Respect, was designed to address shortcomings in the areas of service delivery. The programme targets a wide spectrum of personnel including all employees in the hospitality sector, from management to general staff, both in the private and public

sectors. The benefits of the programme include an internationally recognized national tourism service programme; development of instruments for ongoing monitoring, measurements and evaluation of customer service delivery; a competent, effective and fully trained workforce; continuous improvement in the sector and greater public-private sector collaboration and partnership. The programme comprises three workshops which are done in collaboration with the TDC. These are:

- **Promises Workshop:** This workshop is designed to provide a strong core of basic customer service skills for tourism professionals at all levels.
- **Leading the Promises Workshop:** This workshop is designed for managers and supervisors and provides basic management training to ensure that the employees' work environment supports the training provided in the Promises Workshops.
- **Foundations Workshop:** The Foundations Workshop (which is similar to train-the-trainer) is designed for managers and supervisors who are also responsible for training staff in the technical skills associated with their jobs. The workshop consists of two consecutive nine-hour sessions aimed at preparing participants to deliver their own training session.

Participants of the Promises and Foundations Workshops included front-line staff of the Airport Authority of T&T (Tobago), Caribbean Airlines, Servis Air, Art & Craft Café, Stechers, Karie's Kraft, Immigration, Port Authority of Trinidad and Tobago, Tour Guide Association, Ted Sunshine Enterprises, Maxi taxi drivers, Taxi drivers, Car Rental Association, Sheppy's Car Rental, Division of Tourism staff and WAD Electrical.

- **STEP Programme:** The Small Tourism Enterprises Project (STEP) was re-introduced in Tobago in September 2008 as a collaborated effort between Tobago House of Assembly (THA) and Tourism Development Company (TDC). In December 2009, the

STEP Satellite Centre was launched in Tobago. The aims of the STEP in Trinidad and Tobago are providing technical support, training, development and access to a Recourse Centre to tourism stakeholders. The objectives of the STEP are as follows:

- to provide technical assistance to small tourism operators in Trinidad and Tobago.
- to improve skills set through training and development for small tourism operators, members of tourism associations and approved tourism operators.
- to offer access to a resource centre for use by small tourism operators (TTIC).
- to offer business advisory services to small tourism operators in collaboration with other entrepreneurial companies, e.g., NEDCO, BDC and STEP OAS.

The Programme targets the following stakeholders:

- Tobago Hospitality and Tour Operators Association
- Tobago Certified Tour Guide Association
- Transmax Taxi Association
- Bed & Breakfast Association
- Tobago Hotel & Tourism Association
- Association of Dive Operators
- Uptown & Downtown Taxi Associations
- Incoming Tour Operators Association
- Maxi & Taxi Association.

The programme was divided into the following workshops:

- **Customer Service and Customer Relationship Management Workshop:** The workshop aimed at reinforcing customer service conduct, as well as improving customer relationship management techniques and strategies.

Thirty-five stakeholders from the Tobago Hospitality and Tour Operators Association, Association of Dive Operators, Tobago Certified Tour Guide Association and the Tobago Hotel & Tourism Association, participated in this workshop.

- **Basic First Aid and CPR Training:** The workshop provided participants with theoretical and practical knowledge of the appropriate care and immediate responses before casualties are able to receive attention at a medical facility. Training included basic First Aid principles such as Cardio Pulmonary Resuscitation (CPR), identifying types of wounds, types of bandages, types of burns and life saving procedures and techniques. A total of 150 stakeholders participated in this workshop.
  
- **Defensive Driving:** The aim of the Defensive Driving Workshop is to reduce the risks associated with driving by anticipating dangerous situations, despite adverse conditions or the mistakes of others. This can be achieved through adherence to a variety of general rules, as well as the practice of specific driving techniques. A total of 115 tourism taxi drivers participated in this workshop.
  
- **Social Media and Niche Marketing:** The workshop sought to give participants a comprehensive understanding of marketing communications modalities, with specific emphasis on social media strategy, niche marketing and customer relationship management. This workshop targeted persons in management and supervisory positions.

Twenty-six tourism stakeholders from the Tobago Hospitality and Tour Operators Association, the Association of Dive Operators, Bed and Breakfast Association, Tobago Certified Tour Guide Association, and the Tobago Hotel & Tourism Association participated in this workshop.

- **Survival Wilderness Training:** This training aimed at providing participants with the skills and techniques necessary to survive in the wilderness. The

workshop focused on areas such as wilderness first aid and basic CPR. Twenty-five tourism stakeholders from the Tobago Certified Tour Guide Association participated in this workshop.

- **Computer Literacy:** The workshop aimed at providing participants with a practical understanding and ability to use computers and technology efficiently. Eighteen tourism stakeholders from the Tobago Hospitality and Tour Operators Association, the Association of Dive Operators, Bed and Breakfast Association, Tobago Certified Tour Guide Association, and the Tobago Hotel & Tourism Association participated in this workshop.
- **Interior Decorating:** This workshop aimed at providing stakeholders with the knowledge and skills to improve the aesthetics of their accommodation properties. Twenty-one tourism stakeholders from the Bed and Breakfast Association, and the Small Hotels and Guest Houses participated in this workshop.
- **Imaging and Grooming Workshop:** The objectives of this workshop were the psychological impact of dress on self and others; professional dress codes, i.e., Business Attire vs. Business Casual for their sector.

Nineteen tourism stakeholders from the Tobago Hotel & Tourism Association, the Bed and Breakfast Association, and the Small Hotels and Guest Houses participated in this workshop.

- **STEP Protocol and Business Etiquette Workshop:** This workshop focused on areas such as: proper usage of titles, table of precedence, seating arrangements, flag and anthem etiquette, invitations, master of ceremonies duties, gift giving protocol, forms of address, representing the organization and handling VIPs. Nineteen tourism stakeholders from the Tobago Hospitality and Tour Operators Association, the Tobago Hotel & Tourism Association, the Bed and Breakfast

Association, and the Small Hotels and Guest Houses participated in this workshop.

○ **Tourism Awareness Community Programmes**

- **School Lectures:** School Lectures are an effective method used to educate children about the important role tourism plays to the economy of Tobago and by extension Trinidad and Tobago. As part of the Division's thrust to increase tourism awareness among Tobagonians, educational programmes are conducted in primary schools throughout the island.
  
- The Tobago House of Assembly's Sports Ambassador, Mr. Dwight Yorke, assisted in this endeavour by visiting three primary schools including his Alma Mater, Bon Accord Primary, with the aim of encouraging students to always strive for excellence. The children were really excited as Mr. Yorke presented them with autographed photos of himself.

Lifeguards from the DOTT also participated in these lectures in terms of educating children about lifesaving and water safety. In 2011 the Division visited a total of 20 primary schools.

- **Career Guidance Workshop:** In 2011, the Division participated in four Career Fairs which were organized by secondary schools throughout Tobago. Participants at these Career Fairs included the following:
  - United States Embassy
  - Trinidad and Tobago Electricity Commission (T&TEC)
  - Telecommunication Services of Trinidad and Tobago (TSTT)
  - Water and Sewerage Authority of Trinidad and Tobago (WASA)
  - Trinidad and Tobago Fire Services
  - Meteorological Office (MET)
  - Trinidad and Tobago Police Services



- National Training Agency (NTA)
  - Tobago Regional Health Authority (TRHA)
  - NEDCO
  - YTEPP
  - COSTATT
  - TTTIC – Tour Guides
- **School Competitions:** The DOTT was involved in coordinating the Florida-Caribbean Cruise Association (FCCA) annual children’s essay contest. Students from Tobago were invited to write on the topic “What does sustainable tourism mean to your destination?” Two entries were received from the Roxborough AC and Speyside High Schools.
- **Summer Youth Awareness Programme:** This programme is conducted annually during the July/August vacation and is usually hosted in three geographical areas in Tobago, namely, Scarborough, Plymouth and Roxborough, and targets students between the ages of 11–16 years. In 2011 however, the latter (Plymouth) was under-subscribed and thus, the summer programme was held at the Scarborough and Roxborough centres only.

Thirty-six children participated in the programme at Roxborough Centre and 42 at the Scarborough Centre. The main objectives of the programme are to heighten students’ awareness of tourism and its importance to the economy of Tobago as well as to promote the career opportunities that are available in the tourism sector.

- **Research Publications/Reports:** The following reports were published by the DOTT in 2011:
- **Hotel & Guesthouses Occupancy Report:** This survey covers 70 establishments in Tobago, but 45 actively participate in the survey on a regular basis. The objective is to calculate hotel and guesthouse occupancy levels on a monthly basis. Copies of the

report are dispatched to staff, stakeholders including the hotel association, government agencies, private establishments, and other stakeholders.

- **Cruise Survey Report 2010–2011:** This survey is conducted throughout the cruise season which normally runs from October to April each year. The 2010–2011 report has been completed and is currently being printed. Copies of the report will be available for distribution in early January. Copies of the report are sent to government agencies, libraries, tourism stakeholders, etc.
- **Exit Survey Report 2010:** The Exit (International-Stay-Over Arrivals) Survey is done on an on-going basis. Data is collected throughout the year by an enumerator stationed at the ANR Robinson International Airport. Based on the data collected a report is prepared annually. The 2010 Exit Survey report is currently being printed and will be ready for distribution in early January 2012.
- **Tobago Jazz Experience Survey Report 2011:** The survey was conducted over a five-day period at both the port and airport which captured information from visitors about their experience at the Tobago Jazz Experience. Data collected included visitor demographics, feedback about the event, expenditure, customer satisfaction, etc. The report was completed and distributed to heads of sections and the general public, including researchers, students and other government agencies.
- **Sites and Attractions Survey Report 2011:** This survey was conducted at three sites in Tobago, namely, Fort King George, Fort James and the Rain Forest. The objectives of the study were to capture data on the following:
  - Visitor demographics
  - Number of visitors to the site per day
  - Visitors' country of residence
  - Visitors' feedback about each site

The completed report was made available to staff of the Division.

- **Domestic Arrivals Survey Report 2011:** The data collection for this survey was done in 2009 and 2010, but the final report was completed in 2011. The survey sought to obtain baseline data on passengers travelling to Tobago via the domestic sea and air-bridge.
- **Domestic Exit Survey Report 2011:** Data collection for the survey was done in 2010; however, the final report was completed in 2011. The aim of this study was to obtain information from the domestic market (Trinidad visitors).

## **Department of Transportation**

**Operational Mandate:** The Department of Transportation, which became operational on August 1<sup>st</sup> 2008, has responsibility for international and domestic air transportation as well as international cruise and the domestic ferry services. In pursuit of its mandate, the Department recognizes the inextricable link between tourism and transportation therefore its activities and work programme are geared towards ensuring that the tourism function is facilitated by adequate and efficient transportation services. To this end, the Department functions in a dual capacity. On one hand, it is involved in maintaining the airlines and cruise vessels that serve the destination while, on the other hand, the Department constantly courts new carriers and vessels to facilitate the development of the tourism industry. The following highlights the achievements for 2011:

### **▪ Transportation Activities**

- Represented the Division of Tourism and Transportation at the annual World Routes Development Forum 2011 which was held in Berlin, Germany from October 2<sup>nd</sup> –4<sup>th</sup> 2011. The Routes Forum can be characterized as one of the global aviation industry's most important undertakings. The 2011 forum brought together over 2,500 aviation professionals from 175 countries under one roof thereby providing tremendous opportunities to meet one-on-one with the decision makers in the air transport industry. At this event, discussions

were initiated with several airlines regarding airlift to our destination. Some of these were West Jet, Air Transat and Air Canada of Canada.

- Held discussions with Caribbean Airlines to ensure adequate service on the domestic air bridge, especially during peak periods.
- Represented the Division at the Seatrade Cruise Shipping Convention that was held in Miami in March 2011.
- Part of a team represented the Division at World Travel Market in London, England in November 2011. At this event, discussions took place between the Airlift Committee of the Division of Tourism and Transportation, THA, the Airlift Committee of the Government of Grenada and officials of Monarch Airlines, British Airways, Virgin Atlantic, and other airlines. These discussions were instrumental in ensuring the continuation of service to the destination as well as exploring possibilities of service from Scandinavia and other new source markets.
- Represented the Division at the 17<sup>th</sup> Annual Florida Caribbean Cruise Association (FCCA) Conference and Trade Show which was held in Puerto Rico in October 2011.
- Represented the Division at the Seatrade Europe Convention which was held in Hamburg, Germany in September 2011. Seatrade Europe is the leading cruise Convention in Europe, bringing together major stakeholders to discuss and plan future trends in the cruise industry. The Forum attracts leading cruise executives and as such, it presented the perfect opportunity to showcase the destination and its product to the key executives and decision makers in the industry, and to increase awareness of Tobago as a destination among the European Cruise Lines. In addition, links forged with other Caribbean destinations were strengthened, presenting a united front in one “Caribbean Village.”
- Scheduled and attended quarterly meetings with the Port Authority and Airport Authority aimed at proactive interventions to maintain quality service delivery.

- Participated in discussions and negotiations with Caribbean neighbours to maintain shared air services to respective destinations.
- Advised the Secretary and Administrator of the Division on trends and developments in the global transportation industry that signal opportunities and threats to our domestic situation. Such developments included, but were not limited to, the trends in fuel prices, mergers, consolidations and acquisitions in the air transport industry as well as areas of new target markets. Also, the current trend in the cruise industry where the industry is moving towards the building of larger ships and the need for Tobago to respond with the provision of adequate infrastructure.
- Managed the Cruise Visitor Guide Programme - This initiative is geared towards providing guided tours to cruise visitors who choose to walk around Scarborough.
- Coordinated the Tobago Cruise Tourism Task Force - The Task Force comprises all stakeholders in the cruise industry. The Task Force plans, evaluates, lobbies and also provides timely advice to the Secretary of Tourism and Transportation.
- Continued to analyze and predict traffic volumes on the domestic air bridge. The results served as major inputs into the requests for supply requirements of Caribbean Airlines to meet peak demands during the year.
- Conducted analyses on data gathered by the Research Department of the Division. The analyses determined the impact and trends on Air and Cruise transportation so that the Secretary of Tourism and Transportation can be advised accordingly.
- Represented the Tobago House of Assembly on the Board of Directors of the Trinidad and Tobago Civil Aviation Authority (TTCAA). Also sat as the Assembly's representative on the Standing Negotiating Committee for Air Services Agreements (SNCASA), a Cabinet

appointed Committee which has the responsibility for negotiating all bilateral and multilateral air services agreements on behalf of the Government of Trinidad and Tobago.

- Served on the Tobago Transport and Traffic Management Committee (TTTMC). This is a committee which was appointed by the Executive Council of the Tobago House of Assembly charged with the responsibility of making recommendations towards the improvement of transportation and traffic flows throughout the island.
- Participated in negotiations with Condor, Virgin Atlantic, British Airways and Monarch Airlines to ensure continuation of air services to the destination.
- Prepared comprehensive analysis on the economic justification of marketing support for international airlines.
- Secured 19 new cruise calls with over 24,000 new cruise visitors to the destination.

### **Administrative Support Services**

- **Human Resource**
  - **Staffing:** In 2011, the following adjustments were made to the cadre of staff at the DOTT:
    - **Contracted positions created and filled:**
      - One Communication Specialist
      - One Producer
      - One Producer Assistant
    - **Upgraded positions:**
      - One Charge Hand Other Services to Foreman Other Services

One Semi-Skilled Charge Hand to Foreman Other Services  
One Semi-Skilled Charge Hand to Charge Hand Other Services  
Four Sanitation Workers to Checkers

- Assignment of six positions of Checker
  
  - In the Lifeguard Unit, the Division is seeking to augment its current cadre of 43 lifeguards. The post of Lifeguard Trainees was advertised in 2011 and it is expected that the final selection will be completed in early 2012.
- **Training:** Staff of the DOTT benefitted from the following training in 2011:
- Travel Professionals of Colour (TPOC) Seminar
  - The Tourism Development Company Limited's Blue Flag Certification Training
  - Fulfilling Promises (Customer Service)
  - Train the Trainer
  - Business Communication and Report Writing
  - Image Building
  - First Aid /CPR.
- **General Administration**
- **Upgrades to Head Office**
    - **Deployment of Computers in the Division:** This project was initiated in an effort to upgrade old systems and to supply new staff with the resources they need to efficiently do their work. A total of 20 computers were purchased and distributed to various Sections/Units in the Division.

- **Upgrade of Accounts Information System:** The Accounts Information System is a database application that has been developed to assist the Accounts Unit in its daily duties. This project was initiated to update and improve the system so that it would be able to provide the necessary assistance required by the staff.
- **Deployment of Television:** Three television sets were installed at the Division's Head Office. It is envisioned that these sets would keep both staff and visitors apprised and up to date on current affairs.
- **Installation of Scanners at Head Office:** Scanners were purchased and placed at strategic locations at Head Office. The main objective of this endeavour was to improve the level of security for staff and visitors in the building.
- **Upgrade of ICT Equipment in Audio Visual Unit:** In an effort to assist the Audio Visual Unit to keep abreast of the latest technologies, new Macs were purchased while some Mac systems were upgraded.
- **Installation of Health and Safety Signs:** In order to comply with the requirements of the OSH Act, health and safety signs were installed at the Division's Head Office.



## **Conclusion**

The Tobago House of Assembly (THA) was established to administer the social, economic and infrastructural needs of Tobago as outlined in the Tobago House of Assembly Act #40 of 1996. The awareness of this mandate ignites within each Division of the THA a flame that burns to ensure that the needs, goals and aspirations of the people who live and work on this island are achieved.

Notwithstanding the many challenges and constraints faced by the Assembly's human resource, each employee knows that in order to operationalize the Assembly's mandate effectively, they must work steadfastly or risk compromising the standard of living of each and every Tobagonian. The Assembly enjoyed many successes during the year under review and looks forward to even greater achievements in the future as it seeks to facilitate the development of Tobago.

For 2012, the Tobago House of Assembly will unwaveringly seek to further improve the level of services offered to the people of Tobago and to meeting the needs of its stakeholders through continued dialogue and collaboration.