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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 2012 is in keeping with the statutory obligation as enunciated in this Act. Section 32 (1–2) of the Act states, *“On or before the 30th April each year, the Chief Secretary shall present to the Prime Minister, a report reviewing the activities of the Assembly during the year ended 31st 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

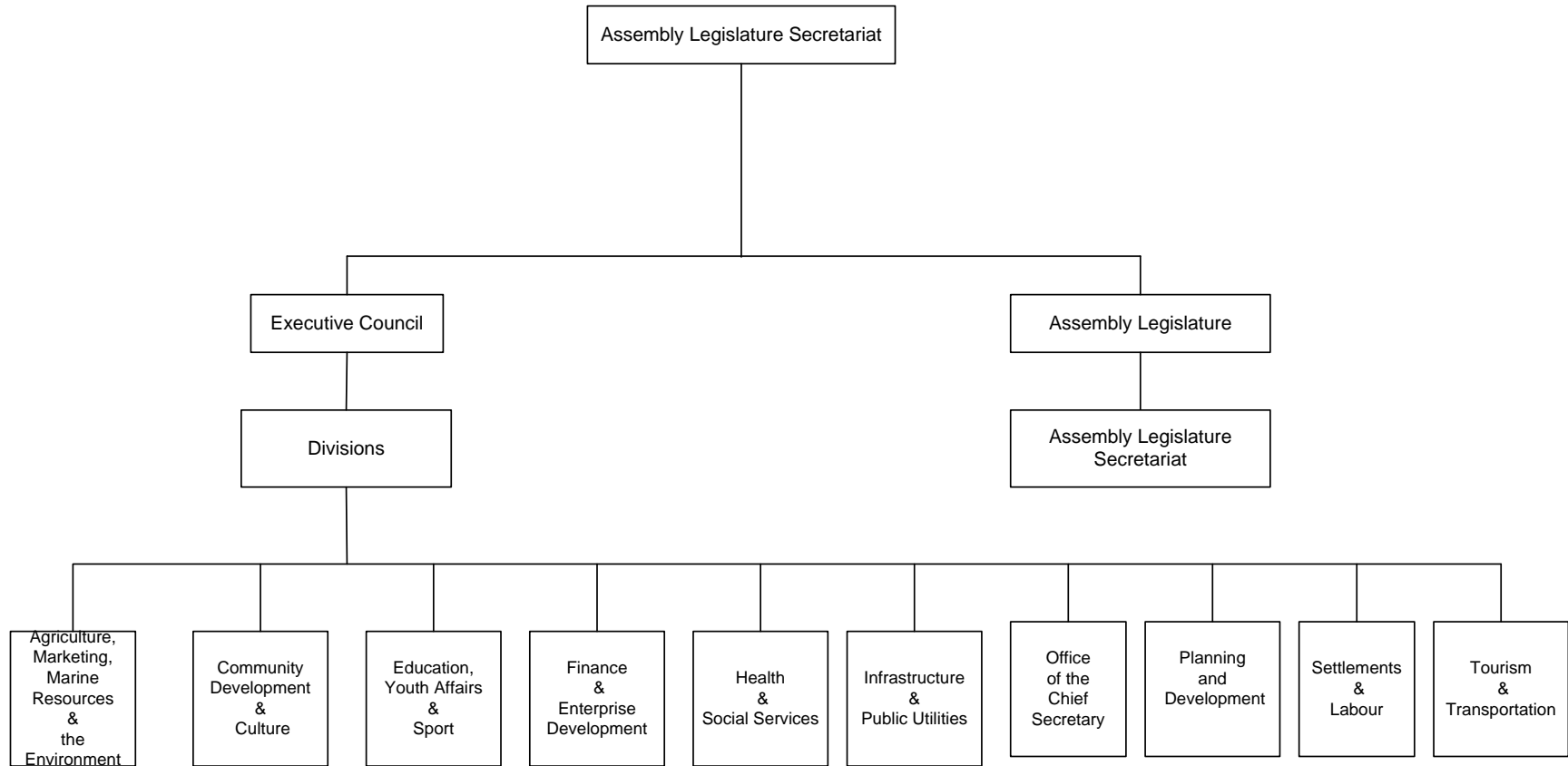
Office of the Chief Secretary

Division of Planning and Development

Division of Settlements and Labour

Division of Tourism and Transportation

Tobago House of Assembly



Consistent with the Assembly's Organizational Structure, the 2012 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 accomplishment 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 portfolio of the Division of Agriculture, Marketing, Marine Affairs and the Environment is vast, yet inextricably linked. The Division is responsible for the preservation and sustainable development of the natural resources in and around Tobago, as well as the marketing and distribution of indigenous agro-based products of Tobago.

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.

D
A
M
M
E

- Professionalism
- Teamwork
- Respect
- Consultation
- Commitment

Organizational Structure and Management

The generic structure of the Division is consistent with its name, that is, the Division is structured into the Departments of Agriculture, Marketing, Marine Resources and the Environment (DAMME). Functionally, each Department is further broken down into Units/Sections as necessary for the execution of its specific mandate.

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

Mr. Gary Melville

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

Ms. Heather Caruth/Mrs. Ethel Sylvester-Berkeley

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

Mrs. Margaret Keens-Dumas

Technical Officer, Department of Agriculture

Mrs. Tameka Seales/Mrs. Ruby George-Warner

Director, Department of Food Crop Production

Mrs. Ruby George-Warner/Mr. Oscar Brathwaite

Principal, Kendal Farm School

Mr. Garth Ottley

Director, Department of Marine Resources

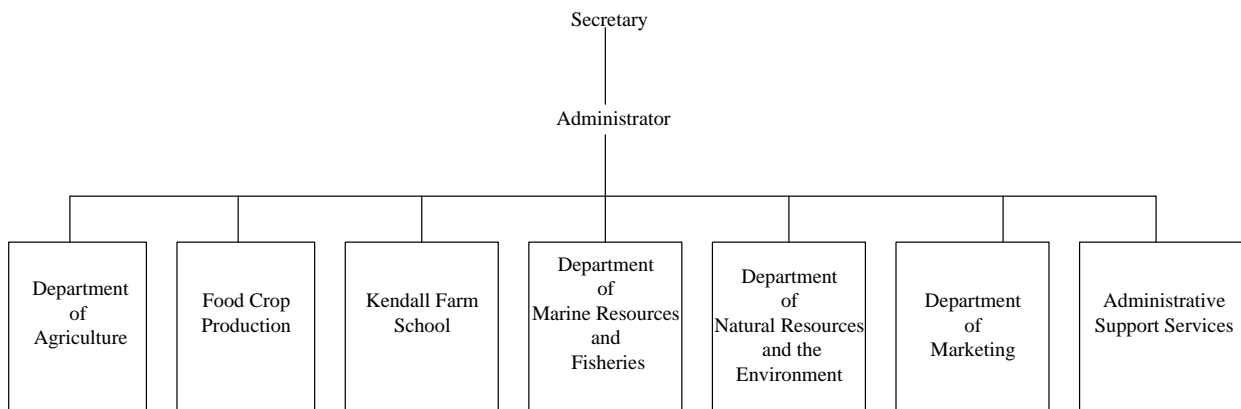
Ms. Karen Shaw

Director, Department of Marketing

Mr. Linford Beckles

Director, Department of Natural Resources and the Environment

Division of Agriculture, Marketing, Marine Affairs & the Environment



Financial Resources

The Accounts Unit at the Main Office manages the financial resources allocated to the DAMME. The Department is responsible for the payment of salaries and wages, and for the processing of vouchers for Goods and Services supplied. This is done in the shortest possible time frame after the services have been rendered, and in accordance with Public Service Financial Regulations. It must be noted that the Marketing Department has an Accounting Unit which liaises with the Main Office to carry out its many accounting functions. The figures below relate to the financial resources allocated to the Division in 2012 to be used in executing its activities:

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	57,998,755.00	54,719,392.00	55,350,298.00
Goods & Services	45,874,633.00	45,216,608.00	45,216,608.00
Minor Equipment	1,564,719.00	819,156.00	819,185.00
Development Programme	28,320,000.00	45,043,694.00	49,760,185.00

PERFORMANCE HIGHLIGHTS

Department of Agriculture

Operational Mandate: The Department of Agriculture acts as facilitator to the agricultural sector in Tobago through the delivery of a number of services which includes technical advisory in the areas of livestock and crop production, veterinary and artificial insemination services, the production of both livestock and planting materials, land preparation, and the administering of agricultural incentives. All these enabling components boost agriculture production which is geared towards achieving greater food security for Tobago. The 2012 major achievements are as follows:

- **Hope Farm**

- Continuation of livestock extension visits to rabbit and pig farmers
- Propagation of *Trichantera gigantea* as a protein-rich forage for feeding rabbit
- Initiation of the expansion of lower piggery for increased carrying capacity
- Repairs carried out on slatted floors of Goat Pens, as well as the waste sump in piggery
- Establishment of 0.25 Ha of soiling grass (Elephant grass)
- Paving of driveway leading to Poultry
- The award of contracts for the construction of a new feed room, a worker recreational facility, and a new Goat Multiplication Unit
- Total farm revenue collected from the sale of livestock and livestock products amounted to \$271,330.80

- **Stations Infrastructure**

- The refurbishment of office and kitchen facilities, as well as the procurement of furniture and equipment for office and kitchen at Runnemedede Breeding Unit
- The procurement of two fodder choppers for Charlotteville and Runnemedede Breeding Units
- The partial refurbishment of the office at Charlotteville Breeding Unit
- The construction of an animal pen at Louis D'or Demonstration Station
- For the period under review, the Louis D'or Demonstration Station generated a revenue of \$53,652.00 from sales

- **The Artificial Insemination (AI) Centre**

This Centre provides insemination services in pigs and rabbits. The achievements for 2012 are as follows:

- A total of 2,012 calls were received, 636 government calls, and 1,376 private calls
- All adult sheep were tested for *Caseous Lymphadenitis* at Studley Park and Blenheim

- Four dogs and one cat required health certificates for export out of Trinidad and Tobago
 - Five lemurs (in transit) and one male puppy were imported into Tobago
 - Veterinarians held three training sessions for farmers in Livestock Disease Management at Kendal Farm School
 - This Centre hosted three Veterinary students from July – August for externships
 - Veterinary Officers (Vets) attended the 27th biennial Caribbean Veterinary Conference, in Port of Spain, Trinidad from 6th - 9th November, 2012
 - One hundred dogs and cats were spayed and neutered for the Spay Program of Trinidad and Tobago. Vets were asked to assist the Animal Shelter in this regard
 - Repairs were carried out on the Vet Lab and the AI Centre
 - Total revenue collected by Veterinary Section - \$60,365.00
- **Nursery**
 - The nursery produced 13,951 ornamental plants, 6,768 crates of vegetable seedlings, and 14,659 orchard plants
 - Revenue generated from sales of plants at Louis D’or Nursery and Propagation Station amounted to \$433,769.11
 - Commenced the mitigation plan for the Black Sigatoka disease and produced a disease management fact sheet
 - Carried out 138 diagnostic field visits

- Conducted five plant clinics
 - Prepared pesticide spray schedules for Lure Estate, as well as Louis D'or Nursery and Demonstration Station
 - Conducted the Red Palm Mite survey with colleagues from the Ministry of Food Production
 - Conducted four pest and disease management training sessions as part of the Home Gardening Initiative
- **Post Harvest Technology/Home Gardening**
 - A Packing House with a Cold Storage Facility is being established at Shaw Park. This facility is designed to assist in the overall management of fresh produce along the value chain, by providing for effective postharvest handling, treatment, appropriate packaging, and storage of fresh commodities.
 - A pre-assessment form, developed by NAMDEVCO, was used and an assessment template was developed to begin evaluating levels of good agricultural practices on major crop farms
 - A public awareness and education campaign was undertaken via presentations, lectures, farm visits, and exhibitions
 - A demonstration plot of cassava was done on a private farm and fifteen farmers were trained on aspects of cassava production and handling
 - A total of 191 visits were made to seven agricultural districts where home gardens were established and technical advice was given. Home gardens were also set up at Senior Citizen Activity Centres, probation hostels, and churches

- Training Programmes / Public Awareness Initiatives - This was done through the distribution of flyers, media releases, bill boards, mobile caravans, and demonstrations at home gardeners and at the World Food Day celebrations

Department of Food Crop Production

Operational Mandate: The Department of Food Crop Production's mandate is to organize and manage an agricultural system for the production of primary commodities. This is done through farmer education and the introduction of innovative technologies. The Department is charged with the responsibility of multiplying and providing planting material to farmers, groups, companies or individuals interested in pursuing the target crops. The major achievements for 2012 are as follows:

- **Tractor Pool Land Preparation Services/Farmers Incentives**

- Three hundred and two applications for Tractor Pool Land Preparation Services were received, and 243 jobs were completed. There was a total of 28 applications submitted by government agencies and non-profit organizations
- Completion of the following land preparation services:
 - Brush cutting - 133.5 hectares
 - Ploughing - 69.5 hectares
 - Harrowing - 60.9 hectares
 - Banking - 60.9 hectares
- A workshop on lubricants, which was attended by four workers, was held on April 20th 2012

- Major engine repairs were carried out on two of the John Deere 5705 wheel tractors by the TRINTRAC Ltd. Mechanics and Greasers benefitted from the hands on practical experience
- Displayed equipment and satisfactorily coordinated transportation arrangements for the World Food Day celebrations
- Most vehicles were inspected and certified road worthy by the licensing authorities
- Improved station security with the provision of security services by MELFOR Security Services Ltd
- Two hundred and ninety-one incentive applications were processed, with total payout amounting to \$1,291,140.08. Approximately half of the incentives went to crop production farmers while the other half was paid to livestock farmers

▪ **Livestock Extension**

- One thousand, five hundred and thirty seven visits were made to farms in the eight agricultural districts
- One thousand, three hundred and ninety seven individual contacts were made with farmers
- Sixty school visits were made to 25 primary and secondary schools, some of which are practicing livestock husbandry
- One hundred and thirteen new farmers were registered
- One hundred livestock farmers applied for agricultural incentives but 95 were processed

Kendal Farm School

Operational Mandate: The Kendal Farm School fulfils the training needs of agricultural practitioners in Tobago. In 2004, the school was selected to conduct the training of young persons between the ages of 17 to 25 years under the Youth Apprenticeship Programme in Agriculture (YAPA) as part of the national programme to engage youth in agriculture. Each batch is trained for a period of 9 months in practical agriculture. The major programmes undertaken in 2012 included:

- **Training**

- During the past year 20 apprentices graduated and 15 new apprentices were trained under the YAPA programme. Courses were conducted on ten selected topics targeting farmers, the Division's technical staff and daily paid workers. A total of 331 persons were exposed to these training opportunities
- Approximately 17 apprentices were employed in the past year by the Division, in projects at Courland Estate, Lure Estate and at the Kendal Farm School

- **Livestock**

- Apprentices produced, slaughtered and sold two batches of 160 broiler chickens. The school sold the following to the farming public: 12 cattle, 53 pigs, 5 sheep, 2 goats, 1,566 dozen eggs and six rabbits. A total of TT\$35,647.15 was generated from the sale of livestock. Two agoutis were introduced in order to start a wildlife farming project with the apprentices.

- **Pasture**

- A total of 2.4 ha (6 acres) of pastures were rehabilitated. Two of the rehabilitated paddocks were taken for the development of an Aquatic Sporting facility. All fences of paddocks were strengthened

- **Crops**

- The school produced and sold crops and planting material generating a total revenue of TT\$63,961.90

Department of Marine Resources and Fisheries

Operational Mandate: The Department of Marine Resources and Fisheries is responsible for the sustainable management of the island's coastal marine resources and fisheries, and the economic, educational, scientific and recreational use of Tobago's marine resources and marine areas. The major achievements for 2012 are as follows:

- **Diving Unit**

- Conducted 156 dive shop inspections where and no serious infractions were found
- Repair work on the Reef Searcher (Diving Unit Vessel) is 95% complete
- Purchased new diving equipment for members of the Diving Unit
- Conducted six dives for removal of debris from bays around the island
- Conducted five dives for lionfish research
- Assisted the Coast Guard with wreckage of a plane which was discovered three miles off the coast of Tobago on June 19th 2012
- Held meetings with fishermen at Mt. Irvine and Courland Bay about demarcation of bathing in those areas
- Held consultations with stakeholders in preparation to install Moorings and Reef Demarcation Buoys

➤ Collected several completed survey forms done by dive shop clients

▪ **Extension Unit**

➤ Site visits were made to investigate complaints made by the owners of three stolen and damaged vessels

➤ Provided the following Extension Services:

○ Thirty-four fishing vessels were registered

○ Forty fishing boats were transferred

○ Processed 24 engine V.A.T. exemptions

○ Processed 199 fisherman ID applications

○ Renewed 211 fisherman ID cards

○ One hundred and sixty-four fisherman IDs issued for 2012

○ One scrapped engine

➤ Visits were made to landing sites and fishing facilities around the island

➤ Granted approvals for the use of fishing centres for community group events

➤ Held numerous consultations with various stakeholder communities on infrastructural developments at their landing sites (Scarborough, Lambeau, Charlotteville, Parlatuvier, Castara, Delaford and Belle Garden)

- Held meetings with Castara and Charlotteville fishermen to discuss plans to construct temporary facilities which will be used while the fishing centres are being constructed
- Held meetings to resolve conflicts between fishermen and seine operators
- Inspected and reported the status of fishing centres around the island
- Facilitated organizations such as Caribbean Regional Fisheries Mechanism [CRFM], Centrica Energy, British Petroleum [BP], and the University of the West Indies (UWI), which requested information or assistance in matters pertaining to the fishing industry
- Attended the following workshops:
 - CRFM workshop of migratory species in Grenada – May 1st to 5th 2012
 - CRFM Project Cycle Management Workshop in Castries, St. Lucia – June 4th to 8th 2012
 - Centrica Energy’s Safety in the Workplace Workshop in November 2012
 - CRFM’s one day workshop on the Flying Fish and Large Pelagic species
- Assisted the Maritime Services Division in extending their services to include Motor Launches operation on the island. Achievements for 2012 were as follows:
 - Twenty-six Maritime Motor Launches Captain License renewals
 - Four Engineering License
 - Three Initial Registration
 - Seven Annual Registrations

- Ten Navigational Aid Dues
- Three Initial Surveys
- Seven Annual Surveys
- Five Motor Launches Captain License Exams

- Planned and executed the fourth Annual Republic Day Regatta

- Planned and executed the ninth Annual Commercial Fishing Tournament

- Organized and executed a Departmental display for the 2012 World Food Day exhibition

- Purchased material and equipment, and sought trainers to conduct a series of workshops around the island in Flying Fish deboning

- **Fisheries Unit**
 - **Data Collection**

An Executive Council Note was prepared for the employment of 17 Assistant Data Collectors to enable total coverage of Tobago.

 - **Fishing Tournament**

The 9th Annual Fishing Tournament was held over a two day period in June 2012. There were 52 boats registered and 96 participants. Eight of the nine target species (Barracuda, Billfish, Cavalli, Dolphin, Grouper, Kingfish, Snapper, Tuna, and Wahoo) were caught with a total landed of 5,645.57 lbs. No one was able to capture a Barracuda with the required weight.

In an attempt to reduce the incidence of pooling and to demonstrate the fishers' good intent in assisting the needy, the largest of each fish caught was donated to a charitable organization.

➤ **Training Programs**

One training program was held in 2012. This was the Outboard Engine Repair Program. This was sponsored by the National Gas Company and specifically targeted the fishermen throughout Tobago. There were 33 trainees.

▪ **Marine Park**

- Development of an island-wide Response Plan for the threat of the Lionfish invasion in the waters of Trinidad and Tobago
- Preparation of a National Response Plan for the threat of the Lionfish invasion with the Institute of Marine Affairs, Division of Fisheries, and the Environmental Management Authority
- Posters and flyers about the threat of the Lionfish were distributed to Dive Shops and fish landing sites around the island. These organizations were also informed of and participated in the Lionfish Training Workshop
- A training program about identifying and handling the Lionfish species was held during the week of September 10th – 14th 2012
- Weekly Lionfish monitoring dives performed at Mt. Irvine and Culloden dive sites
- Live Lionfish captured on 12th October 2012 by a Dive Operator
- Establishment of joint patrols of the Buccoo Reef Marine Park area with the Police Officers attached to the Department of Natural Resources and the Environment

- A site visit was conducted at the Pigeon Point Heritage Park
- Establishment of a permit system for the Tobago Coral Reef Tour Operators (TCRTO) who carry tourists to the Buccoo Reef Marine Park
- A valuation survey and report was done for the Patrol Vessel Reef Runner in the month of July 2012
- A Lionfish was caught at Castara on July 21, 2012. This was the first confirmed capture of a Lionfish in Tobago waters

Department of Marketing

Operational Mandate: The Marketing Department facilitates stakeholders in the agricultural and related sectors through the provision of technical assistance in the processing and marketing of products and through its procurement of locally grown commodities in crops and livestock. The 2012 performance highlights were as follows:

- **Livestock purchased**
 - The Department was the primary purchaser of pigs, acquiring 2,045 animals at a value of \$3,017,235.19. Other livestock intake included locally reared poultry (chicken and ducks), rabbits, fish, sheep and goats. Bananas, plantains, sorrel, sweet potatoes, cassava and mangoes were also purchased from farmers
- **Training**
 - Hazard Analysis Critical Control Point (HACCP) training was done over a one week period for production staff and supervisors from the Hope and Louis D'or Processing Units

- **Research**

- The Inter- Island Trade Survey was completed in January 2012. This recorded the movement of food crops and livestock between the islands
- Conducted two livestock surveys on the pig and goat sectors
- Updated database of farmers to guide production, training and procurement activities by the Division

- **Market Development**

- Sales of products from the Marketing Department amounted to \$7.1 million in 2012. There was also an increase in the sale of animal feeds as the Marketing Department continued buying from National Flour Mills, to service the government stations and continue the animal feed subsidy program to registered farmers
- Some product development was done in the form of a sweet potato flour product. Taste testing and product acceptance phases were carried out, with a display at World Food Day 2012. Work continued in terms of marketing bananas under the Food Production Unit's drive. Over 3,000 kilos were bought and sold from farmers

- **Abattoirs and Markets**

- Slaughtering figures for the Scarborough Market were Pigs - 3,939, Cattle – 100

Department of Natural Resources and the Environment

Operational Mandate: The Department of Natural Resources and the Environment (DNRE) aims to protect, preserve and enhance Tobago's environment, while promoting sustainable management of the island's air, land, and water for the benefit of current and future generations. The major achievements of DNRE are as follows:

- **Certificate of Environmental Clearance (CEC)**

- Thirty CEC's were received and six were issued
- Eight CEC sites were monitored on a continuous basis

- **Beach profiling**
 - Beach profile monitoring was conducted for nine months at designated beaches

- **Environmental Police**
 - Two tickets were issued for violation of the Litter Act
 - Forty nine tickets were issued for the violation of the Motor Vehicle and Road Traffic Act
 - Four hundred and twenty four patrols were conducted
 - Forty one persons were given verbal warnings
 - Twenty seven derelict vehicles were removed
 - Five arrests were made

- **Environmental Education**
 - World Wetlands Day commemoration activities - There was a quiz segment on Radio Tambrin lasting a month and four schools participated in an old mass speech band and conversalypso competition

 - World Environment Day commemoration activities 2012:
 - Sustainable building workshop - 25 participants
 - Eco-vision documentary - Three high schools participated
 - Infomercial competition - Five primary schools participated
 - Hosting of the fourth annual Environmental Movie Day at Movietowne – 417 students attended

 - Weekly broadcast of Kid's Story Time on Radio Tambrin from February to May, which entailed environmentally themed stories written by DNRE staff members

 - Collaboration with CANARI for a participatory three dimensional modelling of Tobago

 - Collaboration with WASA for WASA's summer camp

- Collaboration with Department of Tourism for Tourism Youth Awareness Programme
- Co-ordination of International Coastal Clean-up. Six beaches were cleaned with the assistance of stakeholders
- Career Fair
- Beach monitoring training exercise for high school students
- World Food Day Exhibition
- Assembly Day Exhibition
- Literacy Day Exhibition

- **Parks and Open Areas**

- One hundred and thirty trees felled on private properties
- One hundred and ten trees pruned on private properties
- Trees were planted along Carnbee Main Road
- Started the improvement of the fencing at the Botanical Gardens
- Constructed wooden bridge at the Botanical Gardens and installed wooden benches for members of the public
- Completed brochure of the Botanical Gardens
- Completed GIS map of Botanical Gardens

- Flora and avian species have been identified at the Botanical Gardens
- Installation of seating at the Courland Park
- Sea grape hedge established at the Courland Park

- **Watershed Management and Forest Industries (WMU)**

- One artificially regenerated stand (about 0.68 ha) was established within the Courland Estate through the enrichment system with mixed hardwood species such as Mahogany (*Swietenia macrophylla*), Cedar (*Cedrella odorata*), Cypré (*Cordia alliodora*) and Poui (*Tabebuia spp.*)
- Bloody Bay Recreation Site and Nature Trails (BBRSNT) and Main Ridge Forest Reserve (MRFR) facilitated forest recreation services within an area for watershed management. Seven nature trails within the BBRST and MRFR, 16.82 km in total length were cleared and repaired four times in 2012
- Tour guides provided services within BBRST. These guides also monitored wildlife movements and trail conditions within BBRST
- Completion of the Interpretative Centre at the summit and within BBRST
- WASA kept cisterns on the compound of BBRST filled during the dry season

- **Wildlife**

- Three hundred and thirty eight patrols across the island during the closed season
- Eleven farm areas visited by field officers
- Ninety three Wildlife Farms and pet owners monitored
- One thousand three hundred and thirty pounds of garbage collected within wetlands
- Four hundred and seventy five State Game Licenses issued
- Coordinated the Christmas Bird Count

Administrative Support Services Department

Operational Mandate: The Administrative Support Services Department is an amalgamation of those Units that provide support to the core Departments of the Division. In the case of DAMME, the Administrative Support Services consist of Accounts, Human Resources and Project Implementation Units:

▪ **Human Resources Unit**

The Human Resources Unit promotes and facilitates appropriate Human Resource Development activities geared towards employee skill development, organizational understanding, and growth within the DAMME. Achievements for 2012 were as follows:

➤ Development of an Orientation and Induction Booklet

➤ Permanent Appointments received:

- Professional - 2
- Technical - 13
- Clerical - 13
- Manipulative - 7
- Performance Appraisal Reports - 318
- Increments awarded - 119
- Contracts approved - 106
- Short Term approved - 20

➤ Recruitment of Daily Paid Employees:

- Development - 150
- Recurrent – 26

- **Project Implementation Unit**

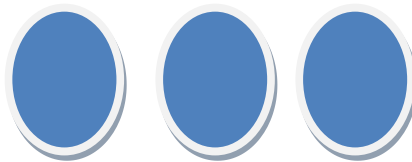
- **Construction works completed/ongoing**

- Rest Stop at Bloody Bay
- Interpretive Building at Little Tobago
- Installation of washroom facilities opposite Scarborough Fish Market
- Office building at Louis D'or Demonstration Unit - 95% completed
- Roxborough Fishing Facility - 95% completed
- Belle Garden Fishing Facility
- Pigeon Point Fishing Facility- 75% completed
- Lambeau Fishing Facility - 90% completed

- **Buildings Upgraded**

- Wooden landing opposite concrete jetty at Charlotteville
- Delaford Fishing Facility
- Adaptive Reuse of Cocoa House to office building at Louis D'Or
- Botanical Gardens Gazebo
- Argyle Fishing Facility
- Castara River works – Repaired gabion baskets and dredge river
- Goldsborough Industrial Cottage

ASSEMBLY LEGISLATURE SECRETARIAT



Divisional Overview

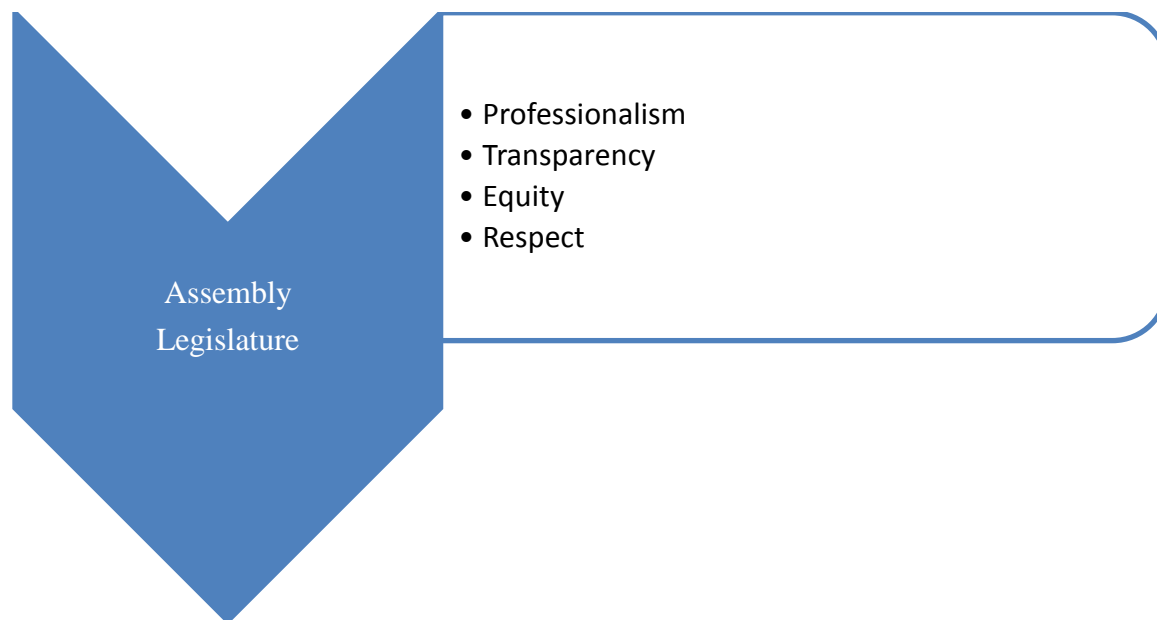
The Assembly Legislature Secretariat of the Tobago House of Assembly provides secretarial, administrative and support services to the legislative arm of the Tobago House of Assembly. This Division is required by statute to facilitate the convening of regular sittings of the Assembly to debate and make decisions on matters related to the affairs of Tobago at the policy level. The Division's Vision is to be a highly efficient Assembly Secretariat, serviced by suitably trained and motivated staff, committed to providing professional support services in a non-partisan manner and in an environment which facilitates the development and effective utilization of Tobago's physical resources.

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:



Organizational Structure and Management

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

Mrs. Anne Mitchell-Gift – (term ended on 25th October 2012)
Presiding Officer, Assembly Legislature

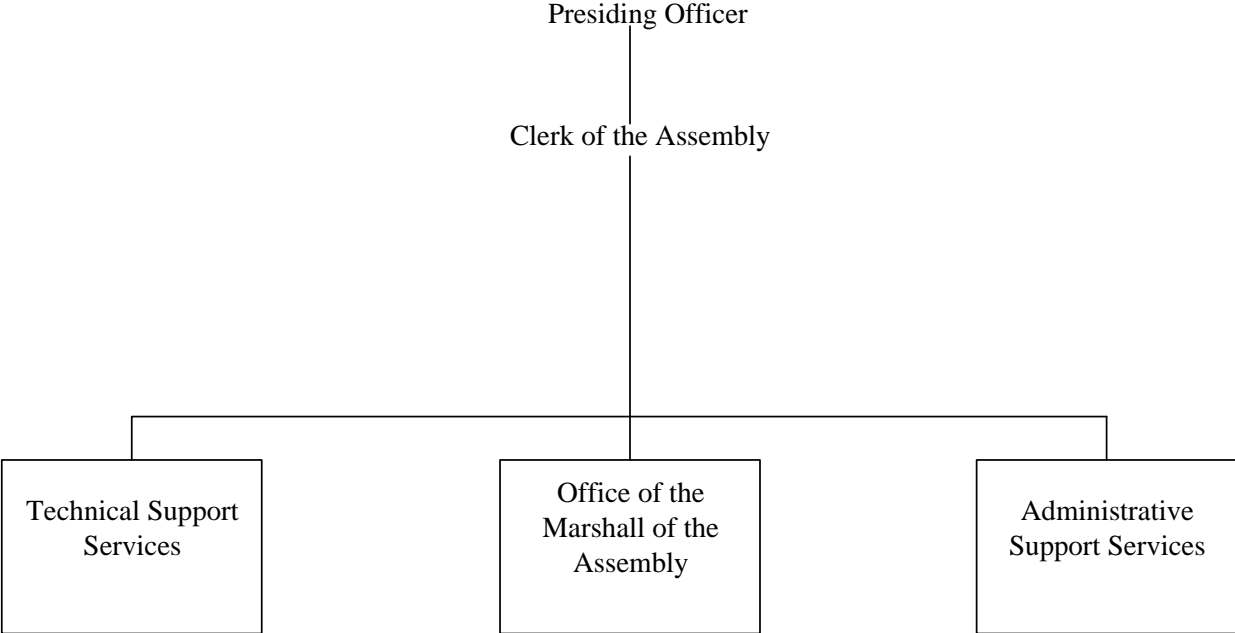
Mrs. Vanessa Cutting-Thomas (Mrs. Jermine Louis acted from January to May 2012)
Clerk, Assembly Legislature Secretariat

Mrs. Jacqueline Charles-Providence
Verbatim Reporter 11

Mrs. Paulette Berkley
Library Assistant

Mr. Parkinson Alfred
Pensions Coordinator

Assembly Legislature Secretariat



Financial Resources

The amounts allocated to the Assembly Legislature for the fiscal year 2011/2012 are as follows:

FINACIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	3,713,100.00	3,487,806.00	3,438,581.71
Goods and Services	9,862,323.00	8,511,205.00	7,041,285.19
Minor Equipment	350,633.00	169,918.00	186,722.50
Development Programme	1,550,000.00	1,525,000.00	1,270,120.38

PERFORMANCE HIGHLIGHTS

Operational Mandate: In 2012, the Assembly Legislature Secretariat continued its effort to provide efficient administrative services to members of the Tobago House of Assembly. The portfolios of the members continued as obtained in 2011. The list of members of the Assembly Legislature is as follows:

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-operatives

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, Marine Affairs,
Marketing 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 Quaccoo
(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:** 11 Plenary Sittings were held at which the following activities requiring secretarial support occurred:

- 10 - Motions were moved and eight were adopted by the THA.
- 29 - Papers were laid in the House.
- No - Bills were read and passed.

On October 25th, 2012 the Chief Secretary, the Honourable Orville London moved a motion in the House that the Assembly stand dissolved with effect from October 26th, 2012.

- **Official Functions**

- The Presiding Officer, Clerk of the Assembly and Members of the Assembly participated in the Commonwealth Parliamentary Conference in Jamaica during the period May 13th – May 18th, 2012.
- The Presiding Officer and the Clerk of the Assembly participated in the 58th Commonwealth Parliamentary Conference in Colombo, Sri Lanka during the period September 10th – 15th, 2012.
- The Division participated in the hosting of Independence Day and Remembrance Day celebrations.
- The Division participated in the annual exhibition held during the Assembly Week celebrations and emerged winners for the first time in the history of this exhibition. The

display showcased the interior of the Assembly Chamber and the Members Tea Room, together with a pictorial representation of the past, former and present Members of the Assembly.

▪ **Accommodation**

- Tea Room – The lighting was upgraded in March 2012.

- The Chamber – The seating at the Public Gallery was upgraded and re-carpeted in March 2012. The ceiling was also restored in March 2012. Re-upholstering work was also done on the chairs.

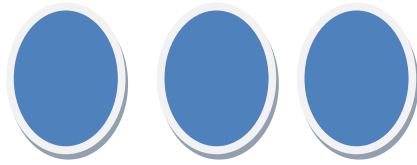
- Annex – Roofing work was done.

- Toilet facilities – Constructed new toilet facilities for Members of the Assembly during the months of March and April, 2012.

- Historic Monument – The Historic Monument was restored during the months of March and July, 2012.

- Library and Seminar Room – New front doors were installed in the Library and Seminar Room in July, 2012.

**DIVISION OF COMMUNITY DEVELOPMENT AND
CULTURE**



DIVISIONAL OVERVIEW

The Division of Community Development and Culture, which is one of ten satellite Divisions of the Tobago House of Assembly (THA), is a client focused organization based on a philosophy of embracing community service and cultural preservation. The Strategic Mandate of the Division is guided by and premised on, developing an innovative people through the empowerment and sustenance of creative communities. The main function is to guide and enhance the delivery of community and cultural development services and opportunities to the communities and people of Tobago.

The primary goals of the Division are:

- To empower and sustain creative communities;
- To preserve and promote our cultural heritage and facilitate cultural development within a dynamic, global environment; and
- To develop Tobago's creative industries, specifically the fashion and film industries.

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



Organizational Structure and Management

Assemblywoman Tracy Davidson-Celestine

Secretary, 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

Building and Maintenance Manager

Mr. Gilbert O'Connor

Programme Facilitator, Fine Arts Resource Centre

Mrs. Carol Ottley

Administrative Officer II

Mrs. Daphne Gibbs

Accounting Executive I

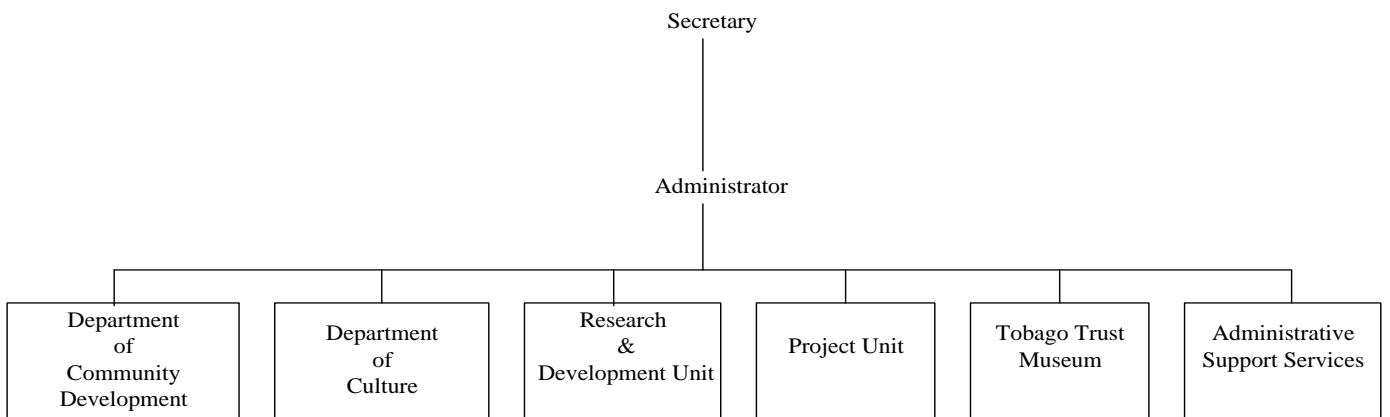
Ms. Lavonne Browne

Human Resource Officer I

Mrs. Salisha Small-Moses

Communications Coordinator

Division of Community Development and Culture



Financial Resources

The under-mentioned matrix is a general summary of the main accounting elements for the year in review.

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	11,875,100.00	11,713,150.00	11,449,458.79
Goods and Services	61,282,205.00	61,747,089.00	59,972,145.05
Minor Equipment Purchases	147,400.00	67,558.00	62,263.58
Development Programmes	23,720,000.00	12,648,000.00	1,628,462.57

PERFORMANCE HIGHLIGHTS

Community Development Department

Operational Mandate: The Community Development Department is responsible for the development of sustainable communities through the execution of social programmes and the maintenance and construction of Community Centres. Three broad programmes have been established:

- Community Learning and Skills Service Programme (CLaSS)-to build the capacity of community members through training and skills development.
- Alternative Industry Development Programme: geared towards engendering an entrepreneurial spirit among community members.
- Social Cohesion and Mobilization Programme: to address social ills in communities.

▪ Community Level Achievements

- Provided Computer Literacy training and internet access at the Community Based Walk-in Multi-purpose Tele-centres at Belle Garden, Buccoo, Black Rock, Argyle and Glamorgan.
- Restructured the Vocational Skills Training programme and enrolled over 300 persons.
- Commenced a community mapping exercise to map assets and resources.
- Established the Tobago Night Market initiative to foster the entrepreneurial spirit among various community members through the display of skills and talents acquired through the Division's outreach programmes. A total of six Night Markets were held.
- Hosted "My Village: My Pride My Responsibility" competition to create an eco-friendly environment.
- Developed a new Management model for the operations of the Multi-Purpose Facilities formerly Community Centres. Ten facilities have been identified to benefit from this pilot project.

Culture Department

Operational Mandate: The Culture Department is responsible for the facilitation, promotion and preservation of the island's unique cultural heritage. It provides training in the various art forms and works closely with industry stakeholders.

▪ Achievements

- Hosted an Educative Art Festival and Conference to educate cultural activists, students and the public on the history of Carnival.
- Held the Certificate Course in Theatre/Drama in Education and the Certificate Course in Dance in collaboration with the UWI. A total of 26 participated.
- Held the 2nd Annual Belle Festival. A total of 20 groups participated in comparison to 16 of the previous fiscal year.

Building and Maintenance Services Unit

Operational Mandate: The role of the Unit is to construct, monitor and maintain all new and existing physical structures under the purview of the Division.

▪ Construction Projects Completed

- Completed and commissioned three Multi-Purpose Facilities at Speyside, John Dial and Parlatuvier.
- Completed and commissioned the Black Rock Pan Theatre.

Research Unit

Operational Mandate: The Unit provides technical research support to all Departments to enable the development of quality programmes designed to achieve organizational objectives.

▪ Documents Produced

- Developed Proposals and Terms of Reference for the Division's Strategic Plan,
- Strategic Plan for the development of the Fashion Industry,
- Strategic Plan for the development of the Film Industry; and
- Group and Individual Financial Request Forms.

Fine Arts Resource Centre

Operational Mandate: The Fine Arts Resource Centre (FRC) supports the skill development craft entrepreneurs, empowering them with the ability to influence and supply high quality products that can compete globally.

▪ Achievements

- Developed a data-base of THA Citizen Support agencies, resources and opportunities which are available to citizens of Tobago.

- Promoted the Community Development and Culture Citizen Support Network with external agencies and groups within Tobago with a focus on Poverty Reduction, Capacity Enhancement, Networking and Social Capital.

Tobago Museum

Operational Mandate: The Tobago Museum is responsible for identifying and preserving places of historical interest and natural beauty, and for 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.

- **Achievements**

- A total of 9,516 which comprised Cruise Ship Passengers, adults and school children, visited the Museum.
- A total of 48 tertiary level students from the USA as well as Trinidad and Tobago undertook research at the institution.
- Conducted archaeological survey under the auspices of the Secretary of Tourism and Transportation, at Rockley Bay, the location of the battle between the French and Dutch in 1777. This was in keeping with a proposal presented by Dr. Kroum N. Batchvarou, Professor of Marine Archaeology, University of Connecticut USA.

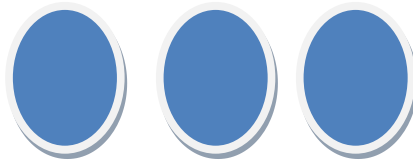
Human Resource Unit

Operational Mandate: This Unit is responsible for providing human resource management support to staff through the implementation of performance management processes and practices, training and development, industrial relations and leave administration to facilitate the attainment of organizational goals.

- **Achievements**

- Sensitised daily rated employees on collective agreement.
- Provided training in Performance Appraisal to lower level staff.
- Sourced training for drivers in defensive driving techniques.
- Created 18 contract positions.
- Awarded the Division of the year for daily rated employees by the National Union of Government and Federated Workers.

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



DIVISIONAL OVERVIEW

The Division of Education, Youth Affairs and Sport is charged with the development and implementing of policies and initiatives related to education, youth and sport in Tobago. The Division operates in conjunction with the Ministries of Education, Sport, Gender, Youth and Child Development, and Science, Technology and Tertiary Education, as well as the National Library and Information System (NALIS). The Division of Education, Youth Affairs and Sport (DEYAS) is guided by the following Vision and Mission:

Vision

An effective and professional organisation committed to the optimal intellectual, physical and social development of its clientele.

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.

ORGANISATIONAL STRUCTURE AND MANAGEMENT TEAM

At the policy development level the Division is headed by the Secretary of Education, Youth Affairs and Sport and an Assistant Secretary who has special responsibility for Youth Affairs and Sport. At the administrative level, the Division is managed by an Administrator who is supported by a cadre of professionals in each of the functional areas of the Division. Below is a listing of the senior level executive for the period January-December, 2012:

Assemblyman Withney Alfred

Secretary of Education, Youth Affairs and Sport

Assemblyman Huey Cadette

Assistant Secretary, Youth Affairs and Sport

Ms. Jennifer Lezama

Administrator, Education, Youth Affairs and Sport

Dr. Verleen Bobb-Lewis

Chief Education Coordinator, Department of Education

Mr. Lyndon Wilson

Youth Development Officer II, Youth Department

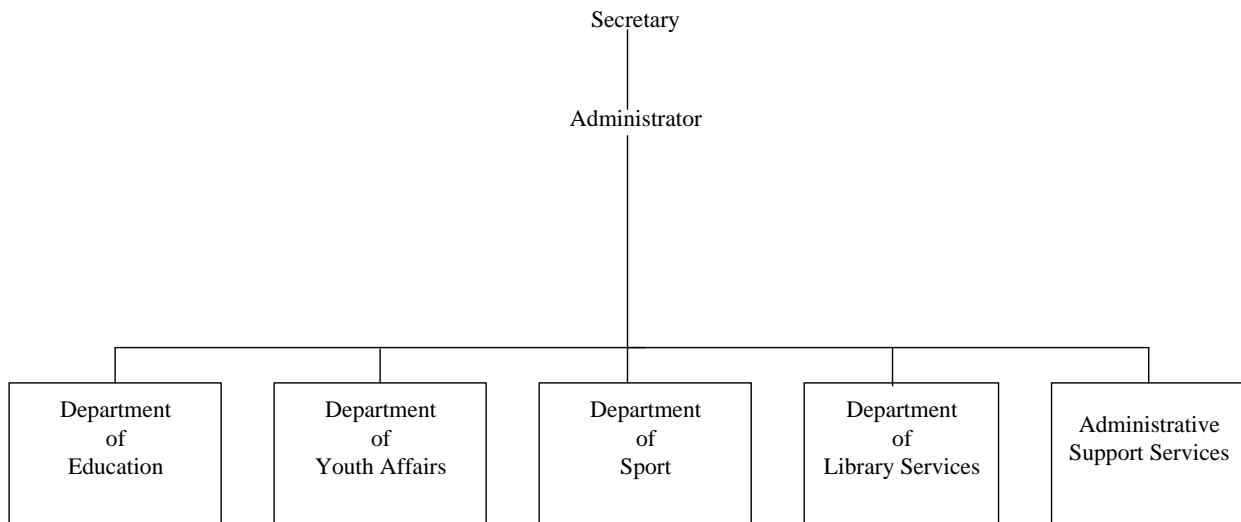
Mr. Anthony Price

Director, Sport Department

Organisational Chart

The Organisational Chart below provides a pictorial overview of the structure of the Division of Education, Youth Affairs and Sport.

Division of Education, Youth Affairs and Sport



FINANCIAL RESOURCES

The matrix below is a general summary of the financial resources allocated to the Division for the better part of 2012.

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	\$125,740,406.00	\$124,328,018.00	\$120,488,759.00
Goods and Services	\$126,614,695.00	\$116,687,469.00	\$115,682,347.45
Minor Equipment	\$2,152,200.00	\$975,850.00	\$928,342.99
Development Programme	\$103,720,000.00	\$70,728,000.00	\$63,031,322.72

PERFORMANCE HIGHLIGHTS

Department of Education

Operational Mandate: The Department of Education is responsible for the management of all schools in Tobago in areas such as curriculum implementation, school supervision, school nutrition, special education, student support services and education extension services.

▪ Primary and Secondary Level Achievements

- Sponsored 20 participants from the early childhood and primary school levels for the 2012 International Study Visit, organised by the University of the West Indies.
- Provided financial support to Primary Schools in funding their School Development Programme (SDP) initiatives amounting to \$30,000.
- Designed an Accelerated Learning Programme to provide enhanced learning opportunities for promising students of the current standard five classes in all primary schools.
- Developed the Students and Teachers Support (SATS) Programme to address remedial issues in schools.
- Implemented the Child Friendly Schools (CFS) project in collaboration with the United Nations Children's Fund (UNICEF), which seeks to create learner friendly environments in all schools in Tobago. A pilot project was launched at Castara Government and Roxborough Anglican Schools.
- Implemented the 'For Boys Only' Programme - a gender-sensitive programme that is geared towards closing the academic achievement gap between male and female students at the primary school level.
- Established the Sixth Form Expansion programme for Secondary Schools, to ensure that new students possess the necessary materials and equipment to enhance learning in preparation for CAPE. The first phase of the project was successfully completed at Goodwood and Speyside High Schools, as well as Scarborough Secondary School.
- Rewarded schools for outstanding achievements in the areas of academics, sports and culture.
- Provided professional development for teachers in areas such as Visual and Performing Arts, Physical Education and Technical Vocational Programmes.

- Implemented the Tobago Geographic Information Systems (GIS) School Project to help foster a learner-friendly school environment.
- Constructed teleconferencing facility at the Tobago Hospitality and Tourism Institute to enable instructions to be delivered via multimedia from the University of the West Indies.
- Hosted the Tobago Science Camp and the Tobago Science Exposition 2012.
- Commenced an initiative to have the three schools identified for etiquette.
- Continued integration of Multicultural Education through the implementation of Pan in Schools programme and hosting of Pan and Music Camps.
- The Roxborough Secondary School attained the national champion for the Trinidad and Tobago Secondary Schools Short Film Festival 2012 and was awarded the Best Cultural Film by the Trinidad and Tobago Film Company Limited.
- Schools in Tobago contested 16 national sporting titles and won nine.
- Adult Education classes were validated three times per year and students were issued with National Examination Council Level 1 and Level 11 certificates in their respective craft areas. Classes catering to CXC subjects areas were well attended and many students were successful in their examinations.

Department of Youth Affairs

Operational Mandate: The Department is client centred with a vision of having: “A society where young people are able to cope with prevailing social problems and are guided in their development by systems and policies that will help them manage the transition from youth to adulthood.”

▪ Achievements

- Enhanced the work environment at the Main Office for improved staff morale and productivity.

- Resolved several HR problems such as contract issues, gratuity and the preparation of Executive Council Notes.
- Provided both financial and technical assistance to youths and youth groups on the Island.
- Provided financial assistance for youth development initiatives to over 40 youth-led and youth servicing organisations totalling approximately \$900,000.00.
- Executed programmes such as: Check Yuh BBM, Promo Fridays, Easter Caravan, BBM Challenge, ‘Capturing Tobago’s Beauty’ Photo Contest, Roundtable Discussions and Spelling Bee Competition.

Department of Sport

Operational Mandate: The Department of Sport is responsible for the development of sporting policies and the promoting of initiatives and programmes for sporting organisations and athletes. It is also charged with the management and supervision of all sporting disciplines and maintenance of sporting facilities on the island.

▪ 2012 Sport related Achievements

- Three Tobago athletes represented Trinidad and Tobago at the London Olympics 2012. These athletes were Lalonde Gordon, who won two bronze medals, Kelly-Ann Baptiste who was a finalist in the 100m Women’s Sprint and Semoy Hackett. Joseann Lucas and Rennie Quow were finalists for the London Olympics but were unable to participate due to injury.

▪ Infrastructural Projects:

- Completed the installation and operationalisation of light systems at the Lambeau, Calder Hall and Roxborough Recreation Grounds.

- Completed the installation of lights and awaiting T&TEC connection at Moriah, Mt. Grace, Mason Hall, Shaw Park and Speyside Recreation Grounds.
 - Executed upgrades at the Moriah, Mason Hall, Calder Hall, Parlatuvier, Plymouth, Signal Hill, Mt. Pleasant, Patience Hill and Montgomery Hard Courts.
- **Funding Support Programmes:**
 - Established the Lalonde Gordon Sport Development Fund.
 - Provided funding to sporting organisations, groups and individuals.
 - Launched the Student Athlete Academic Assistance Programme (SAAAP) to prepare athletes seeking acceptance into US-based tertiary level institutions. The following events were executed in collaboration with other stakeholders:
 - **Programmes Facilitated:**
 - Hosted Kids Cycling and Relay Festivals
 - Hosted and facilitated the Davis Cup and other International Tennis Federation (ITF) tennis, National Table Tennis and West Indies Cricket Board (WICB) U-17 cricket tournaments
 - Facilitated an International 20/20 match against Bangladesh

Administrative Support Services

Human Resources Unit

Operational Mandate: The Human Resource Unit of the Division of Education, Youth Affairs and Sport, cognisant of the Division's Vision and Mission statement, decided that for the period 2010-2012 its operational mandate will be to improve communication and information gathering

and additionally, devise a continuous feedback loop that incorporates service and customer satisfaction.

- **HR issues addressed**

- Recruited a Legal Officer to enhance the processing of contractual and other legal matters.
- Significant progress was made in ensuring that the Division is HR compliant.
- Increased numbers of contracts prepared and distributed to employees.

Communications, Events and Marketing Unit

Operational Mandate: This Unit was responsible for providing efficient customer service, information and communication support systems for the Division and its customers, through networking and the exploitation of a realistic and modernised communication strategy. The goals of the Unit were as follows:

- **Achievements**

- Advised on marketing and promoting events and programmes hosted by DEYAS.
- Researched and prepared information and provided communication support on pertinent matters to Secretary and Administrator.
- Advised on crisis management issues.
- Managed internal communication and information flow.
- Drafted proposals for internal and external communications for DEYAS and Office of the Secretary.
- Drafted proposals for promotional television programming for DEYAS.
- Represented DEYAS on the THA 32nd Anniversary celebrations committee.

**DIVISION OF FINANCE AND ENTERPRISE
DEVELOPMENT**



Divisional Overview

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. The Department of Enterprise Development, on the other hand, focuses on the “**Entrepreneurial Spirit**” and involves Cooperative Development, Consumerism and Business Development activities in Tobago. The eight other entities that fall under the purview of the Division of Finance and Enterprise Development are:

- The Venture Capital Equity Fund Limited
- Eco-Industrial Development Company of Tobago Ltd. (E-IDCOT)
- Fish Processing Company of Tobago (FIPCOT)
- Tobago Cassava Products Limited (TCPL)
- Tobago Cold Storage and Warehouse Facilities (TCOSWAF)
- Enterprise Assistance Fund Committee (EAF)
- Milford Road Esplanade
- Tobago Information Technology Limited (TITL)

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.

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:

Dr. Anselm London

Secretary of Finance and Enterprise Development

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

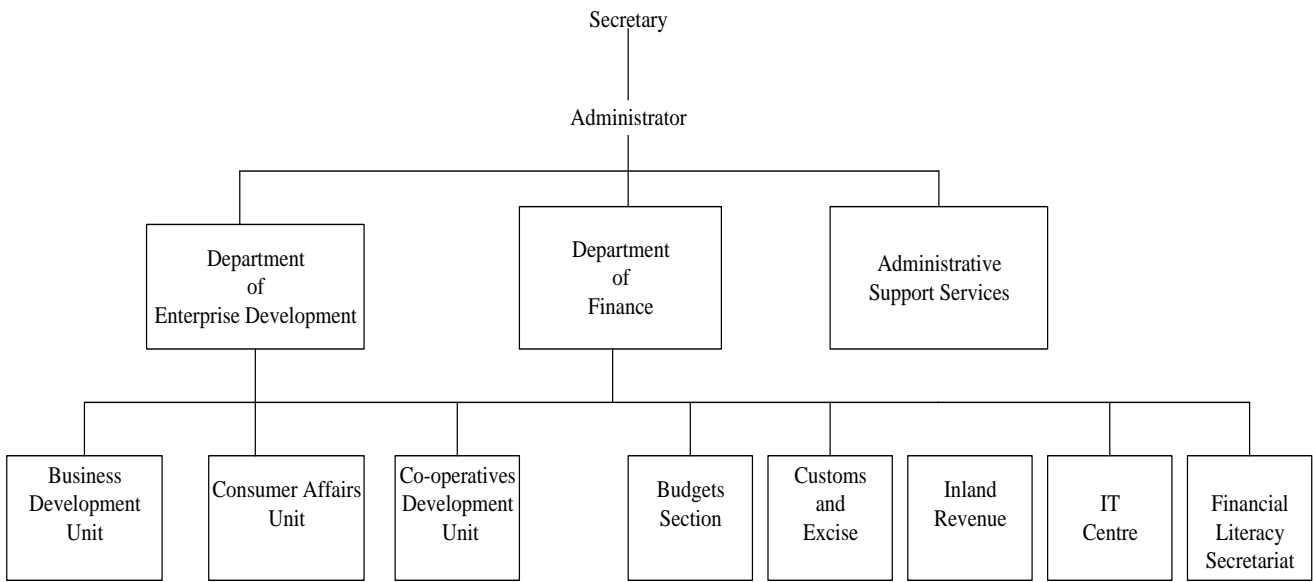
Ms. Jacqueline Job

Co-operatives Development Unit

Vacant

Director, Business Development Unit

Division of Finance & Enterprise Development



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:

➤ **THA Allocations 2011/2012**

The Budget provided a gauge for performance evaluation for the financial year 2011/2012. The amount appropriated by the Parliament was as follows:

Description	Amount Requested In Budget	Amount Allocated
Recurrent Expenditure	2,104,240,373	1,861,140,000

Description	Amount Requested In Budget	Amount Allocated
Development Programme	1,666,943,400	318,898,000
Unemployment Relief Programme	88,335,472	19,000,000
Community Based Environmental Protection Enhancement Programme (CEPEP)	36,000,000	8,000,000
TOTAL	3,895,519,245	2,207,038,000

- The original Recurrent Allocation was \$1,861,140,000, and, no supplementary funding was provided during fiscal 2012
- By Executive Council Minute No 1130 dated 21st December 2011 Divisions were requested to reduce Recurrent Expenditure to facilitate transfers to the Development Programme. The net amount of \$154,600,000 was transferred. The revised allocation of Recurrent Expenditure was therefore \$1,706,540,000 and that for Development Programme was \$473,498,000
- The Department received timely releases from the Ministry of Finance for almost all the requests made. The receipt of releases was as follows: -

Description	Amount Requested \$	Amount Received \$
Recurrent Expenditure	1,607,284,460	1603,034,057
Development Programme	473,498,000	473,498,000
U.R.P	19,000,000	19,000,000
C.E.P.E.P	8,000,000	8,000,000
TOTAL	2,107,782,460	2,103,532,057

- In 2012, the Assembly in its revenue drive collected \$162,434,157
- Total releases were not made available to the THA. This resulted from the fact that funding appropriated for the pension plan for Daily Rated Workers could not be made available as the plan is yet to be implemented. In addition, there was a shortfall of approximately \$4,250,403 which was not made good on the last working day of fiscal 2012. The transaction was concluded very late, after the close of business for the last working day of the fiscal year

Data Processing Unit: The Data Processing Unit has over the past year been faced with hurdles which it has thus far been able to negotiate successfully. Our achievements to date have been promising to say the least, but should in no way mask the challenges which we

continue to face. The Unit has two core functions, Payroll and IT which are different but sometimes intertwined. The achievements of the Payroll function stem from the goals set to improve the effectiveness and efficiency of the payroll process.

- **Payroll Processing Achievements**

- The Payroll Application was evaluated, and errors in the application and data were identified and resolved. This is a continuous activity to ensure that the integrity of the data is maintained as some errors stem from the users of the application
- Training was provided for members of staff to ensure that best practices were followed in utilizing the payroll application. The training involved exchange visits between personnel from the Data Processing Department and those from the Payroll Department at the DIPU. This training was a success as members of staff are now more knowledgeable about the utilization of the payroll application
- The Data Processing Unit facilitated the migration of the payroll process for the Division of Health and Social Services, and the Division of Tourism and Transportation. Hands-on training was offered to their staff and it was gratefully accepted

Fiscal Policy Unit : The Fiscal Policy Research Unit's mandate is to improve the acquisition of secondary data (GDP, Inflation, Employment) through an enhanced relationship with the following entities: the Central Statistical Office of Trinidad and Tobago; the Central Bank of Trinidad and Tobago; and the THA, especially the Division of Tourism and Transportation, the Division of Agriculture, Marine Affairs, Marketing and the Environment, the Consumer Affairs Unit of the Division of Finance and Enterprise Development, and the Department of Planning in the Division of Planning and Development

- **Achievements**

- The Unit contributed to the preparation of the Budget Statement of the THA for 2012/2013, especially the ‘Year in Review’, ‘Economic Developments’, and, to a lesser extent, Financial and Budgetary Developments’

- The Unit prepared:
 - The Progress Report on the Implementation of Measures Announced in the FY 2011 and 2012 Budgets

 - The plans, programmes and policy initiatives which are being proposed by the THA for implementation in FY 2013 and beyond

- The Unit prepared the following publications:
 - ‘Selected Statistics and Data Catalogue: Tobago 2012’

 - ‘Towards a Quantitative Analysis and Modelling of Tobago’s Tourism Sector’:

 - ‘Review of the Comprehensive Economic Development Plan 2006 – 2010: Accomplishments, Shortfalls, Lessons Learned’

 - ‘CEDP 2.0: Redoubling the Effort. The Comprehensive Economic Development Plan, 2013 – 2017’ (Volume 1)

 - ‘The Comprehensive Economic Development Plan, 2013 – 2017: Implementation Plan’ (Volume 2)

District Revenue Services/Board of Inland Revenue: The District Revenue Services or Inland Revenue is responsible for the management, administration and collection of taxes in Tobago. Achievements for the year under review include:

▪ **Achievements**

- Land and Building Returns processed – 655
- Real Property Ordinance Returns Processed – 55
- Notices of the District Registrar of Marriages – 459
- Special Marriage Licences issued – 102
- Marriage ceremonies performed – 107
- Deaths registered – Male: 24, Female: 20.
- Births registered – Boys: 2, Girls: 1

- The registration process of births and deaths has been computerized and centralized at the Office of the District Registrar at Bacolet Street, Scarborough, Tobago. As a result the figures quoted from the Birth and Death Registration represents the Windward and Charlotteville Districts which have not yet been computerized

- Total revenue collected – \$1,526,888.48

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.

The following list states the number of Aircrafts, Ships, Yachts, Droghers and Passengers attended to for the period 1st January – 31st December 2012.

Arrivals	Quantity	Departures	Quantity
Aircrafts	510	Aircrafts	497
Foreign Ships	49	Foreign Ships	51
Yachts	268	Yachts	180
Droghers	115	Droghers	126
Passengers (Aircraft)	40,403	Passengers (Aircraft)	39,383
Passenger (Ships)	21,429	Passenger (Ships)	24,057
Excise Visits (Scarborough)	269		
Excise Visits (Charlotteville)	82		

Total revenue collected was \$8,698,086.04

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 the entrepreneurial development of Micro and Small Enterprises throughout Tobago by offering loans and grants; business coaching and mentoring; business readiness training; business development projects; and outreach programmes to various stakeholders.

▪ **Achievements**

- Ten business readiness training workshops were conducted in 2012, involving a total of 215 persons
- A Money Management and Cash Flow training was conducted, involving a total of 18 participants
- Re-branding of the BDU, including the development of an Online Business Directory and Web Portal (www.mybdu.biz) and facebook group that has over 160 members to date
- Continuous promotions of the Enterprise Assistance Fund (EAF) and the Enterprise Assistance Grant Programme (EAGP) at various community events including Mt. Pleasant and Buccoo Goat races, and a YTEPP fair
- Design and publication of BDU Calendars highlighting efforts of EAGP clients
- EAGP 1 year Anniversary Extravaganza which highlighted the work of several business persons who have received support under the Grant Programme
- Fashion segment in the official opening of the Victor E. Bruce Financial Complex, highlighting some of our clients in the garment manufacturing sector

Enterprise Assistance Fund

▪ **Achievements**

- One hundred and twenty six active loans as at 31st December, 2012 valued at \$9,122,851.00

- Since inception, 229 loans have been disbursed, having a cumulative value of over \$19,000,000.00
- As at 31 December 2012, there were approximately 700 grant applications received with a total requested amount of just under \$17,000,000. The number of approved applications however amounted to 437 with corresponding disbursements of over \$7,000,000.00
- The services sector has been the most dominant, having over 170 grant clients and \$1,300,000.00 in disbursements. This sector includes food and beverage as well as beauty care. Geographically, Scarborough and environs has the largest number of clients
- Participated in the Trade and Investment Forum where the Unit sponsored the attendance of six Tobago-based businesses. These entities had the opportunity to gain invaluable exposure and market their products/services
- Participated in the Island Soul Festival in Toronto to expose various products branded 'Sweet Tobago Treasures' to the international market
- Planned and hosted Youth Business Forum, Business Outlook Conference and Tobago Business Awards in November 2012
- Participated in the Speciality and Fine Food Fair, London, to showcase a diverse range of Tobago products to persons within the Diaspora and other potential markets

Consumer Affairs Unit

Various initiatives were embarked upon - The Education arm conducted workshops/lectures focusing on trends that arise from complaints lodged at the Complaints Section. They also hosted a Customer Service Series where they met with businesses to disseminate information on 'Excellent Customer Service.' Among the businesses visited were the Surf Side Hotel, Conrado Beach Hotel, Crusoe Holiday Resort, Magdalena Grand Hotel, America Stores Limited and Standard Distributors.

To captivate the public even more, information on consumer related issues and safety tips were broadcasted via Channel 5's Rise and Shine, Radio Tambrin, Radio I95.5 FM, and pre-recording on CCN TV6 and CNMG. In addition, information was published in the Tobago News. The wide arrays of methods used to bring awareness to the public have impacted positively on the decision making process of consumers.

The Research arm continues to research and monitor trends in supermarkets and hardware prices on basic commodities in Tobago. These findings are compared among the different supermarkets and hardware, and are published in the Tobago News to give the public an idea as to where best prices can be obtained within Trinidad and Tobago. Consumers can then make informed choices as to where to spend their hard earned cash. Along with the prices comparison articles, an innovative consumer puzzle corner was published to educate and bring awareness to the public using 'fun' and intriguing methods.

In addition, the Research arm conducted a Consumer Sentiment Survey in collaboration with an Independent Consulting organization. The Consumer Sentiment Survey Report showed that the people of Tobago were satisfied with the Current Economic Condition Index (CECI) of the ruling government in the THA.

Consumers, as well as business persons, continue to contact the Unit for advice on consumer related issues. In situations where the rights of consumers were being infringed, the matters were formally lodged and investigated by the Complaints Officer. During the period, there was a 93% success rate at bringing these matters to an amicable resolution.

Cooperative Development Unit

The Co-operative Development Unit is mandated to promote the growth and development of a strong Co-operative sector, both in the financial (Credit Unions) and non-financial sector

- **Achievements**

- Eleven audits completed by the Cooperative Development Unit (CDU)

- Ten audits received from Co-operative Societies
- Attendance at over 19 meetings comprising AGMs, Special General Meetings and Board Meetings
- One inquiry was conducted
- One hundred and twenty one disputes were brought forward as at January 1st 2012
- Sixty four disputes were brought forward as at December 31st 2012
- No voluntary settlements held
- Eight voluntary settlements finalized
- Twenty three hearings were held by the Commissioner
- Performed the function of a facilitator for the payout to members of the defunct Hindu Credit Union Co-operative Society
- Ascertained the status of the inactive Credit Unions and Cooperatives in Tobago (ongoing)
- Cancellation of registration of the following inactive Credit Union Cooperative Societies: Belle Garden, Patience Hill, Bon Accord, Charlotteville, Glamorgan, Black Rock, Roxborough, Buccoo Point, Moriah, Delaford, Mt. St. George, Hope, Golden Lane, Tobago Seamen and Water Front Workers Trade Union, Crusoe Isle, and Parlatauvier

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
- Employment Exchange Bureau
- Emergency Messaging (SMS) System
- Emergency Alert System

▪ Achievements

- In November 2012, the Emergency Medical Alert System was launched. It enables senior citizens and physically challenged persons to get emergency assistance when they are incapacitated in their home environment, and are unable to reach a telephone. By the push of a button on the portable alert device, users are instantaneously connected to the 211 Contact Centre and the relevant emergency service provider is notified
- In November 2012, the TITL upgraded the 211 Prairie Fyre Contact Centre Solution. The upgrade allows for Call Accounting and IVR Routing functionality that provides effective and efficient routing, and monitoring of calls for an overall better customer service experience
- In 2012, the TITL increased its hours of access to the public by making the 211 Contact Centre a 24 hour service
- In November 2012, the TITL concluded an agreement with a Barbados based medical transcription vendor. This agreement now offers the TITL an opportunity to provide commercial medical transcription services for hospitals and clinics in the United States

of America

- The customers served by the 211 Contact Centre increased from 74,895 in 2011 to 102,525 in 2012, an increase of 37%
- Similar to the training provided to the Fire Services in 2010, TITL embarked on an initiative to train all officers of the Trinidad and Tobago Police Service, Tobago Division, in basic computer literacy, in preparation for the computerization of its internal processes. A further 30 officers were successfully trained in 2012
- On June 21, 2012 the emergency link between the 211 Contact Centre and the three Fire Stations on the island became operational. Members of the public now have emergency access to all six Police Stations in Tobago, the Tobago Emergency Management Service (TEMS) formally EHS, and three fire Stations on a 24 hour, seven days per week basis
- During 2012, the 211 Contact Centre provided emergency access to 1,188 persons seeking emergency assistance

Eco-Industrial Development Company of Tobago (E-IDCOT) Limited

During the year 2012, the Eco-Industrial Development Company of Tobago (E-IDCOT) Ltd continued implementing its mandate to assist the THA in its economic diversification initiative. Following the issue of a public tender and a detailed evaluation of the bids, a contract was awarded to Alpha Engineering and Designs Limited (AEDL) for the construction of two factory buildings as the first phase of the built development within the Park. AEDL commenced construction of the first factory building on February 1st 2012 and officially handed over the facility to the THA on September 21st 2012. Construction of the second factory building commenced on June 1st 2012 and at the end of the year was practically complete with a final completion date of February 2013.

The company retained the services of Lauriston Lewis Associates Limited as the construction supervisor, which provided site supervision, project reporting, quantity surveying including cost estimation, and payment request certification for the construction of the factory buildings. In the meantime, E-IDCOT moved its corporate office to a mezzanine floor in the first factory building on November 12, 2012.

A public tender for the construction of the business incubator was re-issued with a modified design and at the end of the year the evaluation of the seven bids received was nearing completion.

Martineau's Transport and Construction Limited (MTCL), who was contracted to undertake the Park's civil and utilities infrastructure works, completed the paving of the internal roads of the Park and handed it over to the Project Manager, Evolving Tecknologies and Enterprise Development Company Limited (eTecK).

Tobago Cold Storage and Warehouse Facility

Driven by a team of dedicated employees, the Tobago Cold Storage and Warehouse Facility (TCOSWAF) is committed to contributing to the social and economic development of Tobago through the provision of adequate warehousing and cold storage facilities to its clientele

▪ Achievements

- The Cold Storage refurbishment which was on-going since 2009 was completed
- One forklift was repaired and brought up to a reliable working condition. The other forklift was sent to Trinidad for general refurbishing at a proposed cost of \$87,000
- The Ice Plant was repaired but has subsequently broken down on numerous occasions. Quotations were invited for the procurement of a new Ice Plant

- Storage-Pro, a new inventory management system was implemented. It allows for all shipping and receiving reports to be done in real time as it relates to the clients' stocks. Goods can therefore be tracked accurately and re-invoicing for cold storage is now possible
- Management of stocks has ensured that pilferage is down to 0%
- All obsolete stock were removed from the cold storage with proper certification of destruction issued by the Division of Health and Social Services
- Accounting staff and cold storage staff were trained in the use of Storage-Pro

Venture Capital Equity Fund Limited

The THA Venture Capital Equity Fund Limited (VCEFL) was registered on November 17th 2010 under the Venture Capital Act of 1994 as revised by Acts of 1997, 1999 & 2005. With this initiative the THA intends to foster the acceleration of the pace of private sector business developments in the face of over-dependence on government and tourism related employment. The Act provides for a 25% tax credit as an incentive for participation.

▪ Achievements

The Board of Directors of VCEFL was installed in May 2011. To date, over 30 Board of Directors meetings have been convened to contextualize and operationalize the Fund. Listed below are the accomplishments to date:

- Articulation of a Tobago Venture Capital Vision which is consistent and compatible with the current and continuing global financial realities

- Terms of Reference (TOR) for a consultancy contract to provide technical feasibility and direction on venture capital in the Tobago context
- An Assessment Report for evaluating the potential of venture capital as an investment tool in Tobago
- A Strategic Plan (2012-2015) for the effective operation of venture capital in developing and diversifying the Tobago economy
- Identification and prioritization of the following business sectors for focussed attention of venture capital investment: Agriculture/Agro-processing, Light Manufacturing, Niche Tourism, ICT, and Alternative Energy
- An organizational structure and job specifications for Venture Capital Employees was developed
- Established the governance objectives, framework and structure necessary for the operation of the VCEFL
- Definition and agreement on the criteria for selection of Portfolio companies was developed

Milford Road Esplanade Limited

- **Achievements**

- Fourteen tenants of the Milford Road Esplanade attended training under the auspices of the BDU, in the areas of Good Accounting Practices, Marketing and Customer Service Relations
- The Milford Road Esplanade hosted over 40 events in 2012. Listed below are some of them:

- Jazz on the Waterfront - This was done in conjunction with the Division of Tourism and Transportation. The event was hosted on April 25th 2012.
- Great Drinks Festival – This was held on August 26th 2012 and attracted over 1,800 patrons
- Fish Fryday’s – This event is held on the first Friday of every month and began on April 13th 2012. The event encourages food concessionaires to prepare strictly fish dishes for breakfast, lunch and dinner. Live entertainment is also provided in the evening. Fish Fryday’s is geared towards helping generate income for tenants and creating a bee hive atmosphere for the general public
- Sonfest
- Power Boat Regatta
- Symposiums and Exhibitions
- Church Crusades
- Carib Great Race
- An Arts and Craft Market was set up for tourists who visited the Esplanade during the heightened cruise ship season, from October to April. Entertainment was also provided to showcase some of our local artistes and art forms

DIVISION OF HEALTH AND SOCIAL SERVICES



Divisional Overview

The Division of Health and Social Services seeks to be an integrated entity spearheading Tobago House of Assembly's thrust for improved health service delivery and social development in a manner that sustains public approval.

MISSION

The Division of Health and Social Services is a customer-driven human enterprise committed to providing quality services delivered by a competent staff to improve the quality of life of all its clients.

Core Values



Organizational Structure

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.

In 2012 the Division was managed by a proficient, dedicated team of officers, listed hereunder:

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

Mr. Ashworth Learmont
Technical Team - Finance

Mrs. Sherma Frank-Joseph
Director, Social Welfare

Ms. Myrna McLeod
Accounting Executive I, DHSS

Mr. Gaston Alfred
Programme Co-ordinator, Project Implementation Unit
Mr. Keyun Boatswain
Manager, IT Unit

Dr. Faith Brebnor

Research and Policy Officer, Research & Policy Unit

Mr. Hughvon Sealey

Programme Coordinator, Community Based Environmental Protection and Enhancement Programme (CEPEP)

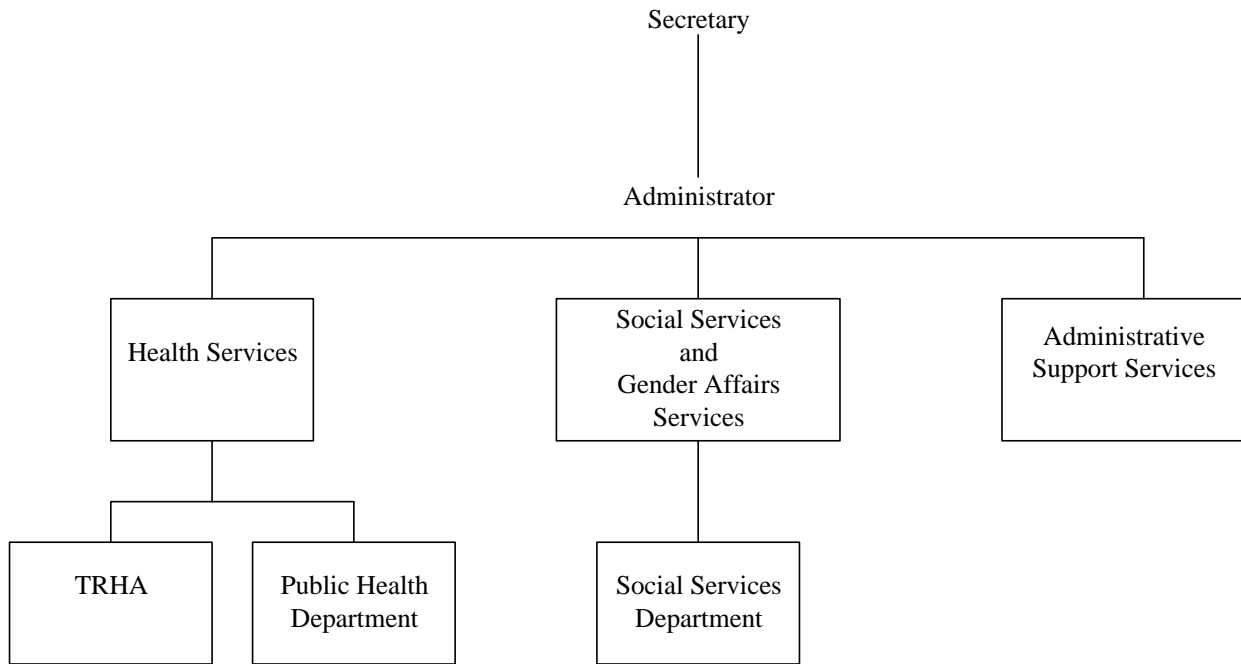
Mrs. Elizabeth Foster-Martin

Manager, Litter Eradication Programme

Dr. Vishwanath Partapsingh

County Medical Officer of Health

Division of Health and Social Services



Financial Resources

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	80,592,407.00	77,849,831.00	65,345,701.29
Goods and Services	58,499,608.00	51,664,125.00	41,592,229.35
Minor Equipment	1,718,940.00	0.00	0.00
Current Transfers & Subsidies	252,501,196.00	251,729,428.00	248,183,988.23
Development Programme	47,278,000.00	40,453,139.00	37,320,853.98

PERFORMANCE HIGHLIGHTS

Office of the Administrator

Operational Mandate: The Office of the Administrator is responsible for ensuring the efficient administrative management of the Departments and Units which fall under the ambit of the Division. In 2012, the Office facilitated achievement of the following:

VSEP/Pension and Leave Unit: By Cabinet Minute #319 of 3/2/05 and #2213 of 1/9/05, monthly paid officers holding permanent appointments in the healthcare facilities in the Division of Health and Social Services, THA, were offered a Voluntary Separation of Employment Plan (VSEP). VSEP was offered in Tobago on September 30, 2012.

▪ VSEP Processed:

- One hundred and seventy six employees were offered VSEP. One hundred and fifteen persons accepted, 31 opted to “Remain in the Public Service,” and 30 persons requested “Transfers” to the Tobago Regional Health Authority (TRHA). One hundred and twelve individuals benefited from full VSEP benefits in 2012 (3 persons have matters that need to be addressed via the Chief Administrator)
- All persons who accepted VSEP were paid 25% enhancement of gratuity. Forty five persons received revised gratuities
- In January 2012, five Temporary Laundress I, retroactively, were appointed to the post of Laundress I. All were offered VSEP on March 30, 2012 (3 opted to “remain in the Public Service and one requested “transfer” to the TRHA)
- Preparation of Revised Pension and Leave records was done for 112 persons in accordance with the Ministry of Finance Circular #2 of 2011 dated May 10, 2011

Communications Unit: Via internal and external communications, this Unit is vested with the responsibility of building and protecting the image of the Division and therefore the Secretary of Health and Social Services.

▪ **2012 Achievements**

- Rebranding, Training and Orientation for CEPEP and Community Social Workers

- Coordinated/assisted with DHSS activities including “Celebrating Fathers with Families in Mind”, Health Heritage Month, Nostalgic Roots competition, World AIDS Day, International Day of Older Persons Church Service, and International Day of Persons with Disabilities

- Facilitated/assisted with the Scarborough General Hospital transfer of patients exercise, media tour, the Executive Council Media briefing and official tour of Scarborough General Hospital by Chief Secretary the Honourable Orville London

Research and Policy Unit: The mandate of the Research and Policy Unit is to develop, implement and/or manage a diverse range of quality health and social welfare research and policy activities.

▪ **2012 Achievements**

- Collaborated with Consultants to complete the Tobago Health Needs Assessment 2012

- Partnered with Consultants to conduct Survey of Living Conditions for the Elderly and Disabled in Tobago

- Collected and analysed childbirth data for Tobago from the Scarborough Regional Hospital for the 2010 and 2011 period, and coded and analysed the 2005 to 2011 Tobago mortality data
- Coordination of Tobago's participation in national policy developments including the Draft Public Health Policy, the National Sexual and Reproductive Health Policy, and other national reports
- Collaborated with Consultants to develop the draft DHSS 2013-2018 Strategic Plan

Training: The Training Unit is responsible for the professional development of the human resources of the DHSS.

- **Staff Development**

- Twenty three training sessions were conducted for DHSS staff, these included Electronic Cash Management System, Health Disaster Workshop, Advanced Dispute Resolution, Communications, and Management for the Newly Appointed Manager

Project Implementation Unit (PIU): The PIU manages all construction projects of the DHSS, as well as monitors and evaluates the social programmes of the Division.

- **2012 Infrastructural Works**

- Facilitated the completion of the Weigh Scale supply & installation at the Studley Park Landfill, the Buccoo Cemetery fencing, and Scarborough Health Centre upgrade
- Facilitated the Waste Characterization Project in collaboration with the Public Health Department

- Facilitated the design and tendering process of the Betsy Hope Sluice Gate rehabilitation, the Moriah Health Centre, and the DHSS Administrative Complex

Information Technology: The mandate of the IT Unit is to prepare the DHSS General Administrative and other offices for network integration, and to computerize the payroll system at the DHSS.

- **2012 Achievements**

- 84.3% System/Device Integration
- 100% DHSS Daily Paid Computerized

Medical Financial Assistance

The objective of this programme is to provide financial assistance to individuals where the medical services are not available in the Public Health system of Trinidad and Tobago. The Office of the Secretary of Health and Social Services, via the Office of the Administrator, provide these medical assistance grants.

- **Assistance Provided in 2012**

- Sixty two individuals received medical financial assistance, totalling \$1,131,000.67. The assistance was provided to assist with orthopaedic, neurologic, laparoscopic, urological, nephrology, corneal transplant and other types of surgeries, in addition to purchasing medical equipment, etc.

Community Social Services Unit: This Unit was created to provide quality social services to individuals, families and groups, which will aid in their holistic development and restore their

social functioning. It provides a valuable interface between the public and the DHSS, directly via the Office of the Secretary and Administrator.

- **2012 Achievements**

- The Community Social Services Unit conducted approximately 103 social interventions
- Fifty individuals/families received financial or material assistance

Gender Affairs: The mandate of the Gender Affairs Unit is to work closely with all other Units of the DHSS and other Divisions of the THA to ensure that gender issues are mainstreamed. The Realisation for the Economic Achievement (REACH) programme also falls under the Gender Affairs Unit. 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. In addition, funding is available for training and development projects.

- **2012 Achievements**

- The Gender Affairs Unit collaborated with other Units to commemorate World AIDS Day, a march against Domestic Violence, and “16 Days of Gender Activism”
- 32 persons received the REACH grant, with nine approved individuals awaiting disbursement. Approximately \$126,000.00 was disbursed, and approximately \$54,000.00 was allotted but not disbursed to the nine approved clients. The businesses funded include a catering/restaurant business, a mini mart, a linen/drapes business, and a farming business. Some of the approved applicants participated in the “Night Market” project throughout Tobago

CEPEP: CEPEP’s mandate includes developing and maintaining beautified public spaces, cleaning earthen drains and watercourses, as well as collecting and disposing of cuttings and bulk waste material. The achievements related to 2012 are listed hereunder

▪ **Environment Programme**

- Rebranding of CEPEP to include a focus on agriculture in addition to environmental functions
- One hundred and nine parks and public spaces were created and/or maintained, 12 earthen drains and watercourses were cleaned, 17 beaches in Tobago were cleaned, and White (Bulk) Waste was collected resulting in 6,662 trips to the Studley Park Landfill
- Twenty five senior citizen's properties were maintained
- Nurseries and composting facilities were developed
- Manufacturing of concrete products at Blenheim

Litter Eradication Programme (LEP): The mandate of the LEP is to maintain a clean and healthy environment for all citizens and visitors to our island by eradicating all litter which is presently visible in the areas that are being serviced. The three districts include: the West District (Crown Point to Plymouth Junction, Patience Hill to Lambeau, and along the Highway from Canaan to Shaw Park); the Scarborough District (streets along Scarborough, on the Highway from Stadium to John Dial Monument, Bacolet, Friendsfield to Rockley Vale, Rockley Vale to Bishops, Shaw Park and the Calder Hall Administrative Complex); and the L'anse Fourmi / Parlatuvier District.

▪ **2012 Achievements**

- Collected and disposed of 38,910 bags of litter to the Studley Park landfill
- Twenty additional Litter Eradication Wardens were hired

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 Unit: The operational mandate of the Social Welfare Unit is the provision of financial assistance to eligible citizens of Tobago. The aim is to alleviate some of the financial burdens of the elderly, needy persons, necessitous children, and people with permanent disabilities.

▪ **Social Support Provided:**

- Senior Citizens Grants were distributed to approximately 3,299 recipients, totalling approximately \$92,566,978.00
- Public Assistance was distributed to approximately 596 recipients, totalling approximately \$6,582,850.00
- Disability Assistance Grants were distributed to approximately 265 recipients, totalling approximately \$4,320,900.00
- The General Assistance Grants, which includes assistance granted for the purchase of household items, burial assistance, medical equipment, the Education Grant, and the Special Child Grant, were distributed to 103 recipients, totalling \$234,683.71

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, teenage pregnancy and persons/families in dysfunctional circumstances. The Unit includes Social Grants to Necessitous Persons, the

Programme for Adolescent Mothers (PAM), the Probation Hostel, and Foster Care / Kinship Care Programme.

▪ **Social Grants to Necessitous Persons**

- Eight individuals received grants, totalling \$26,265.00
- 59 homes received assistance to purchase household items, totalling \$334,151.90
- 62 families were approved for burial assistance totalling \$351,425.00
- 50 families received assistance to purchase food, totalling \$9,849.47
- 30 families received assistance to purchase material to repair their homes totalling \$81,037.07
- 13 families continue to receive rental assistance totalling \$645,100.00
- Other assistance was provided totalling \$27,844.80

Programme for Adolescent Mothers (PAM): PAM is community based and targets adolescent and teenage mothers and their children, by providing them with counselling, remedial/continuing

education, day care services for their children, and training in pre-natal and post-natal childcare at established centres.

- **Programme Achievements**

- PAM had a total of 45 persons registered throughout the reporting period, with 25 babies being cared for at the nursery. Of the students registered, 35 have received on the Job Training, while 10 have returned to school

Probation Hostel: The mandate of the Probation Hostel is to provide a safe and secure residence for children who have been abused, children with inadequate family supervision, children in the middle of custody cases, and juvenile children between the ages of 10 and 18 years in Tobago.

- **Achievements**

- Five females and two males were sent from the court for guidance counselling and protection
- One resident was re-united with parents, and five residents enrolled in school with one resident earning four passes
- One resident is employed
- Staff took part in a workshop which targeted conflict resolution, effective communication, and interpersonal relationships

Foster Care / Kinship Care Programme: This Unit provides support for families with foster children (monthly support or special support to purchase schoolbooks and uniform).

- **Achievements**

- Eight families continued to receive foster care benefits totalling \$145,500.00

Alcohol and Drug Abuse Prevention Programme (ADAPP): 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 life style.

- **2012 Achievements**

- Ten Health Centres were visited with 1,733 persons lectured to
- Five skills centres were visited (YTEPP for example), and there were 161 participants; two secondary schools were visited and 216 students participated; and there were 32 participants at a preschool initiative workshop
- ADAPP participated in other activities including the Caravan in Castara and the Heath Heritage Month Health Fair, where approximately 314 primary and secondary students participated
- Forty individuals participated in the Anti-Tobacco Conference
- On-going substance abuse counselling occurred with approximately 67 clients

Community Mediation Programme: 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, a 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.

- **Cases Held**

- Twenty five cases were successfully resolved (with 54 clients). The conflicts include family disputes, landlord/tenant, small claim financial matters, issues pertaining to children, organisational issues, domestic issues and conflicts with neighbours.

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 about 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.

- **2012 Achievements**

- Successfully implemented the "Thinking for a Change/Family Remedial Therapy Programme", an intervention that contains 22 lessons, with emphasis on two main parts (Social Skills Training and Problem Solving) and is based on the premise that "thinking affects behaviour." Twenty five people, including clients and their parents participated in 2013.
- The Probation Unit processed nine adult remands, 21 juvenile remands, 73 custody/maintenance cases involving 139 children, 14 domestic violence cases involving 18 children, and two matrimonial cases involving three children

Disability Affairs: The mandate of the Disability Affairs Unit is to promote family services, financial services, social/welfare services, engage in disability research and needs assessments, facilitate the direct provision of disability aids/equipment, conduct programs and activities towards

mobility and full inclusion of persons with disabilities, and promote the rights, abilities and concerns of persons with disabilities.

▪ **2012 Achievements**

- Served a total of 146 “walk-in” clients with disabilities
- Sixty nine persons benefited from the Equipment Bank i.e. Loan of Equipment - 9 Wheelchairs, 8 Pairs of Crutches, 4 Canes and 3 Walkers and Maintenance/Repair Service (25 pieces of equipment)
- Eighty six home visits made throughout Tobago during the period, including visits to Special Schools
- Approximately 80 clients referred: Physiotherapy Department, Medical Social Work Department, Conditional Cash Transfer Program (TT Food Card), and Public Transport Services Corporation (PTSC)
- Thirty two students received skills training and further educational opportunities
- Students’ performance at Powergen Sports (first time participating): Students took part in the March Pass and brought back two Trophies i.e. Place 2nd in the Category “Most Creative/Innovative” & copped First Place in the Category “Best Queen/Mascot”

Ageing 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.

- **2012 Achievements**

- The Golden Apple Adolescent Partnership Programme provided care to approximately 123 clients via 107 Caregivers, eight Field Supervisors, three Social Care Officers and one Care Support Counselor
- Some of the activities of the Village Outreach to Integrate Senior Citizens through Edutainment and Other Social Activities (VOISCES) program included Nostalgic Roots competitions (40 participants), an All 4's tournament (150 participants), Easter Bonnet Parades (10 participants), and the Island Tour (65 participants)
- The Senior Citizens Activity Centres in Canaan/Bon Accord, Rockley Vale, Mary's Hill, and Roxborough continue to provide activities for its members. Approximately 134 individuals are registered at these centres

Department of Public Health

Office of the County Medical Officer of Health: The CMOH office is geared towards meeting 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. The Units within the Office of the CMOH include the Health Education and Promotion Department, the Surveillance and Epidemiology Unit and the Medical Officers of Health. In addition, the Public Health Inspectorate is under the purview of the CMOH.

- **2012 Achievements**

- A proposal to improve the Vector Control Operations was developed
- The development and training pertaining to a Chronic Disease Registry for Tobago (CDR-TAB)

- The formulation of the Tobago Public Health Emergency Response Team
- The development of a Tobago Surveillance Operational Manual for communicable diseases (T-SOM-CD)

Public Health Inspectorate: The Mission Statement of Public Health Services Department of the DHSS, THA, is "to provide a service 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". This is carried out under the broad areas of Waste Management and Transport Environmental Monitoring, including Insect Vector and Pest Control Management, Building and Development Applications:

- **2012 Achievements**

- Thirty eight buildings/structures demolished
- Eighty four building applications approved, out of 201 submissions
- Seventy subdivision applications approved, out of 103
- Twenty six Completion Certificates approved, out of 27 applications
- Plans sent to external agencies and received approvals including 24 to the Water and Sewerage Authority, 55 to the Division of Infrastructure and Public Utilities and 97 to the Trinidad and Tobago Fire Services
- Tobago has an Ovitrap Index (Number of the ovitrap found positive/Number of ovitraps collected from the specific area x 100%) of 2.89

- Of the 9,539 premises evaluated (re-evaluated) for *Aedes aegypti* , 252 were positive
- Various pest control mechanisms were used throughout Tobago (174 gallons used for oiling, 3,175,590 ft swept, and 11,598,532 ft was cutlassed)
- Residual spraying was done on 33 schools, 16 government buildings, and 404 houses. Seventy litres of propoxur was used
- Rodent control was exercised via the inspection of 12,293 premises, of which 2,069 were classified as positive, and 5,559 bait points (225kg) used
- Seventeen school inspections conducted
- Forty three applications approved, out of 55 submissions, relating to the Agricultural Development Bank
- Three thousand and sixty seven Food Handlers registered, 110 food badge lectures, 473 food premises registered and 1,273 liquor inspections were completed
- 452 (out of 579) water applications approved
- Refuse Collection (Studley Park Landfill) amounting to 9,752 loads of compactors, 1,146 loads of commercial waste, 14,612 open tray trucks, 3,900 loads of agricultural, 8,304 loads of bulk waste and 322 carcasses. 497 requests for bulk waste and 67 requests for derelict vehicle removal were made
- Approximately 160,000 litres of Liquid Waste collected (from 497 applications and 44 government buildings)

- *Aedes aegypti* Surveillance and Control Programmes

Tobago Regional Health Authority: The mandate of the TRHA is to deliver quality health services, in conjunction with the THA, to the residents and visitors of Tobago by the provision of primary and secondary health care services, the provision of emergency health care to visitors to the island and the reduction of the burden of illness by promoting healthy lifestyles

Provision of Mental Health services in accordance with the Mental Health Act and the national Mental Health Plan

- **2012 Achievements**

- Successful relocation of services from the Scarborough Regional Hospital in Scarborough to Signal Hill. This process involved a massive collaboration exercise between the Tobago Regional Health Authority and the DHSS
- Secured the national award for Public Service Excellence in Service Delivery, for services provided at the Out Patient Clinic at Scarborough General Hospital. The Oncology Unit placed second in the Customer Service Survey conducted by 211

- **Facilities Management:**

- Completion of Maintenance Management Plan for the Scarborough Regional Hospital
- Upgrading of Health Centres and Scarborough Regional Hospital by the Engineering Services Department

▪ **Emergency response upgrades:**

- Completion of upgrade of Wireless Radio Network System and established a direct link to TEMA
- Establishment of the Charlotteville Base for the Tobago Emergency Medical Services (TEMS)
- Maintenance of average emergency response time of less than 20 minutes per call

▪ **Quality Assurance:**

- Successful installation and commission of over 85 pieces of Medical Equipment
- Re-certification of laboratory and Oncology Bio Safety Cabinets
- Development of a water quality testing programme for Haemodialysis
- Implementation of a monitoring programme for the Infant Incubators Morbidity and Mortality review meetings have commenced for greater accountability and to share learning from special cases
- Staff was trained to be Fire Wardens. Persons at the Health Centres were trained in fire safety and the use of extinguishers. An evacuation simulation exercise was held at the Scarborough Health Centre on September 6th, 2012
- Improved presence of Customer Service Representatives (CSRs) at the Out Patient Clinic (OPC) of the Scarborough General Hospital. Health Attendants stationed at two Health Centres: Scarborough & Canaan

- **Service Improvements**

- Improved Orthopaedic service delivered by Orthopaedic surgeons; Laparoscopic Surgery Expanded – 2nd Surgeon now offering this service; establishment of wound care ward; additional medical staff recruited resulting in less clinic over-run; first Paediatric Neurology clinic held in Tobago by visiting Neurologists – 19 patients seen and 12 EEGs performed; WHO High Five Safe Sites Surgery was introduced at Operating Theatre, Surgical Ward and Paediatric Unit; Echo-Cardiology Unit staffed and service made available to patients; installation of bone density scanner, state of the art digital mammography machine, fluoroscopic and computerised tomography (CT); recruitment of an additional Physiotherapist

- **Executive Recruitment:**

- Chief Executive Officer; General Manager Patient Care Services; General Manager Organisational Effectiveness; General Manager Corporate Services; General Manager Primary Care Services
- Senior Nursing Personnel Recruitment (long outstanding): Secondary and Primary Care Nurse Managers; Cluster Managers; Head Nurses; Senior District Health Visitors
- Nutritional Guidance: Expansion of clinical dietetic service towards; introduction of a selective menu with more options based on nutritional needs; increased presence of Clinical Dietary Staff on wards and liaison via ward rounds; development of artificial nutrition resources (enteral and parenteral nutrition)

- **Internal Communications**

- The Corporate Communications Department increased its internal staff database from approximately 200 contact listings to over 500. This enables the Department to disseminate information to staff in a more efficient manner. This database includes addresses, telephone numbers and email addresses. The Department publishes and shares information on a wide variety of topics. The following publications are shared electronically:
- Thought of the Day - Each day a positive thought is shared with staff via email. Many members of staff have expressed their appreciation for this positive start to their day
- E-WISE - The Department has consistently produced E-wise fortnightly. E-wise is an internal publication designed to highlight the work and achievements of staff, while providing information on upcoming events, as well as clarification on policies and procedures

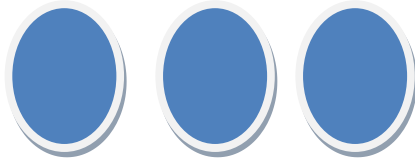
- **Community Relations/External Communications**

- The Department provides support to other Departments including Primary Care, Nutrition, Dental, Human Resource, as they host various community based activities. In 2012 the Communications Department provided support for the following projects:
- Health Fairs - Nineteen Health Fairs were held in communities such as Scarborough, Roxborough, Bethel, Delaford, Belle Garden, Lowlands, Mt. Grace and Castara
- Career Fairs & School Lectures - Eight Career Fairs were held at various schools in Tobago, including Bishops High School, Mason Hall Secondary and Goodwood High School. Additionally, the Department hosted TRHA booths at the National Training

Agency Annual Career Expo and at the Division of Education, Youth Affairs and Sport (DEYAS) Tobago Science Expo

- HEALC Camp 2012 - The Healthy Eating Active Lifestyle Children's Camp is coordinated by the Community Nutrition Unit. This year, 115 children took advantage of this good opportunity to gain knowledge about the benefits of healthy eating and exercise. During the one week period there were a number of activities including a Walk a Thon, Food Skill Demonstration, Let's Dance Zumba, as well as Sports and Family Day. A similar camp was also held in Roxborough where 33 children participated
- Health Education Campaigns – '*Keep a Healthy Vibes for 2012*' - That was the theme of the Carnival campaign for the 2012 Carnival season. This campaign incorporated the production of a 30 second video which was shown on 'Let's Talk Tobago', at the Interdepartment Personality and Calypso Competition held at the Dwight Yorke Stadium, and at the Afro Queen Show in Roxborough. Health promotional bandanas were distributed at all events
- Nutrition Unit Diabetes Awareness Christmas Campaign - This campaign ran in the month of December in the form of a television ad which was shown on Tobago Channel 5 and 'Let's Talk Tobago'. A radio version was run on Radio Tambrin 92.7FM while a mobile PA System was hired to spread the message throughout Tobago communities. A Press Ad was also produced and used in the Tobago News Newspaper
- Publications - Seventy-two brochures were created or redesigned. These brochures were utilized as part of our health education activities
- Corporate Branding - The Communications Department embarked on a project to provide staff with branded uniform. This impacted positively on the image of the TRHA
- The Corporate Communications Department produced approximately 25 media release

DIVISION OF INFRASTRUCTURE AND PUBLIC UTILITIES



Divisional Overview

The Division of Infrastructure and Public Utilities (DIPU) is responsible for the construction, maintenance and development of roads, drainage and public buildings, and other government facilities throughout Tobago. The Division is also responsible for quarry operations and coastal protection on the island.

The Division's Mission and Core Values are outlined below:

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

Infrastructure
and
Public Utilities

- *Professionalism*
- *Teamwork*
- *Respect*
- *Commitment*

Organizational Structure and Management

The Division of Infrastructure and Public Utilities (DIPU) is structured into Administrative and Technical Services. The Technical Services consists of two Departments: Core Services Department and Other Technical Services Department. The Core Services Department includes Construction and Maintenance Services, Systems and Development Planning, Mechanical Services, Development Programme and the Studley Park Quarry and Allied Industries. The other Technical Services Department comprises of the Licensing and Electrical Inspectorate Departments, Monitoring and Evaluation Unit and the Unemployment Relief Programme (URP).

A collaborative relationship exists with the Port Authority (Tobago), the Trinidad and Tobago Electricity Commission (T&TEC), the Telecommunications Services of Trinidad and Tobago (TSTT), the Water and Sewerage Authority (WASA) and the Airports Authority (Tobago).

The portfolio of the DIPU was executed by the following cadre of highly skilled and dedicated professionals for the period under review:

Mr. Hilton Sandy

Deputy Chief Secretary and Secretary of the Division of Infrastructure and Public Utilities

Mrs. Muriel Alfred-James

Administrator, Division of Infrastructure and Public Utilities

Ms. Karen Ottley

Technical Officer, Division of Infrastructure and Public Utilities

Core Services

Mr. Keave Crooks

Mechanical Engineering Officer, Mechanical Services

Vacant

Chief Mechanical Engineer, Studley Park Quarry and Allied Industries

Mr. Kristy Joe Sebro

Mechanical Engineering Officer, Studley Park Quarry and Allied Industries

Mr. Kevon Trestrail

Specialist Engineer

Mr. Telshon Mc Wellington

Development Programme Coordinator

Other Technical Services

Mr. Gregory Defour

Automotive Licensing Officer II, Licensing Department

Mr. Goslyn Lorraine

Programme Coordinator, Unemployment Relief Programme

Mr. Alphaeus Alexander

Electrical Inspector, Electrical Inspectorate

Administrative Support Services

Mrs. Zeta Pilgrim - Kirk

Senior Human Resource Officer, Human Resource Section

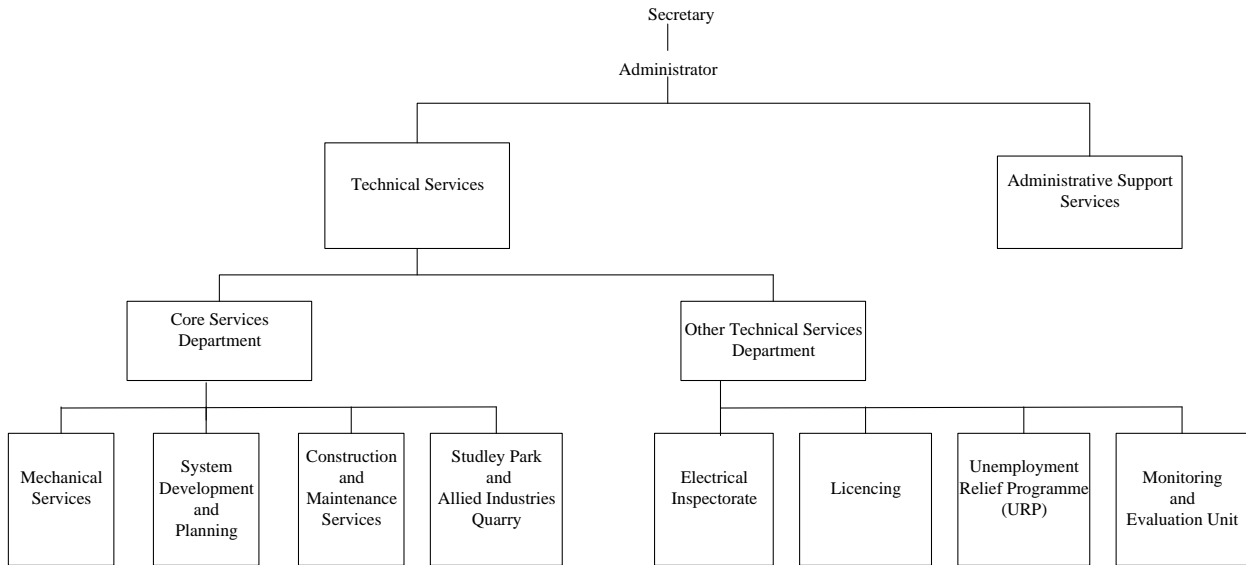
Ms. Susan Bobb

Chief Accountant, Accounting Unit

Mr. Michael Wallace

Manager, Information and Communication System Unit

Division of Infrastructure and Public Utilities



PERFORMANCE HIGHLIGHTS

Core Services Department

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

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

Mechanical Services: This section is responsible for the day to day operations of the Studley Park Quarry and Allied Industries which is the largest and most modern quarry on the island. The quarry produces aggregate, crusher run, rotten rock, quarry waste and boulders which are used by the DIPU and the construction sector throughout Trinidad and Tobago. The operations also include a Concrete Batching Plant which produces concrete for use by the DIPU exclusively, and an Asphalt Plant. This section is also responsible for the repairs and maintenance of the Division's fleet of vehicles.

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

The achievements of each Department are discussed below:

- **Mechanical Services**

- **Studley Park Quarry and Allied Industries:** The main source of revenue for the Studley Park Quarry and Allied Industries is from the sale of aggregate. The various sizes/grades of aggregate are produced and sold on a daily basis with the daily sales amounting to approximately \$60,000.00.

For the year 2012 the production of aggregate was as follows:

- **Aggregate Distributed in 2012**

Material	Amount Distributed
2mm	6,303.15
5mm	13,73.39
9.5mm	31,641.84
19mm	38,657.08
38mm	1,705.98
Mixed Aggregate	25,106.13
Crush Run	53,966.14
Boulders	9,602.96
Rotten Rock	4,347.38
Quarry Waste	237
Total Distributed	172,727.95

The above mentioned activity generated sales for the period under review as follows:

Month	Amount (\$)
January	1,406,195.17
February	3,733,460.20
March	867,651.44
April	585,567.20
May	2,585,330.63
June	466,459.00
July	440,171.95
August	1,744,928.96

Month	Amount (\$)
September	783,748.50
October	1,901,440.60
November	2,598,993.00
December	449,299.00
Total	17,563,245.65

▪ **Construction and Maintenance Services**

➤ **Road Maintenance:** This section is divided into four Districts: Scarborough District, Moriah District, Speyside District and Roxborough District. These districts are charged with the responsibility of the maintenance of Roads, Bridges and Sanitation Services. The accomplishments of the Road Maintenance Section are listed below.

○ **Scarborough District**

Projects Undertaken	Metres	% Completion
Box Drain		
13	780	100%
2	195	95%
1	220	90%
2	530	75%
2	345	50%
1	50	45%
1	90	10%
Curb and Slipper		
8	845	100%
1	550	80%
1	90	75%
1	50	15%

Projects Undertaken	Metres	% Completion
Box Culvert		
2		100%
1		75%
Entrances		
29		100%
6		80%
3		75%
2		50%
Side Walk		
620m		100%

○ **Moriah District**

Projects Undertaken	Meters	% Completion
Box Drain		
1	100m	40%
1	50m	75%
1	100m	65%
Curb & Slipper		
1	150m	10%
1	90m	75%
Box Crossing		
1	4.5m	100%
1	100m	40%
Box Culvert		
1	6m x 1m	10%
1	6m x 1m	100%

Projects Undertaken	Meters	% Completion
Retaining Wall		
1	22m	85%
1	60m	75%
1	30m	95%
1	19m	50%
1	20m	65%
Box Drain		
1	100m	40%
1	50m	75%
1	100m	65%

○ **Roxborough District**

Projects Undertaken	Meters	% Completion
Box Drain		
5	218m	100%
Retaining Wall		
2	102m	100%
1	68.2m	85%
1	40m	10%
Cylindrical Crossing		
1	6m	100%
Head Wall		
1	25m	100%
Culvert		
1	5m	100%
Bridge		
1	3m	100%

Projects Undertaken	Meters	% Completion
Entrance		
16	11m	100%
Slipper Drain		
1	56m	100%
1	68.2m	85%
1	25m	75%

○ **Speyside District**

Projects Undertaken	Meters	%Completion
Box Drains		
4	154m	100%
1	90m	90%
1	167m	75%
Retaining Walls		
4	87m	100%
Crossings		
1	10m	90%
Entrances		
1	65m	100%
Curb & Slipper		
1	100m	100%

Other Technical Services Department

Operational Mandate: The DIPU is responsible for the Electrical Inspectorate Department, the Licensing Department and the Unemployment Relief Programme. Their achievements for 2012 are as follows:

- **Electrical Inspectorate:** The Electrical Inspectorate Department is responsible for the inspection of all domestic, commercial and electrical installations throughout the island. They are also responsible for carrying out inspections on buildings which were damaged by fire in order to ascertain if the cause of the fire was of electrical origin. They also witnessed the testing of high voltage transformers, high voltage cables and switch gears.

In 2012, a total of 4,624 applications for electrical inspection were processed with revenue of \$420,353.00 being gained. The number of inspections carried out was 3,335 with revenue amounting to \$359,705.00. Based on these inspections carried out, only 1,337 Permanent Certificates and 705 Temporary Certificates were issued along with 16 High Voltage Certificates.

There were six fire reports, three of which were investigated and findings submitted, and a total of 43 wireman's licenses were renewed.

- **Licensing Department:** The Licensing Department, which falls under the jurisdiction of the DIPU in conjunction with the Ministry of Transport, is mandated with the responsibility of ensuring road safety throughout the island, which is in accordance with the Motor Vehicle and Road Traffic Act 48:50. The Department provides services related to the issuance of driving permits, registration and inspection of motor vehicles and the collection of revenue related to these activities.

For the period January to December 2012 the Department collected revenue amounting to \$7,645,983.00. The breakdown of this is as follows:

Transaction	Amount TT\$
Driver's Permit (5yrs)	3,673,500.00
Driver's Permit (4yrs)	7,760.00
Driver's Permit (3yrs)	4,740.00
Driver's Permit (2yrs)	4,480.00
Driver's Permit (1yr)	2,180.00
Provisional Permit	68,880.00
Duplicate Driver's Permit	45,040.00
Subsequent Duplicate of Driver's Permit	6,300.00
Examination of Drivers	422,450.00
Road Permits	18,900.00
Inspection Fee	841,768.00
Driving Certificates	40,040.00
Dealers Licensing	15,000.00
Registration of Motor Vehicles	64,100.00
Certified Extracts of Registration	303,600.00
Change of Ownership	11,140.00
Amendment to Register	98,210.00
Exam Study Guides	27,000.00
Refund of Travelling	3,900.00
License Endorsements	10,745.00
Processing of Taxi Application	6,830.00
Renewal of Taxi Drivers Badge/License	15,160.00
Application for Maxi Taxi /Operator License	1,000.00

Late Renewal of Driver's Permit	495,320.00
Transfer Tax	1,457,700.00
Duplicate Taxi Badge and License	400.00
Weighbridge Fees	8,920.00
Late Transfer Fee	24,600.00
Taxi Drivers Badge and License	2,320.00
TOTAL REVENUE COLLECTED	7,645,983.00

- **Unemployment Relief Programme (URP):** The Unemployment Relief Programme provides short term employment through training. It is geared towards the enhancement of entrepreneurial skills and assisted in small scale projects in communities. The URP also undertakes the manufacturing of furniture and concrete products, and agricultural activities such as the growing of short crops and cocoa rehabilitation.

In 2012, 12 persons were trained in carpentry and joinery and 4 persons in welding. The activities for the year under review are as follows:

Projects Undertaken	Meters
4 Slipper Drains	1090
16 Box Drains	3,785
19 Retaining Walls	2286
1 Side Walk	90
1 Ramp	100
2 Curb and Slipper	175

- **Institutions and Persons Assisted:** During the period under review the Unemployment Relief Programme also assisted several institutions and persons namely:

Institution/Person	Location	Activity
El Bethel Baptist Church (Labour only)	Mt. St. George	Plaster building & erecting blocks, tiling, electrical and assist on roof
Plymouth Pentecostal Church (Labour only)	Plymouth	Construct roof, erect block work, plastering walls and floor
Delaford S.D.A. Church	King Street, Delaford	Block up and plastering
Police Youth Club	Bloody Bay Rd., Roxborough	Construct building
Pembroke Baptist Church	Pembroke	Rebuilding church roof, blocking up plastering wall and installing windows
Goodwood R.C. Church	Goodwood	Fencing property using chain link wire
Mason Hall Government Primary	Mason Hall	Repair of chairs and desk
Barbara Bruce (physically challenged)	Lambeau	Construction of dwelling house (on going)
Scarborough R.C School	Scarborough	Repair school furniture, concrete benches
Percy Lazarus (fire victim)	Pembroke	Construction of dwelling house
Scarborough Secondary School	Scarborough	Refurbishing steel chairs and desks
Clifton Alleyne (landslide)	Castara	Construction of retaining wall
Mary Johnson (fire victim)	Castara	Construction of dwelling house

Administrative Support Services Department

Operational Mandate: The primary responsibility of the DIPU's Administrative Support Services Department is to support the activities of the core departments in order to ensure the implementation of the Division's mandate. The Support Services Department comprises the Human Resources Management Unit (HRM), the Accounting Unit and the Computer Information Systems Unit. These Units achieved the following for the year 2012:

- **Human Resource Management:** This Unit is responsible for Recruitment and Selection, Separation Appointment and Promotion, Performance Management, Employment Planning, Orientation and Induction, On the Job Training, Training Administration, Labour Management Relations, Grievance Procedures / Discipline and the Employee Assistance Programme.
 - Staff Development: Training was provided to employees in a number of areas related to the Division's operational mandate:
 - Appointments: 27 Officers received permanent appointments.
 - Retirement: Retirees from the Division during 2012 were as follows:
 - Daily Paid Employees - 61
 - Monthly Paid Employees - 8
 - One monthly paid employee resigned
 - Employee Assistance Programme: Twenty one (21) employees utilized the Employee Assistance Programme
 - Binding Unit: A Binding Unit was established in June 2012. This is a critical and integral process of management relative to the preservation of records and documents. Six (6) persons are employed in the Unit.

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.) OCS's principal responsibility is to ensure that all services offered by the THA are in conformity with established principles, policies and procedures.

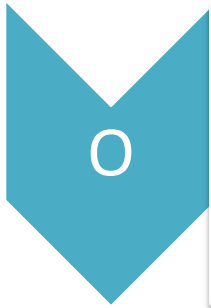
Vision

The Premier Division committed to excellent service delivery while empowering our people.

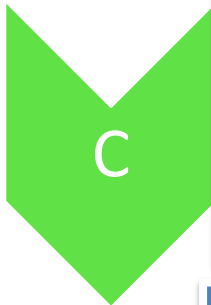
Mission

To provide exceptional and equitable services to all customers through the use of technology and a well trained professional workforce leading to the development of Tobago.

CORE VALUES



- **Accountability** - We will make and support decisions with transparency and accept responsibility for our actions
- **Professionalism** - We will conduct ourselves in a business-like manner that project a positive image, demonstrating productivity, discipline, respect, confidentiality and competence in service delivery



- **Teamwork** - We will demonstrate a high level of commitment, dependability, responsibility and camaraderie among co-workers to ensure the timely delivery of exceptional service to customers and stakeholders.
- **Integrity** - We will always be mindful of our mandate to be honest, transparent and fair in all our affairs by upholding the principles of moral values.



- **Commitment** - We will consistently be punctual, efficient, accessible, enthusiastic and proactive in our work.
- **Service** - We will set high standards and consistently deliver quality service with a positive attitude aimed at achieving customer satisfaction.

Organizational Structure and Management

The Honourable Orville London

Chief Secretary of the Tobago House Assembly

Dr. Ellis Burris,

Chief Administrator, Tobago House of Assembly

Ms. Eurena Balfour

Accounting Executive 1 (Ag), Accounts Department

Ms. Joannah Bharose

Communications Director, Information Department

Mrs. Cynthia Duke

Manager, Executive Council Secretariat

Mr. William Benjamin

Coordinator, Green Fund Unit

Ms. Nicolette Duke

Director (Ag), Human Resource Management Department

Mr. Kenneth Winchester

Director, Information Systems Department

Ms. Cindy Hackett

Auditor III (Ag), Internal Audit Department

Mr. Alvin Pascal

Senior State Counsel, Legal Department

Mr. Gladstone Solomon

Director , Management Services Unit

Mr. Lennox Alfred

Manager, Occupational Safety and Health Department

Jonathan Adams

Administrative Officer IV, Office & Property Management Department

Mrs. Aisha Emile

Principal Town Planner, Project Coordination Unit

Ms. Janelle Aquing

Coordinator, Protocol and Public Relations Unit

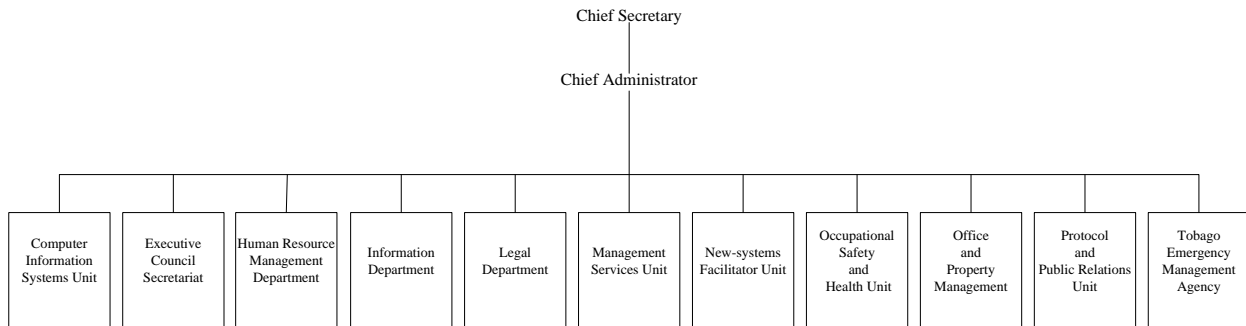
Dr. Elton Bobb

Economic and Planning Analyst, Strategic Oversight Unit

Mr. Allan Stewart

Assistant Director, Tobago Emergency Management Agency

Office of the Chief Secretary



PERFORMANCE HIGHLIGHTS

Computer Information Systems Unit

Operational Mandate: This Unit is responsible for all aspects of the design, implementation and maintenance of Information Technology within the Office of the Chief Secretary. Performance highlights for 2012 include:

- Data Protection Workshop held on 24th January 2012 educating Information Communication Technology Personnel about the laws of Trinidad and Tobago governing data management.
- **Network Design completed to connect the following offices:**
 - Buccoo Integrated Facility
 - Green Fund Office Evaluation
- **Virus protection were provided to:**
 - Calder Hall Administrative Complex
 - Mobile Computers and Computers not connected to the network
- **Expanding the number of Servers available for use.**
 - Virtualize one server to act as many servers thus increasing the amount of Servers available for use.
 - There are currently three Physical Servers and five Virtual Servers
- **Intranet**
 - Installed SharePoint Server Software on a Server. This Software is to be used to create the Intranet
- **Tobago House of Assembly Wide Area Network and Data Centre**
 - Conducted study which provided technical designs and business case for the establishment of a THA Wide Area Network and Data Centre.

- **Database Development**
 - Development of databases to administer and manage staff arrangements, personal files, Executive Council Notes
- **Networking (connectivity)**
 - Establish Network and install computers as well as connect the Legal Department to the main office at Calder Hall via a Metro Ethernet Connection
 - Establish Network and install computers at the office of the Town Planning Department
 - Established a common folder at the Accounts Department which would allow staff to access information relevant to all officers in the execution of their duties.
- **Maintenance**
 - Rewire and upgrade the Server Room
 - Upgrade old Servers
 - Evaluated the Network at the Administrative Complex at Calder Hall
- **Integrated Human Resource Information System (iHRIS)**
 - Captured Human Resources data from ten Divisions, created organizational charts and completed Position Spreadsheets.
- **Databases**
 - Upgrade of existing databases at Office of the Chief Administrator with improved reporting and search functionality
- **Website**
 - Maintenance, backup and uploading of content on the THA's Website

Executive Council Secretariat

Operational Mandate: The Executive Council Secretariat provides professional administrative support services to the Executive Council that includes, but is not limited to, ensuring that all Notes to the Executive Council conforms with the established guidelines and policy directives, and that the approved agendas are circulated to all members of the Executive Council within the stipulated time. In 2012 the following support was provided:

- Preparation of Agendas for 53 Executive Council Meetings at which 1,278 decisions were taken, 88 more than those taken in 2011

- Submission of Confirmed Executive Council Minutes for the year 2010 and 2011 to the Printery Unit in the Office of the Chief Secretary.

Green Fund Unit

Operational Mandate: Green Fund Execution Unit's (GFEU) mandate is to ensuring NGOs, CBOs and other interest groups have a clear understanding of the National Green Fund objectives and processes, as well as to take all action necessary to support these groups in their efforts to access the Green Fund funding.

- **Achievement:**
 - **Administrative Issues**
 - Interviews of all 70 candidates for the nine established positions within the Tobago GFEU
 - Delivery of all office furniture for the Tobago GFEU

 - **Project Support:**
 - Establishment of a register of active community groups and NGO's

- Development of a proposal for the Del Peche organization for the establishment of an ecotourism project on 36 acres of land at Runnemedde
- Development of a project proposal with the Evergreen Environmental Foundation for a Coastal Zone Restoration project at Glamorgan
- Development of a project proposal with the Nut Meg Groove at Mason Hall for the restoration of an Historical Site and Eco tourism Project

Human Resource Management Department

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

▪ Achievements

- 92 public officers received first appointments
- 129 public officers received promotions
- 50 persons were recruited into the Public Service, under delegated authority
- 90% of employees received approvals for further temporary and acting appointments, under delegated authority
- Two transfers were effected, under delegated authority
- 51 public officers proceeded on compulsory retirement
- Six public officers proceeded on voluntary retirement
- 151 public officers received retirement benefits, some having been reviewed from previous years
- 336 daily rated employees proceeded on retirement
- 237 daily rated employees received terminal benefits

- 58 Executive Council Notes were prepared with respect to further engagements on contract
- 12 Executive Council Notes were prepared with respect to recruitment on contract
- 27 persons were engaged on short term employment
- 100 tertiary level and 26 secondary level students were placed at various divisions under the summer employment programme

Information Department

Operational Mandate: The mandate of the Department of Information (DOI) is to build and promote understanding, trust and confidence in the THA through the OCS. 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. The DOI is an influence builder that helps to shape and direct communications activities to achieve the communications goals of the OCS and the THA. The DOI has responsibility for internal and external communications for the OCS and by extension the THA.

- The Department's achievements are listed hereunder:
 - Continued staggered system for working hours – resulted in a further 40% reduction in compensatory time and a further 15% reduction for meal vouchers. This has allowed for greater coverage of more events and increased output
 - Library filing brought up to date with respect to TV footage, programming and newspaper clippings
 - Further 35% increase in news and feature coverage by radio, TV and newspapers between January 2012 and December 2012

- Two new radio stations carry the daily THA news programme. Info Update is now carried on Radio Isaac and 91.9fm
- The departments flagship programme Let's Talk Tobago (LTT) is carried on one additional TV Station, ACTS. The programme was completely revamped with a new modern look and a new presenter
- Recruited one of the country's leading Managing Production Editors with the specific mandate to overhaul the approach and execution of all programmes for radio and TV
- Active and daily updated Facebook and YouTube channels
- Setting up of Public Interest Desk – inclusive of Facebook page and promotion of the desk
- Provided media training for Assistant Secretaries
- Eliminated all cost for broadcasting civic events from Tobago including Independence, Heritage, etc.
- Establishment of monthly meetings with all Communications Units, inclusive of a learning club
- 50 per cent set up of equipment for live broadcast of Plenary Sessions
- Partnered with the organisers for the first ever live debate among political leaders in Tobago.

- Produced first OCS calendar from secondary school art competition
- Conducted the OCS Secondary School Art Competition
- Produced a series of THA brochures – Eg: 50th Anniversary
- Continued staff training in the following areas:
 - HIV Media
 - Protocol
 - Videography
 - Video

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 are operating in an efficient, effective and ethical manner.

▪ Achievement

➤ Activities relating to all Divisions

- Verification of 342 Pension and Leave records
- Verification of 484 Record of service
- Verification of 1,738 Vouchers relating to Arrears of Salary, Wages, Sick Leave Bonus and Contract Gratuity.

➤ Other Activities

○ Cash Surveyed

- Finance and Enterprise Development
- Inland Revenue – Roxborough and Scarborough
- Unemployment Relief Programme – Roxborough and Scarborough

- Licensing Unit
- Agriculture, Marine Affairs, Marketing and the Environment
- Tourism and Transportation – all Beach Facilities
- Customs and Excise Department – Charlotteville and Scarborough

➤ **Examination of Travelling and Subsistence**

- Agriculture, Marine Affairs, Marketing, and the Environment

➤ **Examination of Vote Book**

- Assembly Legislature
- Tourism and Transportation
- Health and Social Services

➤ **Post Audit of Vouchers**

- Community Development and Culture
- Office of the Chief Secretary

➤ **Examination of Salaries Record**

- Agriculture, Marine Affairs, Marketing, and the Environment
- Examination of Wages Record
- Infrastructure and Public Utilities
- Health and Social Services
- Community Development and Culture
- Education, Youth Affairs and Sport
- Tourism and Transportation

➤ **Examination of Recruitment procedures**

- Tourism and Transportation

- **Job Site Survey**
 - Infrastructure and Public Utilities

- **Stores Survey**
 - Infrastructure and Public Utilities
 - Tourism and Transportation - Store Bay Beach Facilities

- **Examination of Accounting, Registry and Procurement Procedures**
 - Tourism and Transportation

- **Examination of Fixed Asset Register**
 - Health and Social Services

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

- **Achievements**
 - **Court Appearances**
 - Twenty two High Court Appearances made by the Legal Department during this period.

 - **Leases**
 - Residential Leases (Adelphi Estate):- There has been 47 Leases registered and distributed to the residents of the Adelphi Estate and the process of registration and distribution continues as the legal department receives the plans for the estate from the Land Management Department.

➤ **Litigations**

- 2 Litigations were completed
- 2 Litigations matters were settled
- 6 Litigation matters ongoing

➤ **Miscellaneous General**

- The supervision of HDC Leases prepared by external Attorneys

➤ **Land Acquisitions**

- 7 Land acquisition matters were in process at the end of 2012

Management Services Unit

Operational Mandate: The provision of management consultancy services to all Divisions of the THA with the ultimate goal being to optimize management and operational efficiencies within the Assembly.

▪ **Achievements**

➤ **Reports Completed**

- Report on the Organization of the Department of Information
- Request for Proposal for the establishment of an Energy Secretariat Consultancy
- Report on the Creation of a contract position of Driver/Messenger for the Executive Council Secretariat
- Report on the Restructuring of the Land Management Department
- Report on the Restructuring of the Tobago Emergency Management Agency
- Tobago House of Assembly Administrative Report 2011

- Administration of ITEC programme
- Facilitated the development of a Strategic Plan 2012- 2015 for the Office of the Chief Secretary

➤ **Cabinet Notes Prepared**

- Request for the continuation of the New Systems Facilitators Initiative in the THA
- Request for the creation of positions on the establishment of the Division of Finance and Enterprise Development
- Request for the creation of positions on the establishment of the Curriculum Planning and Development Unit, Division of Education, Youth Affairs and Sport.

Occupational Safety and Health Central Unit

Operational Mandate: To work towards achieving a high degree of compliance with the OSH Act 2004 as amended 2006, so as to ensure the safety, health and welfare of all employees as far as is reasonably practicable.

▪ **Achievements**

Consistent with our operational mandate and implementation of our programme, the OSH Department was able to achieve the following:

➤ **OSH Problems:**

- The upgrade of Waste Water System at the OCS Administrative Building at a cost of approximately \$ 971,000.00.
- The treatment of mould/mildew within the OCS building was rectified at a cost of \$250,000.00.

- OCS electrical mains re-route exercise was rectified by the redirection of the canal which is still to be covered with a metal grating by the Division of Infrastructure and Public Utilities.

➤ **Training**

Several training courses were conducted for the benefit of staff throughout the THA. In some instances, these were repeated to capture more participants.

- Emergency Evacuation Response Lectures
- Emergency Evacuation Drill Exercises
- Basic First Aid
- Fire Warden Training
- Basic Firefighting and Extinguishers
- Risk Management Workshop
- Duties, Responsibilities, Penalties of the Employer/Employee

➤ **Safety and Health Risk Investigations:** These were carried out at several locations related to their specific Division.

- Scarborough Roman Catholic School, where land slippage has affected the construction of the school and its immediate environs
- The dumping of raw sewage effluent into the river by SWMCOL at Courland, Black Rock
- The shortcomings of the relatively new Store Room located on the compound of the Division of Infrastructure and Public Utilities main office
- The Dwight Yorke Stadium welfare maintenance system and house-keeping conditions

➤ **Inspections:**

- Five OSH inspections were conducted on THA buildings to determine non-conformance to the OSH Act and make recommendations

- A joint Safety Inspection of buildings and facilities in the town of Scarborough was conducted with agencies of the Ministry of National Security.

➤ **Annual OSH Audit and Publication**

- The annual OSH Audit of Divisions was undertaken in all Divisions. Its main purpose was to evaluate the progress made in the implementation of the OSH Management System, determine the status of Divisions with respect to the identified performance criteria and advise Administrators and Senior Managers of their Divisions status and the way forward.
- A safety culture survey was launched to obtain feedback from Divisions as to what was happening with regards to the development of OSH in the Divisions.

➤ **Other Activities**

- The OSH Department implemented a blood pressure testing and Glucose Monitoring Programme at the Administrative Complex, Calder Hall for the benefit of members of staff of the Office of the Chief Secretary. Several members of staff have used this free exercise to determine their medical condition and possible further medical advice.
- A major tree cutting exercise involving approximately 2,300 trees were cut down on private lands in the vicinity of the airport.

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 OCS.

▪ Achievements

➤ Records Management:

- Visited all Divisions of the THA to assess their records and advised on appropriate record keeping and storage
- Training of the Record Centre Staff to provide a more effective and efficient service to the Tobago House of Assembly in general and the OCS in particular

➤ Printing and Binding Services and Support:

- Printing and binding of the Budget Speech, Draft Estimates of Revenue and Expenditure for the THA
- Printing of memorabilia for all Divisions of the THA for Assembly Day celebrations – calendars, bookmarks, information booklets etc.; printing of programmes for Independence Day
- Printing of forms and documents for use by all Departments
- Binding of Executive Council Minutes, Marriage Registers, Requisition Books, Financial Statements etc.

➤ Building Maintenance and Upgrade:

- Installation of a sewer system at Calder Hall Administrative Complex building
- Four Government quarters at Orange Hill were refurbished
- Installation of a surveillance system at the Chief Secretary's Residence

- Acquisition of office space for the Department of Safety and Health

➤ **Support to Military Forces:**

- Transportation and accommodation were provided for the Military and Para Military forces on Independence and Remembrance Days
- Transportation and accommodation of local and foreign Military Forces during the staging of a Military Tattoo to commemorate the 50th Anniversary of Independence of Trinidad and Tobago

Project Coordination Unit

Operational Mandate: To coordinate the enhancement of Scarborough and the other major urban centres across Tobago. This Unit is particularly focused on the management and oversight of all projects which fall under the ambit of the Scarborough Enhancement Programme.

▪ **Achievement**

➤ **Projects Completed**

- North Side Connector Road – construction of a new roadway (approximately 170 metres) connecting Garden Side Street to North Side Road , to assist in alleviating traffic congestion along Garden Side Street and create an alternative route to the Claude Noel Highway from downtown.

➤ **Esplanade Extension**

- Construction of a sidewalk to adequately accommodate pedestrian traffic and facilitate access for the disabled
 - Landscaping of the entire waterfront along Milford Road
- Lower Castries Street Development - Paving of an assigned area for parking, installed solar street lights, garden lamps and a solar surveillance camera system.
- Garden Side Link/Connector Road (managed by DIPU) – construction of 50 metres of roadway to allow access into town from the Claude Noel Highway. This is part of a traffic management strategy to alleviate congestion at the Wilson Road intersection and provide an alternative access route for vehicles heading into town.
- James Park Eternal Flame – constructed an eternal flame and fountain monument in commemoration of the thirtieth anniversary of the Tobago House of Assembly.
- Construction of a new Authorized Taxi Stand (managed by DIPU) – constructed a new taxi stand to incorporate and house all the taxi associations previously located on Carrington Street, in order to alleviate congestion on Carrington Street and facilitate pedestrian traffic.
- Repairing of the Jerningham Street fountain (managed by DIPU).

➤ **Projects under Construction/ On-going**

- Carrington Street Boardwalk – construction of a pedestrian boardwalk along Carrington Street to facilitate a safe route for pedestrians.
- Historical Restoration of Buildings – restoration of buildings of historical significance through monetary contributions, which include; The Ark (owned by the Catholic

Church), the Scots Kirk Building (owned by the Anglican Church), and the Scarborough Methodist Church Building.

- Garden Side Street Mural – the installation of a Mural on the Garden Side Street Retaining wall which highlights various aspects of Tobago’s festivals, culture, political and sport icons.
- Wilson Road Landscaping and Information Kiosk – enhancement of an abandoned area at the corner of Wilson Road and Carrington Street through the use of flora and an information kiosk.
- Study on Informal Vending – engaged a Consultant to conduct a study and report with recommendations for informal vending in Scarborough to be incorporated into the Scarborough Integrated Master Plan completed in September 2011.
- Installation of flushable toilets for the carnival festivities in Scarborough with the assistance of the Division of Health and Social Services and WASA.
- **Lower Castries Street Development**
 - Scarborough Fishing Port – construction of a Scarborough Fishing Facility (managed by the Division of Agriculture)
 - Coastal Defence and Landscaping – coastal protection and creation of a small park area (managed by the Division of Agriculture)
- Regrading of the Botanical Gardens (Division of Agriculture) – regrading of a small area on the south side of the Botanic Garden to facilitate better drainage of the garden.
- Unauthorized and Unsafe Structures (Division of Health) – removal and demolition of illegal and unsafe structures within Scarborough. Proposed measures to facilitate an active enforcement mechanism.

Protocol and Public Relations Unit

Operational Mandate: To ensure the THA maintains a high degree of official etiquette and codes of behaviour consistent with international norms and procedures. The expertise of the Unit is extended primarily to the Chief Secretary. However, the Unit is often consulted by other Divisions of the THA on matters of protocol.

▪ Achievements

➤ Planned and executed annual events of major significance hosted by the Chief Secretary:

- Reception for approximately 400 persons on the occasion of the 50th Anniversary of the Independence of the Republic of Trinidad and Tobago, held at the Magdalena Grand Beach Resort on August 30, 2012
- Chief Secretary's Awards and Reception for approximately 600 persons on the occasion of the 32nd Anniversary of the THA held at the Penthouse and Rooftop of the Victor E. Bruce Financial Complex on December 4, 2012
- 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/organised by the Chief Secretary:

- Commissioning of the Eternal Flame at James Park on August 1, 2012;
- Cocktail Reception in honour of Tobago's representatives at the London Olympics, held on August 20, 2012 at Café Coco

- Public Presentation on *The Tobago Economy* by Dr. Vanus James held at the Penthouse, Victor E. Bruce Financial Complex on November 23, 2012
- Opening of the Northside Connector Road on December 28, 2012.
- **Collaborated with various organizations to execute the following:**
 - The Chinese Embassy in Port of Spain and the Departments of Culture and Tourism in organizing a public performance by the Chongqing Arts Troupe from China, held at the Goodwood High School on January 25, 2012
 - Divisions in the hosting of “Reporting to the Districts” events in communities throughout Tobago in May/June, 2012
 - The President’s House and the Department of Culture, THA in organizing the “Tribute to the Nation: Voices and Steel” public concert hosted by Their Excellencies The President of the Republic of Trinidad and Tobago and Dr. Jean Ramjohn-Richards on September 9, 2012, in commemoration of the 50th Anniversary of the Independence of the Republic of Trinidad and Tobago;
 - Collaborated with the Department of Culture in organizing the Annual Republic Day Cultural Show and Fireworks Display in Roxborough on September 24, 2012
- Provided protocol courtesies at the ANR Robinson International Airport for high level dignitaries including:
 - Private visit to Tobago by The Emir of Qatar in June 2012

- **Arranged courtesy calls on the Chief Secretary by:**
 - Ambassadors /High Commissioners of foreign countries to Trinidad and Tobago; Representatives of International Organizations, Non-governmental Organizations, schools, etc;
 - Sporting and cultural personalities e.g. London Olympic double bronze medallist Lalonde Gordon and London Olympic finalist Kelly Ann Baptiste.

- **Coordinated visits to Tobago by:**
 - Minister of State for Health and Family Welfare from India, the Honourable S. Gandhiselvan, and delegation on October 18, 2012. Collaborated with the Division of Health and Social Services and the Indian High Commission on this venture.

- **Made travel and other arrangements for the Chief Secretary to attend:**
 - 13th Annual Caribbean Conference on Sustainable Tourism Development hosted by the Caribbean Tourism Organization in Guyana in April 2012;
 - Trinidad and Tobago Heritage Group's 50th Anniversary Independence Gala in Toronto, Canada on August 25, 2012 at which the Chief Secretary participated in a panel discussion.

- **Training:**
 - The Protocol Officer attended the Protocol Master Class conducted by the Protocol School of Washington and the Trinidad and Tobago Hospitality and Tourism Institute on August 6th and 7th, 2012.

Strategic Oversight Unit

Operational Mandate: The Strategic Oversight Unit is responsible for the oversight and implementation of the THA Development Programme, monitoring the socio-economic impact of Tobago's Public Sector Investment Programme, the development and evaluation of proposed programmes and projects, and providing such project management services as may be required.

▪ **Achievements**

- Coordinated Annual Sports and Family Day

- OCS Strategic Planning Activities
 - Presided over Selection Committee
 - Attended Seminars and Workshops
 - Provided technical oversight on the way forward

- Coordinated activities relating to signature projects

- Attended weekly meetings of the Green Fund Advisory Committee in Trinidad

- Held meeting with the Chief Administrator and the HR Department with a view to obtain the necessary cadre of staff.

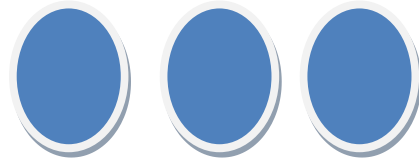
Tobago Emergency Management Agency

Operational Mandate: The Tobago Emergency Management Agency (TEMA) is responsible for management of a comprehensive disaster management plan, which includes prevention, preparation for, and mitigation against disasters, as well as emergency response rehabilitation and recovery from such events.

▪ **2012 Achievements**

- Completed CERT Training Programme
- Participated in the Military Tattoo Tobago Road Show
- Participated in the Airports Authority simulation exercise
- Tobago Seismic Microzonation Project Forum
- Erected a sign demarcating allotted lands to the Agency
- Signage erected at Charlotteville Relief Centre
- Installed UHF radios from ODPM
- Rewired CCTV cables in the mobile command unit
- Customized emails with the suffix: @tema365.net
- Procured six additional HF radios to further equip TEMA, and CERT staff
- Serviced both Early Warning Systems inclusive of testing
- Procured BGAN satellite phones which allow for ease of communication amongst disaster managers, emergency responders and members of the executive
- Mission Mode Emergency Notification Software
- Participated in the Hospital Transfer of Patients from the old hospital at Scarborough to the new facility at Signal Hill
- Media Campaign for TEMA Risk and Vulnerability Programme

DIVISION OF PLANNING AND DEVELOPMENT



Divisional Overview

The Division of Planning and Development plays a major role in fulfilling the social and infrastructural mandate of the Tobago House of Assembly (THA). The Division's role is to enhance the linkages and synergies between Divisions by facilitating the effective monitoring of the entire list of Development Projects as well as providing financial resources to residents seeking professional development to bolster the cadre of professionals in Tobago.

Core Values



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 include:

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. Jefferson Laptiste

Director, Department of Land Management

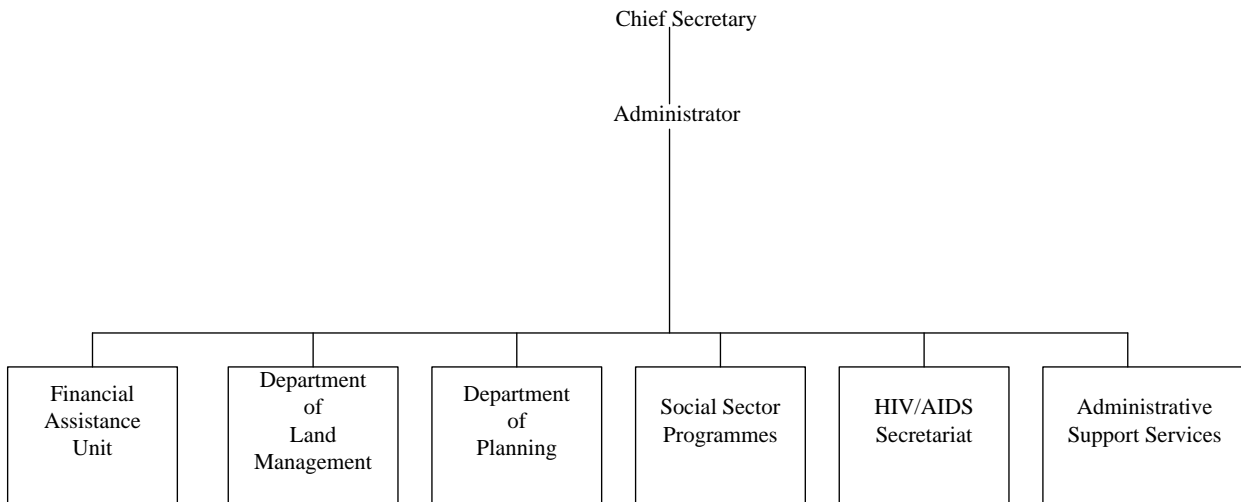
Mr. Bobbie Andrews

Planning Co-ordinator, Department of Planning

Vacant

Deputy Director, Tobago HIV/AIDS Secretariat

Division of Planning and Development



Item	Parliamentary Allocation 2012	Transfers/Virement	Revised Allocation	Releases	Expenditure
Recurrent Expenditure	\$	\$	\$	\$	\$
Goods and Services	6,801,882	3,232,638	10,034,520	9,733,940	7,771,064
Minor Equipment Purchases	972,670	555,272	1,527,942	365,201	86,773
Personnel Expenditure	2,909,500	-	2,909,500	1,019,900	712,560
Total Recurrent Expenditure	10,684,052	3,787,910	14,471,962	11,119,041	8,570,397
Development Programme	5,300,000	10,385,495	15,685,495	17,251,995	11,200,845
Grand Total	15,984,052	14,173,405	30,157,457	28,371,036	19,771,242

PERFORMANCE HIGHLIGHTS

Financial Assistance Unit (FAU)

Operational Mandate: The FAU is charged with 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 offering their services to citizens of Trinidad and Tobago resident to Tobago. 2012 saw the beginning of the implementation of a decision taken by the Executive Council in 2011 to restructure the Financial Assistance Unit (FAU). The FAU is now rebranded and renamed "*The Department of Advanced Training and Advisory Services*". Although the mandate remains the same, the Department now has an increased focus providing career guidance to applicants to ensure chosen areas of study are in tandem with Tobago's socio-economic development agenda.

- Achievements of the Unit for 2012 include:

- **Aerodrome/Approach Air Traffic Control**

The THA has agreed to the offer of scholarship for the participation in the Diploma in Aerodrome/Approach Air Traffic Control offered by the Trinidad and Tobago Civil Aviation Authority. Ten (10) scholarships will be awarded over the next five (5) years. Two persons were the recipients of this scholarship; however, only one graduated.

- **Graduates - 136**

- Bachelor 97
- Masters 21
- Post Graduates 1
- Other levels 15

- **New Awards**
 - Tradition (Bursaries) 160
 - Non-Traditional Grants 27

- **Scholarship**
 - Cuban – Medical 1
 - CAPE 5

- 411 Awardees were supported in 2012

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

Charlotteville	Parlatuvier	Adventure Estate
Speyside	Goldsborough	Courland Estate
Roxborough	Hope Estate	Buccoo
LammyRoad, Argyle	Belmont Dairy Farms	Milford Court
BelleGarden, Richmond	Adelphi Estate	Shaw Park
		Signal Hill

- 60 approval to occupy Statelands

- 6 Notices to Quit
- 3 Demolitions/Evictions
- The Department provides permissions to individuals occupying state land to gain access to water and electricity. Often, there is also the need for farmers or residential occupants to gain access to financial assistance, and 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: 60
 - Trinidad & Tobago Electricity Company: 70
 - Agricultural Development Bank: 5
 - Department of Settlements: 88
 - National Social Development Programme 12
- 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:

Training Courses	No. of Staff
Geographic Information Systems	2
Planning and Management of Sustainable Cities	1
Defensive Driving	2
Effective Administrative Professionals	2

Planning Department

This Department caters to all the planning needs of the Divisions, both at the sector and policy level, and is ultimately responsible for monitoring and evaluating the various projects undertaken by the Tobago House of Assembly. The Department incorporates all planning related functions including strategic, socio-economic, physical and project planning.

▪ Major achievements

- Maintained the standard of completing applications for permission to build within 3 days per application, a total of 78 applications were completed in 2012.
- Conducted THA-wide capacity building training in Project Management for the PSIP.
- Conducted THA-wide capacity building training in Monitoring and Evaluation.
- Represented the Assembly on various national policy initiatives including the National Drug Council, Citizen Security Programme and National Spatial Development Strategy.
- Successfully developed profiles for new projects under the office of the Chief Secretary including THA Asset Management; Assembly Administrative Complex and the Youth Empowered for Success (Young Professional Programme).
- Supported staff training in Project Evaluation, Registry Procedures and Contract Negotiation.
- Completion of PSIP Report on the operation of the Development Programme in Tobago.

Tobago HIV/AIDS Secretariat and Health Promotion Clinic

This Department was established in 2005 under the Office of the Chief Secretary as a cohort of the national interest in the prevention, management and control of the spread of the HIV/AIDS epidemic in Trinidad and Tobago. The Department functioned in close collaboration with the major stakeholders, healthcare providers, people living with HIV/AIDS (PLWHA), civil society, other Divisions of the THA and the private sector in Tobago. The core areas of focus were:

- Prevention
- Treatment, Care and Support
- Advocacy and Human Rights
- Strategic information (Research, Monitoring and Evaluation)
- Programme Management

▪ Achievements

➤ Prevention

- Sensitization/Awareness sessions - 52
- Capacity building and behavior change training - 50
- Hosted of World AIDS Day Campaign
- Production of Information Education and Communication Video Tapes -45 seconds each - 3
- Production of video tapes for public viewing - 2
- Design pieces of literature/material - 45
- Procurement and distribution of materials and other teaching tools to schools and members of the public
- Staff Development Training Programmes -10
- Condom campaign

➤ **Treatment and care**

- Social and economic support provided for PLWHA and HIV
- Service Organizations
- Primary health care training - 1
- Rapid testing training - 3
- Counseling and testing training - 3
- Setting up of HIV testing sites - 3 (Canaan, Scarborough and Roxborough Health facilities)
- Coordinated Caribbean HIV Testing Day

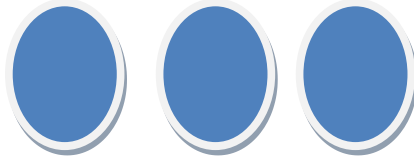
➤ **Strategic information**

- Implemented Mason Hall Life-skills Based Research
- Intervention Project in four areas
- Conducted baseline survey and needs assessment on Men Who have Sex with Men (MSM)
- Laboratory Accreditation, Services and Operations Assessments were conducted
- Executed Social and Behaviour Mapping in East and West Tobago
- Laboratory Assessed HIV prevention for integration in the Division of Community Development and Culture as a critical component of HIV Prevention
- Monitored and evaluated programmes

➤ **Programme Management**

- Prepared work plans, monthly and quarterly financial reports

DIVISION OF SETTLEMENTS AND LABOUR



DIVISIONAL OVERVIEW

The Division of Settlements and Labour was established in 2006. The Division is focused on improving the quality and standard of living of citizens residing in Tobago. A significant function is the provision of safe, affordable and quality housing solutions for low to middle income earners. Of equal importance, is fostering a stable industrial relations climate through a focus on manpower development, promotion of a safe and healthy work environment and advisory services. The year 2012 presented another opportunity for development as key financial and human resources were allocated to ensure fulfilment of the Division's mandate.

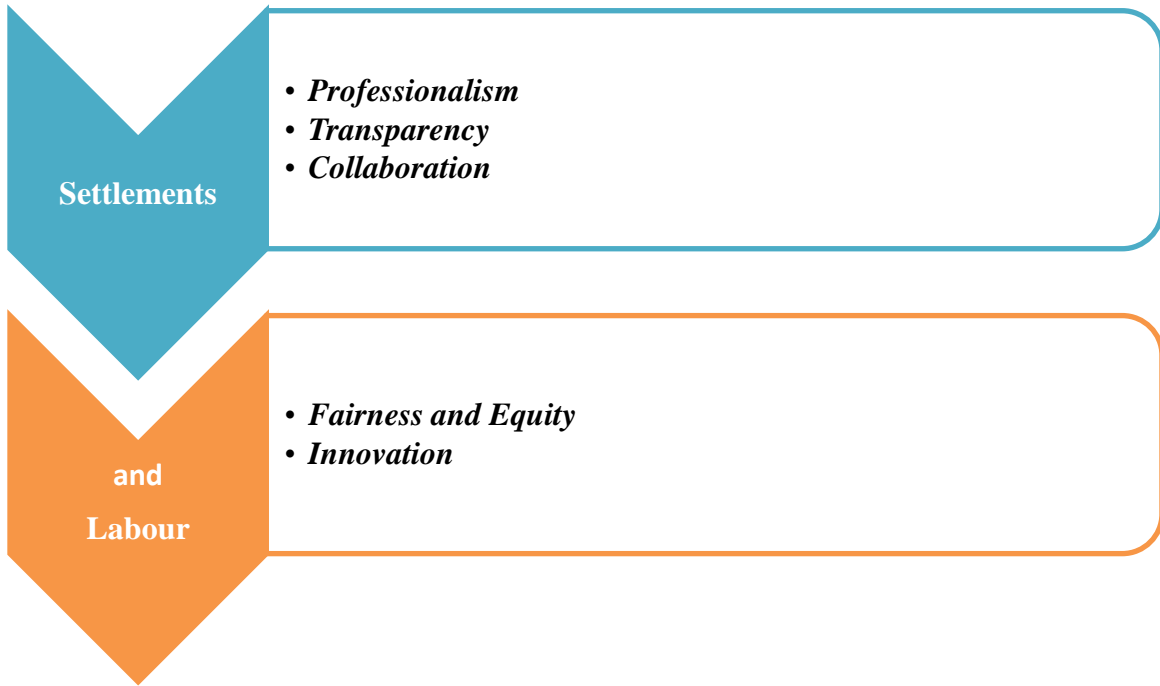
Vision

A Tobago, in which the Division is recognised as the leading contributor to the High Quality of Life on the island, as measured by the housing stock, and the working environment

MISSION

To enrich the lives of citizens of Tobago through housing, community renewal and manpower development in a safe and healthy work environment.

Core Values



ORGANISATIONAL STRUCTURE AND MANAGEMENT

The Division's strategic mandate in 2012 was implemented through the Department of Settlements and the Department of Labour and was headed by:

Mr. Godwin Adams

Secretary of Settlements and Labour

Mr. Umslopagaas Job

Administrator, Settlements and Labour

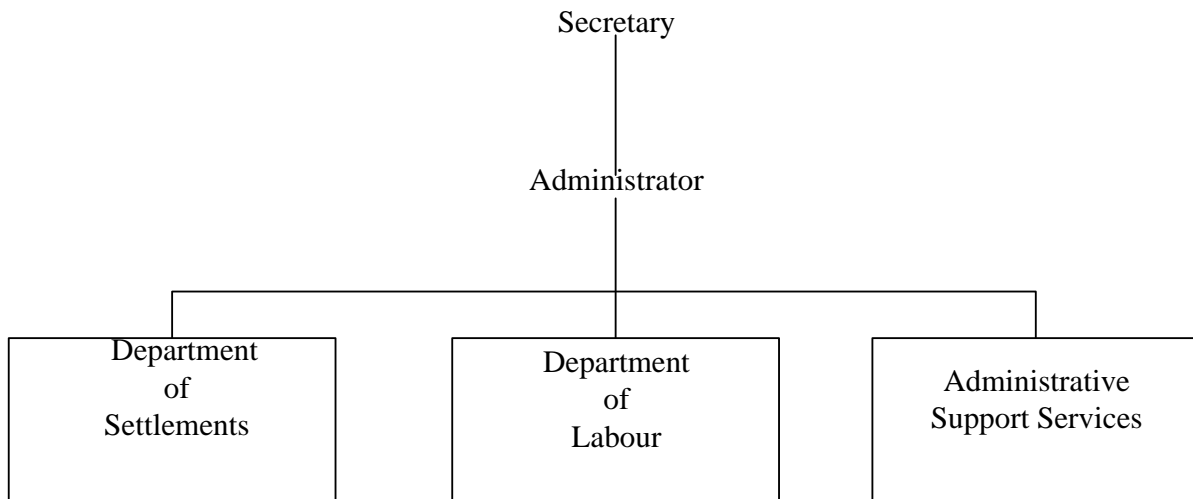
Ms. Tracey-Ann Anthony

Director, Department of Settlements

Ms. Desiree Fraser

Manpower and Labour Relations Manager
Department of Labour

Division of Settlements and Labour



FINANCIAL RESOURCES

The financial resources for 2012 were as follows:

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	\$1,216,013.00	\$1,189,713.00	\$1,146,132.78
Goods and Services	\$12,440,330.00	\$11,729,157.00	\$11,428,332.87
Minor Equipment	\$419,511.00	\$304,509.00	\$148,054.40
Development Programme	\$27,500,000.00	\$34,198,520.00	\$33,236,775.95

PERFORMANCE HIGHLIGHTS

DEPARTMENT OF SETTLEMENTS

Operational Mandate: The Department of Settlements is driven by its Mission which is, “to establish a productive and vibrant organisation, with appropriate operative systems, for the creation and implementation of housing and settlements for the citizens of Trinidad and Tobago.” The Department sought to provide safe and affordable housing solutions through the achievement of the following goals:

- To facilitate the creation of new housing through the construction of single family and multi-family units and the provision of serviced lots.
- To assist landowners by providing downpayment assistance as well as technical assistance to facilitate housing construction.
- To spearhead the improvement of the existing housing stock by providing financial assistance through the Home Improvement Programmes.

Tobago Housing Development Programme

In order to satisfy the need for affordable housing in Tobago, the Department of Settlements created the Tobago Housing Development Programme to assist prospective first time home owners. Houses were constructed by the Department and offered at a subsidized cost to eligible citizens who resided in Tobago. The Department of Settlements reopened applications for the Home Ownership Programme in April 2012. Applications were made available to members of the public for the selection of housing or land under the following housing developments:

- Adelphi Housing Development
- Adventure Housing Development Phase II
- Belle Garden Housing Development Phase II
- Courland Housing Development.

➤ **Construction/ Upgrade Projects:** The Department commenced the following projects in 2012:

- Development of Belle Garden Phase II.
- The Revitalization of Milford Court Commercial Plaza.
- Development of Adventure Phase II.
- The Sewer Link Project at Signal Hill.
- Development of Courland Housing Estate.
- Conducted a Home Improvement Caravan across 14 villages on the island, to sensitize residents about the programmes which are available which created an increase in applications and disbursements in 2012.
- Commenced major renovation initiative for the Commercial Plaza at Milford Court.
- Commenced assessment of the quality of service provided to assist homeowners and occupants to conduct repairs to their dwelling units.

▪ **Home Improvement Grant**

Over the past two fiscal years (2010/2011 and 2011/2012), records indicate that eight hundred and four applicants have benefited from the Home Improvement Programmes with expenditure for the Home Improvement Grants totaling \$8,970,000.00: \$1,236,532.33 for the Home Improvement Subsidies, and \$800,000.00 for the Home Completion Programme.

➤ **Home Improvement Programme Expenditure**

Programme	Fiscal Year 2010/2011	Fiscal Year 2011/2012
Home Improvement Grant	\$3,540,000.00	\$5,430,000.00
Home Improvement Subsidy	\$440,384.44	\$796,147.89
Home Completion Programme	Nil	\$800,000.00
Total Funding Distributed	3,980,384.44	7,026,147.89

Department of Labour

Operational Mandate: The Department of Labour, Division of Settlements and Labour, comprises a Labour Relations Unit, Manpower Development Unit, Research and Labour Library Section. This Department's core responsibility is the maintenance of a stable industrial relations climate in Tobago. This is achieved inter alia, by assisting in the solution of labour management problems by way of conciliatory intervention with respect to labour disputes, and advising both employees and employers regarding relevant legislation, provisions and good industrial relations principles and practices. Additionally, it endeavours to enhance Tobago by assisting in the development and deployment of our human resource in a manner dictated by Tobago's developmental needs. The Department also aims at facilitating a greater safety culture in the workplace and partners with the Occupational Safety and Health Agency (OSHA) in its promotions.

- **Labour Relations Unit:** The goals of the Unit are to address labour complaints and to provide advice and labour counselling services.
 - During the period under review, a total of 151 persons lodged complaints or requested interventions in the area of Labour and Dispute Resolution.
 - The Department was consulted on varying issues which include: dismissal; termination; suspension; resignation; retirement; severance payment; salary/wages; leave entitlement; among other general labour interests.
 - The employees within the Labour Department provided astute representation on six boards, councils and committees including:
 - Minimum Wages Board
 - National Labour Market Council
 - National Labour Market Information System Sub Committee

 - Inter-Ministerial Committee to Oversee the Implementation of arrangements regarding Applications from Nationals of CARICOM Member State Pursuant to Chapter III of the Revised Treaty of Chaguaramas

 - Health/HIV/AIDS/Hyperbaric Committee of the Tobago Regional Health Authority

- **Manpower Development Unit:** The Unit administers the Short-term Employment Programme; Employment Skills Development Programme; Labour Education and Community Outreach Programme. Achievements for 2012 include:
 - Twelve persons were recruited by the Department under the Short Term Employment Programme
 - 58 persons participated in the various training programmes offered quarterly by the Department in the area of work-Place Ethics, Labour Laws and Practices, as well as in Data Collection for Survey Purposes.
 - Referred 89 registered job seekers to other companies to organisations such as the National Flour Mills, the Ministry of Tobago Development, the Division of Health and Social Services, Cost Cutters Supermarket, FT Farfan Limited, Courts (Unicomer) Limited, Tobago Information Technology Center and the Office of the Chief Secretary, Tobago House of Assembly.
 - Conducted Labour Education and Community Outreach initiatives at three secondary schools and six Government training institutions.

- **Occupational Safety and Health:** Promotes safety and health in the Workplace as well as HIV/AIDS Workplace Policy.
 - Conducted Occupational Safety and Health Programmes in collaboration with the Occupational Safety and Health Agency using a multifaceted approach. This included a Workplace Safety Quiz, which was conducted amongst various organisations in Tobago. Participating organisations included the Office of the Chief Secretary, Division of Finance and Enterprise Development, and Airports Authority, with the Office of the Chief Secretary's Planning Department Team emerging successfully as the winner.

- Conducted several safety and health lectures by the Safety Inspectors of the Occupational Safety and Health Agency.

- Conducted a Primary School Tour at several North Eastern Schools in Tobago where Kids Safety Activity Booklets were distributed, while the Fire Prevention Team of the Trinidad and Tobago Fire Service conducted demonstrations.

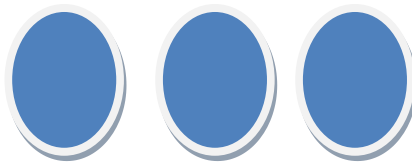
- Distributed several booklets and other material relating to HIV/AIDS Workplace Policy, to both employers and employees in Tobago.

- Materials presently being promoted are:-
 - The Republic of Trinidad and Tobago National Workplace Policy on HIV/AIDS.
 - Workers Handbook on HIV/AIDS.
 - Employers Handbook on HIV/AIDS.

- **Training and Development:** Members of staff were exposed to training/workshops/conferences on a variety of subject matters which include:
 - Preparation of Executive Council Notes
 - Dealing with Difficult People
 - Environmental Safety and Health Services
 - Project Management in Government Training Program: Modules 1,2 & 3
 - JCC Contract Training Module 1 – The Practical use of the 1999 FIDIC Conditions of Contract for Construction and Design Build
 - JCC Contract Training Module 2 – The Practical Management of Contract Claims and the Resolutions of Disputes
 - JCC-FIDIC Modules 3 –The Responsibilities and Duties of Dispute Adjudicators and Parties to disputes
 - JCC-FIDIC Modules 4 – Contract Management and Administration of 1999 FIDIC Construction, Plant and Design-Build Contracts

- JCC-FIDIC Module 8 – The Practical use of the 1999 FIDIC conditions of Contract for EPC Turnkey Projects and Comparison with Plant & Design-Build Contracts
- JCC-FIDIC Module 9 – The Practical use of the 1999 FIDIC conditions of contract for Design Build and Operate Projects
- Enhanced Communication Skills
- Proposal for Customer Service Training
- Senior Administrative Professional Training
- Business Process Re-engineering Training – Integrating Service Delivery Platforms
- 7th Caribbean Conference on Comprehensive Disaster Management (Montego Bay, Jamaica).

DIVISION OF TOURISM AND TRANSPORTATION



Divisional Overview

The Division of Tourism of Transportation (DOTT) is charged with the responsibility for developing the tourism sector of Tobago in a sustainable manner. The DOTT's Vision is to be the premier tourism organization, promoting a diverse, superior and unique product.

MISSION

To position Tobago as an ideal tourist destination by providing unrivalled tourism products and services through sustainable development strategies, partnerships with stakeholders and a highly motivated and knowledgeable team of employees.

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

Philosophy

**Do it right the first time, and do it
honestly and fairly**

Core Values



Tourism

- **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.



and
Transportation

- **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, Communications, Information 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 of Tourism and Transportation

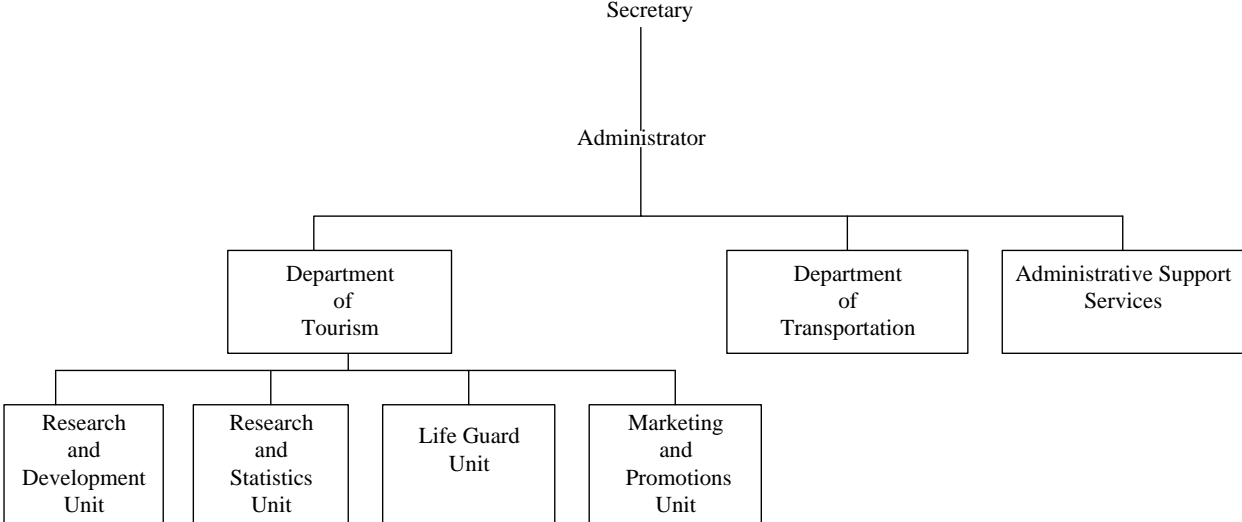
Mr. Ritchie Toppin

Administrator, Division of Tourism and Transportation

Mr. Samuel Henry

Transportation Co-ordinator

Division of Tourism and Transportation



Financial Resources

The following gives a summary of Allocation & Expenditure for 2011/12 Fiscal Year:

FINANCIALS	ALLOCATIONS \$	RELEASES \$	EXPENDITURE \$
Personnel Expenditure	19,702,466.00	19,276,336.00	17,269,687.00
Goods and Services	43,164,406.00	43,073,570.00	37,469,619.00
Minor Equipment	58,371.00	58,371.00	59,366.00
Development Programme	10,400,000.00	10,000,000.00	8,914,380.00

PERFORMANCE HIGHLIGHTS

Department of Tourism

Operational Mandate: The Department of Tourism operationalizes the Division’s mandate of establishing, standardizing, marketing 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 activities and achievements of the Division for the year.

- **Events:** In 2012, a number of events were held in Tobago which had a direct impact on the visibility and awareness of the destination. There are four main categories of events in which the Division is involved. These are:
 - **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.
 - **The Tobago Jazz Experience (TJE):** This event continues to be a major attraction to visitors. The domestic market is the main target at this time, but with the implementation of a live online stream and several international press trips, it is envisaged that the international market will be attracted to the festival. The response to the festival this year provided solid evidence of a brand growing in strength. 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. This year, the nine-day model was utilized for the second time with great success by the inclusion of an educational component, “EduJazz”, in the schools as well as Jazz Auditions which aims at ensuring that a sustained crop of fresh local talent is available. The model also serves to take visitors on a full island trek thus exposing various communities in Tobago and encouraging both Community and Rural Tourism under the umbrella of Event Tourism.

- **Tobago Culinary Festival 2012:** This year, with the inclusion of a wine section and an expanded craft village which supported local micro culinary entrepreneurship, the festival added another dimension to the overall visitor experience while increasing the reach of the benefits that redound to the local community.
- **The Tobago Blue Food Festival 2012:** This event has definitely established itself as a signature event on the island as evidenced by the massive turnout of visitors and locals alike (estimated over 3,000 patrons). This event continues to grow with the quality of presentations as this culinary experience is one of a kind.
- **Tourism Month 2012:** This event, which is an expansion of the Caribbean Tourism Organization's (CTO) Tourism Week, was successfully executed in 2012. The month's activities commenced with an airport launch and culminated with the marquee event, the Tourism Awards. Other activities included live entertainment at the ANR Robinson International Airport, Know Your Island Treasure Hunt, Schools Song, Photo and Video Contest, Tourism Youth TV Forum and Tourism Stakeholders Breakfast Meeting.
- **Events coordinated in conjunction with other Divisions.**
 - **The Harbourfront Initiative 2012:** The Harbourfront Initiative was a successful joint initiative with the Division of Community Development and Culture, THA. The initiative was geared around the "Island and Soul Festival" hosted by the Harbourfront Centre in Toronto. A contingent of cultural icons and other performers, artists, designers, cooks and promotional staff was put together to execute Trinidad and Tobago Day during the festival as well as supporting performances on the other festival days. This initiative provided exposure to the destination to the residents of Toronto and the presence of information booths served to move potential consumers closer to a buy decision.

- **Events coordinated by a Private Entity but Financial, Human and Logistical support by the DOTT:** These events are viewed as events that could become marquee or signature events for Tobago. Significantly, 2012 saw an increase in active sport tourists as more participants, supporters, families and enthusiasts came to Tobago in support of the myriad sport tourism events.

As in 2011, the DOTT hosted the following ten events successfully:

- Tobago Carnival Regatta 2012
- Tobago Game Fishing Tournament 2012
- Rainbow Warriors Triathlon 2012
- Tobago Motor Rally
- BagoSports Beach Soccer Invitational
- Tobago Fashion Weekend by DUS
- Tobago Dragon Boat Festival
- Tobago Masters Football
- Tobago Rugby Sevens Tournament
- Tobago Cycling Classic

- **Events coordinated entirely by Private Entity with only financial support from the DOTT:** There are a number of events that are coordinated by private entities which have an impact on the tourism sector. 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
- Presidents' Award Golf Cup
- Scarborough Golf Cup
- Man-O-War Bay Pirogue Fest
- In His Presence II

- **Marketing**

In the area of marketing the destination, the DOTT successfully achieved the following activities in 2012:

- **Familiarization Tours:** Coordinated and hosted 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 Travel Professionals of Colour Conference visited with a view to hosting its reunion in Trinidad and Tobago in 2013.
- **Roadshows:** Coordinated and led the 2012 Trinidad Roadshow during the month of February 2012.
- **Tobago Underwater Carnival:** Coordinated and staged the third installment of the Tobago Underwater Carnival during July 2012.
- **Tobago Wedding Symposium:** Coordinated and hosted the third Tobago Wedding Symposium which was held from 27th - 29th November, 2012. Twenty-three international wedding professionals and travel trade specialists participated in the event and interacted with over sixty locals over the three day event.
- **Tobago Tourism Marketing Plan:** Planned and administered the 2011/2012 Tobago Tourism Marketing Plan which is currently yielding unprecedented growth in the 2013 forward bookings to Tobago between 175% - 220%. This is the largest growth experienced since the onset of the global recession in 2008.
- **Tobago Bridal Association:** Launched the first ever Tobago Bridal Association.
- **Travel and Tourism Application:** Launched the first ever Travel and Tourism Application with “Escape 360 degrees Magazine” for the Scandinavian Market.
- **Canada Tour Operators Partnership:** Established direct partnerships with Canada Tour Operators for the first time in 4 years.

- **Social Media Marketing Program:** Initiated, developed and managed the destination's first official and dedicated Social Media marketing program. In February 2012 the Tobago fan page featured approximately 11,000 fans. Through aggressive marketing, this has experienced a dramatic growth by more than 340% (31,582) fans. The "Visit Tobago" Twitter page has also seen steady growth.
- **Tobago Travel Specialist Training Program:** Initiated and developed the DOTT's first dedicated Tobago Travel Specialist Training Program for the USA market compiling a list exceeding 1,100 travel agents with more than 700 graduates to date.
- **Tourism Recognition:** Received major international acclaim in the area of Eco Tourism (Best Tourism Destination at the Rutland Bird Fair UK 2012, Best Tourism Stand at the Rutland Bird Fair UK 2012 and Island of the Year 2012 Award by the Caribbean Travel and Living magazine). Approximately 150 direct bookings to Tobago were received.
- **Market Penetration:** Supervised the successful market penetration to 6 million Canadians via an outstanding partnership with the Canada's Got Talent Show. Coordinated a successful booking conversion ratio of 1:4 Canadians to Tobago through exclusive partnerships with Total Vacations of Canada.
- **Tobago Days at the Races:** Conceptualised and successfully coordinated the second time event for the Tobago House of Assembly, held at the Santa Rosa Race Park in June 2012. This second time event for the Tobago House of Assembly sought to bring destination awareness to a captive audience at the Race Park.
- **Provide Support to Industry Stakeholders:** The Division provides free consultancy services to the industry associations so as to develop positive business relationships and collaborate on marketing ideas. Officers are assigned to various associations to act as liaisons and to express the interests of the Division, as well as to solicit feedback and partnership for various destination marketing programmes.

- **“Tobago Go Go Go” Campaign:** This initiative 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. Customers were required to book their package by April 30, 2012 and complete travel to Tobago by December 31, 2012. This activity led to an increase of approximately 220% in forward bookings compared to the same period in 2010/2011 and amounted to millions of dollars in ground revenue for Tobago.

- **Product Development**

In the area of product development, the following activities were undertaken:

- **Accommodation Sector:** As part of its mandate to enhance the tourism sector in Tobago, the Division is involved in various programmes to improve the quality of service delivery within the hospitality and tourism industry. Some of these programs are as follows:
 - **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). In 2012, 14 accommodation properties, 10 tour guides, 10 tourist taxi drivers and 1 tour operator were certified under the TTTIC Programme. Additionally, a TTTIC Forum was held for:
 - Stakeholders to voice their opinions, concerns and challenges faced with the TTTIC program.
 - Addressing all stakeholders’ issues before further TTTIC audits were conducted.

- **Standardization of Tourist Accommodation:** The TTBS, in collaboration with the THA, initiated work aimed at revising the national standards for hotels and guesthouses. The Division of Tourism and Transportation hosted several industry stakeholder meetings in Tobago which was aimed at soliciting the views and concerns from the stakeholders in relation to amendments of the national standard for hotels and guesthouses.

- **ISO 9001: 2008 Lead Auditor Training :** In an effort to ensure that the staff of the Division was on par with their counterparts at the Tourism Development Company in Trinidad, an ISO 9001:2008 Lead Auditor Training was completed by 10 members of staff. The programme is registered by the International Register of Certificated Auditors (IRCA) of the UK, a Division of the Chartered Quality Institute, incorporated by Royal Charter in England and Wales, and meets the requirements for individuals seeking registration as a Quality Management System (QMS) Lead Auditor under the IRCA Auditor Registration Scheme. The 5 day course provided an understanding and knowledge of auditing Quality Management Systems to third party standards and was designed to follow the stages in a live audit, including simulated audit interview meetings. The training targeted:
 - Individuals who want to become registered Lead Auditors
 - Individuals leading their company to ISO 9001:2008 Certification
 - Quality Professionals
 - Management Representatives
 - Individuals responsible for managing the audit programme within their organizations.

- **Tourism Development Incentives:** The Tourism Development Act, 2000 (TDA) was introduced to support the development of tourism in Trinidad and Tobago. The Act provides for benefits to be granted to the owners/operators of various types of tourism projects, once these projects have the potential of contributing

substantially to the development of the tourism sector. The benefits being offered are as follows:

– Tax Benefits

✚ Tax holidays up to seven years

✚ Tax exemption on profits from the initial sale of villas, condominiums and sites thereof within an Integrated Resort Development

✚ Carry-over of losses from tax exemption period

✚ Capital allowances

✚ Accelerated depreciation

– Customs and Excise Duty Exemptions

✚ Duty concessions on vehicles

✚ Duty exemption from building materials and articles of tourism equipment

– In 2012, twenty-one Tourism Taxi Drivers, 1 Accommodation Property and 1 Ancillary Operator received endorsements from the Division

– **Room Stock Upgrade Incentive Project:** In 2012, applicants were invited to re-apply and 8 applications were received, however, due to the unavailability of funds the project never progressed past the application stage. The Trinidad and Tobago Hotel and Guesthouse Room Stock Upgrade Incentive Project was a two-year project to facilitate the upgrade of the existing room stock of small and medium sized hotels and guesthouses. The objective of the Project was to provide an incentive for the upgrade of Trinidad and Tobago's hotel and guesthouse room stock to a first class level to meet and/or exceed the Trinidad and Tobago Standard Requirements for

Tourist Accommodation (Part 1: Hotels and Guesthouses (TTS 22: Part 1:2006), Section 6 – Private Areas). The project encompassed hotel and guesthouse accommodation properties in Trinidad and Tobago. The criteria for eligibility are as follows:

- ✚ 8-100 rooms
- ✚ 4 years and older
- ✚ Current in payment of Hotel Room Tax
- ✚ Town and Country Planning approved
- ✚ In possession of current BIR and VAT Clearance Certificates

- ✚ Registered, or un-registered but willing to sign a formal commitment to become registered with the THA

- ✚ Not currently in receipt of grant funds for room upgrades from any other arm or agency of the Government of the Republic of Trinidad and Tobago

– **Benefits to Eligible Hotels and Guesthouses**

Properties were to be reimbursed twenty-five per cent of the cost of works per room. There was a dollar value ceiling applicable for a maximum reimbursement of TT\$15,000 per room (Tobago).

- **School Lectures:** The Department of Tourism, as part of our Community Awareness Program, conducted school lectures throughout Tobago in the primary schools. Lectures are scheduled every term on a rotation basis. The main objectives of this programme are to generate awareness of the socio-economic relevance of tourism and to nullify the existing misconceptions regarding tourism
In 2012, lectures were given to 18 primary schools.
- **Tour Guide Training:** In an effort to improve the skills and competence of tour guides on the island, the DOTT in collaboration with the Tobago Hospitality and Tourism Institute (THTI), facilitated a Tour Guiding course. Forty tour guides successfully completed the course.

- **School Recycle Programme:** In an effort to reduce waste on the island and encourage students to preserve the environment the Division embarked on a School Recycle Program. Schools were required to collect plastic bottles and place them in recycle bins provided by the Division. The school that collected the most plastic was awarded cash prizes and other gift items. The winners for 2012 were:

1 st Place	Mt. St. George Methodist	\$10,000.00
2 nd place	Speyside Anglican	\$ 5,000.00
3 rd Place	Scarborough RC	\$ 3,000.00

This project continues in 2013.

- **Research Publications/Reports**

As in 2011, the following surveys/reports were conducted by the DOTT in 2012:

- Hotel & Guesthouses Occupancy Report
- Cruise Survey Report (2011-2012)
- Exit Survey Report (International Visitors) -2011
- Domestic Arrivals Survey - 2012
- Exit Survey (Domestic Visitors) 2012 (The final report is expected to be completed by June 2013)
- Blue Food Survey Report 2012 (the final report was completed in 2012).
- Lifeguard Services: In 2012, the DOTT acquired four moorings to anchor lifeguard pirogues at Store Bay and Pigeon Point Heritage Park.

- **Development projects:** The following gives the status of the development projects undertaken by the Division in 2012:

- Mt. Irvine Beach Facility – construction of a handicap ramp 35% completed
- Kings' Bay Beach Facility – installation of sewer plant 50% completed

- Bloody Bay Beach Facility – storm drainage soak pit completed
 - Store Bay Beach Facility – design contract awarded
 - Pigeon Point Heritage Park – tender documents completed
 - Store Bay Beach Facility- upgrade of Food Court completed
- **Committees :** Staff of the Division were also actively involved in various committees, namely:
- **Oil Spill Contingency Committee** was established to draft an Oil Spill Contingency Plan for Tobago.
 - **Protection Committee** was established to deal with the increasing number of criminal attacks against visitors on the island.
 - **National Heritage Tourism Committee** was formed to advise the Minister of Tourism on Heritage Tourism matters.
 - **YMCA Steering Committee.** The Department provides technical support to the Committee as the Marketing Manager is charged with the responsibility of chairing the Communications and Marketing Sub-committee. This leadership contributed to the successful staging of major promotion and awareness projects which led to the accomplishment and launch of Phase I of the YMCA facility at Black Rock as well as several meets throughout the year.
 - **General Marketing Committee** comprised members of the Tobago Hotel and Tourism Association, the Association of Tobago Dive Operators, the Tobago Hospitality and Tourism Association and other stakeholders. The mandate of this committee was to collaboratively formulate marketing strategies and policy decisions in an effort to maximize pooled resources
 - **The Tobago Transport and Traffic Management Committee (TTTMC)**
 - **Tobago Civil Aviation Authority and the Standing Negotiating Committee for Air Services Agreements (SNCASA).**

Department of Transportation

Operational Mandate: The Department of Transportation has responsibility for international and domestic air transportation, international cruise as well as the domestic ferry service. 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 dual capacity where, on one hand it is involved in maintaining the number of airlines and cruise vessels that serve the destination, while on the other, the Department constantly courts new carriers and vessels to facilitate the development of the tourism industry. The following highlights the achievements for 2012:

▪ Transportation Achievements:

- Represented the Division of Tourism and Transportation at the annual World Routes Development Forum 2012 that was held in Abu Dhabi, United Arab Emirates from September 29, 2012 to October 02, 2012. At this event, discussions were initiated with several airlines regarding direct airlift to the destination. Some of these were Norwegian Airlines, Air Berlin and KLM Royal Dutch Airlines.
- Participated in negotiations with Caribbean Airlines which led to a new contract that ensures continued roundtrip, direct air services from Tobago to JFK, New York.
- Part of a team that represented the Division at World Travel Market in London, England between 5th and 8th November 2012. At this event discussions took place between the Airlift Committee of the Division of Tourism and Transportation, THA and Monarch Airlines, British Airways and Virgin Atlantic. A Letter of Intent was signed with Kuoni/Apollo to secure weekly direct air services from Scandinavia to Tobago commencing winter 2013.
- Managed the Cruise Visitor Guide Programme - This initiative is geared towards providing guided tours to cruise visitors who choose to walk around Scarborough.

- Chaired the Tobago Cruise Tourism Task Force - The Task Force comprises all stakeholders in the cruise industry. The Task Force plans, evaluates, lobbies and provides timely advice to the Secretary of Tourism and Transportation.
- Conducted analyses which sought to 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.
- Secured three new cruise ships to serve the destination which resulted in more than four thousand (4,000) new visitors Tobago.
- Negotiated with West Jet Airlines towards the commencement of direct air services between Toronto, Canada and Tobago from winter 2013.

▪ **Administrative Support Services**

- **Staff Training :** Staff from DOTT benefitted from the following training in 2012:
 - First Aid/ CPR Training
 - Re-call session in Professional Presence
 - Newly Appointed Managers Workshop
 - Lead Audit Training
 - Customer Service Excellence
 - Grievance Procedures
- **Information Technology and Communications:** In 2012, a Payroll Unit was established in the Accounts Department. This has impacted positively in the timely payment of salaries and cheques to suppliers. A Corporate Communications Department was also established with the addition of a Communications Specialist to the Division. The main function of the Unit is to manage the Division's internal and external communication with the objective of creating a favourable impression of the Division and Destination Tobago. In this regard, a Corporate Communications Plan was developed to

address issues relating to internal and external communications and included guidelines that would seek to provide structure to the dissemination of information to staff, as well as to the public. The plan is currently awaiting approval.

Conclusion

The 2012 Administrative Report gives a snapshot view of the work of the Divisions of the Assembly. It is a concise documentation of the stellar performance of the employees of the THA as they worked to meet the social and economic needs of the residents of Tobago, understanding that Act #40 of 1996 gives Tobagonians direct jurisdiction for administrating the affairs of Tobago.

December 2012 not only marked the end of the reporting year but the end of the Assembly's 2009-2013 session. In preparation for the dawn of a new era, the Assembly undertook a complete review of the policy direction as enunciated in the Comprehensive Economic Development Plan 2006-2010. The review critically examined the accomplishments of the Assembly in the following seven developmental areas:

- Branding Tobago- Clean, Green, Safe and Serene;
- Institutional Strengthening and Development;
- Business Development;
- Social Infrastructure Development;
- Physical Infrastructure Development;
- Human Resource Development; and
- Environmental Sustainability.

This self-evaluation of our achievements in defining our social and economic space stands as a beacon of the successes in the administration of the island, yet signalling to every Tobagonian the need to redouble the effort in propelling Tobago towards sustained prosperity.

A vision of a prosperous Tobago that is Clean, Green, Safe and Serene is always in the Assembly's focus. As such, we march into the future armed with the evaluation of our past performance, the roadmap for our future developmental agenda as spelt out in the CEDP 2.0 - 2013-2017 and a committed workforce that is well equipped to face the challenges that lies ahead.

