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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 2013 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.

1. Division of Agriculture, Marine Affairs, Marketing and the Environment
2. Assembly Legislature Secretariat
3. Division of Community Development and Culture
4. Division of Education, Youth Affairs and Sport
5. Division of Finance and Enterprise Development
6. Division of Health and Social Services
7. Division of Infrastructure and Public Utilities
8. Office of the Chief Secretary
9. Division of Planning and Development
10. Division of Settlements and Labour
11. Division of Tourism and Transportation

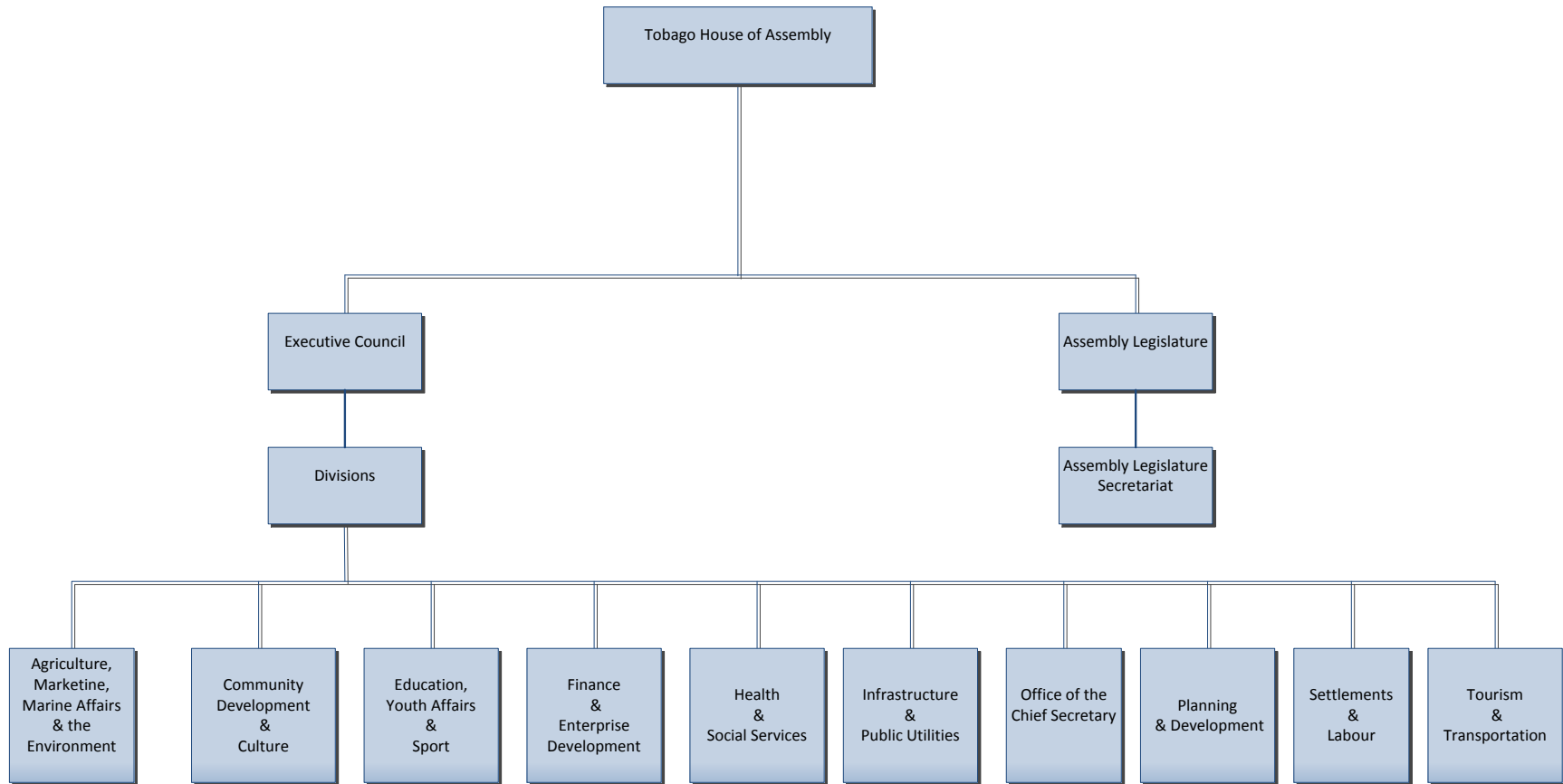
Each Division is headed by a Secretary who has the responsibility for the formulation of policies and an Administrator who presides over the implementation of Programmes and Projects within his/her Division. These Divisions have the responsibility for implementing the developmental

activities, inter alia, of Tobago, and the activities of each are linked to the Comprehensive Economic Development Plan for Tobago (CEDP) 2013-2017. The CEDP therefore provides a framework on which meaningful budgeting can be predicated. It provides a nexus for the provision of empirically sound policies, programmes and projects.

Consistent with the Assembly's Organizational Structure, the 2013 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 which make up the core functional/operational mandate of each Division.

Additionally, although the Report records in detail the accomplishments of the core functional/operational areas of each Division it further states the notable 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.

ORGANISATIONAL STRUCTURE





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

DIVISIONAL OVERVIEW

The portfolio of the Division of Agriculture, Marine Affairs, Marketing and the Environment (DAMME) 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. The Mission and Core Values of the Division are outlined hereunder.

Mission

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

Core Values

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 Fisheries, Natural Resources and the Environment. 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 team of officers, listed hereunder:

Mr. Gary Melville/Mr. Godwin Adams

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

Mr. Hayden Spencer

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

Ms. Ethel Sylvester-Berkeley/Mr. Richie Toppin

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

Ms. Margaret Keens-Dumas/Mr. Karl Murray

Technical Officer, Department of Agriculture

Ms. Tameka Seales-Mansano

Director, Department of Food Crop Production

Ms. Ruby George-Warner/Mr. Oscar Brathwaite/Mr. Rawle Arthur

Principal, Kendal Farm School

Mr. Garth Ottley

Director, Department of Marine Resources and Fisheries

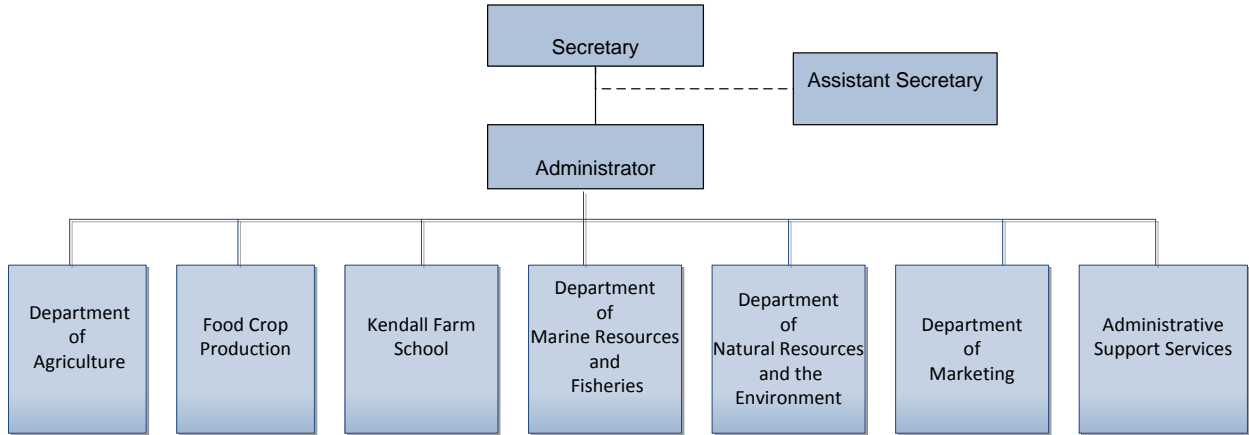
Ms. Karen Shaw/Mr. Locksly Jack

Director, Department of Marketing/Business Development Specialist

Mr. Linford Beckles

Director, Department of Natural Resources and the Environment

Organizational Chart



STRATEGIC MANDATE

In 2013 our Division has anchored its overall management thrust on the Comprehensive Economic Development Plan for Tobago 2013-2017. The particular Strategic Priority Area (SPA) that our work is in congruence with is CEDP Priority Areas 3, 4, 6, 7 & 8. The CEDP Goal and the Division's Mandate are presented below.

PRIORITY AREA III:

Business Development and Entrepreneurship

GOAL: To develop a diversified, technologically-advanced and competitive productive sectors that are built around enterprises in Tobago, and able to deliver high quality products and services. The expansion of the Tobago economy in both the traded and non-traded goods and services sectors must be based on a heavy presence of Tobagonians as entrepreneurs and business people.

PRIORITY AREA 1V:

Human Capital Development

GOAL: To increase human capital capacity in Tobago in keeping with Tobago's development strategies with the aim to further economic growth and increase competitiveness, and to restore commitment to learning and scholarships that existed in earlier years.

STRATEGIC MANDATE

- To create an enabling environment for agri-business and nurture the entrepreneurial ambitions of the Department.
- To expose staff and stakeholders to training opportunities to increase skill levels leading to greater efficiency and productivity.

PRIORITY AREA V1:

*Physical Infrastructure & Utilities
Development*

GOAL: To improve access, efficiency and quality of infrastructural systems of Tobago in order to enhance the economic, social and environmental performance, to the benefit and enjoyment of Tobagonians and its visitors, and in harmony with the island's Clean, Green, Safe and Serene.

PRIORITY AREA VII

Enhanced Safety and Security

GOAL: To achieve a Tobago society and island where there is no compromise in ensuring the safety of Tobago's residents and visitors.

CEDPT Priority Area VIII

Environmental Sustainability

CEDPT GOAL: To strengthen environmental capacity and performance, consistent with a resilient Tobago that is Clean, Green, Safe and Serene and meets the standards of a green Tobago economy.

STRATEGIC MANDATE

- To maintain and improve existing infrastructure in order to provide optimum service to all stakeholders (farmers, butchers, consumers, vendors).
- To create a safe and secure environment for staff, users of all facilities under the Department's control which includes fishers throughout the island.
- To protect, preserve and enhance Tobago's environment and promote the sustainable use and management of the island's air, land and water for the benefit of current and future generations.

FINANCIAL RESOURCES

The Accounts Department at the Main Office manages the financial resources allocated to the Division. It is responsible for the payment of salaries and wages to the monthly and daily paid workers of the Division, and for the processing of vouchers for goods and services procured from several suppliers. The under-mentioned table depicts the financials, allocations, releases and expenditure for the period under review.

Table 1
Financial Resources for the Fiscal Year ending September 2013

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	86,257,319.00	85,246,322.00	84,938,699.00
Goods & Services	51,696,909.00	51,518,768.00	51,497,509.00
Minor Equipment	1,082,700.00	1,058,433.00	1,056,164.00

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. These services include technical advisory services in the areas of livestock and crop production, veterinary and artificial insemination services, the production of both livestock and planting material, 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 undermentioned highlights the functions and achievements of the various sections under the Department.

- **Veterinary and Laboratory Section**

The Veterinary and Laboratory Section is responsible for maintaining the health of the animal population through surveillance and the control of animal diseases by applying preventative methods to protect the animals from exotic diseases. At this section total revenue collected was \$33,511.00. The Department also conducted an island wide judging for the preliminary livestock competition for World Food Day celebrations 2013.

- **Diagnostic Unit**

The Diagnostic Unit is responsible for controlling and eradicating diseases in livestock and poultry as diseases can negatively impact human health which in turn can create an adverse economic effect to farmers and the state. For 2013, this Unit established an Incineration System for animals at the Lab. Equipment was also procured to conduct ELISA screening for CLA, Johnes and Brucellosis, and other infections.

- **Artificial Insemination, Breeding Management and Flock Development**

Artificial Insemination (AI) is one of the most effective tools that is utilized to improve productivity and profitability of operations. A total revenue of \$3,864.00 was collected through this system. Additionally, heat lamps, creep feed troughs and plastic floor mesh were installed in order to reduce lamb mortality.

- **Stations and Breeding Units**

- **Louis D'or Nurseries Station**

The Station produces vegetable seedlings, ornamental and orchard plants which are sold to farmers and the general public. Officers at the section also facilitate educational visits to the community. Further, revenue is collected through the sales of produces and as a result, a total of \$321,684.00 was collected.

Critically, in order for the station to continue functioning at its optimum continuous training was required. Workers were trained in advanced wheel tractor driving and small machinery repairs. Additionally, vegetable seedling production training was also held for YAPA trainees and students from U.T.T / E.C.I.A.F.

- **Louis D'or Demonstration Station**

There was a continuous year round egg production which amounted to over 6,000 dozen. There was also a production of 11,814kgs of vegetables and food crop. The sale of produce is also a critical element of this station. As a result, a total revenue of \$59,125.52 from sale of vegetables, food crop and other miscellaneous activities was collected.

- **Breeding Units**

Animal breeding is an important aspect of this Division. There are two Breeding Units and for 2013 there was an attainment of 42 lamp births with a rate of 11% mortality at Runnemedede and 29 with a rate of 28% mortality at Charlotteville. The Department intends to improve its delivery process. As a result, a Goat Multiplication Unit and a

Breeding Centre will be established. A contract valued at \$82,750.17 was awarded to HL Construction Ltd. to commence Phases 1 and 2 of this project.

▪ **Hope Farm**

This is the major stock farm on the island and is located at Hope village. It is responsible for inter-alia, the multiplication and sale of breeding stock (cattle, goats, rabbits, pigs and poultry) to livestock production farmers. These farmers contribute immensely towards the expansion of the livestock sub-sector in Tobago. The undermentioned are the achievements:

➤ ***Livestock Inventory (Animal production):***

In keeping with the goals of the CEDP this Department sought to improve its breeding stock programme to increase its delivery to producers. In order for an effective animal production to take place a total of 35 animals were purchased and 2,168 births were realised.

➤ ***Animal Husbandry:***

Over 3,900 layers for eggs including broilers were purchased for animal husbandry. The broilers were purchased for the demonstration of broiler meat production. The Unit also successfully continued a batch breeding system in pigs (natural and A.I. services) and does at two Goat Units. The Unit also realised a successful breeding and multiplication of rabbit and cattle resulting in sales to rabbit and cattle farmers.

➤ ***Livestock and Livestock products:***

A total of \$312,441.91 in revenue from the sale of livestock and livestock products was collected. This was attained from the sales of 33,344.5 dozen eggs, 83 weaner pigs, 36 weaner rabbits, 1,128 ducklings, ten dairy calves and ten beef calves.

➤ ***Pasture Management and Farm Development:***

The Department continued its development of the stock farm. As a result a new electric grass chopper for forage chopping was installed, in addition to a camera surveillance system for high risk areas to curb praedial larceny. Further, the intention is to establish a

Workers Recreational Facility. This initiative can result in the improvement of interpersonal and intrapersonal skills. As a result, a contract valued at \$156,404.00 was awarded to HEW Engineering Construction for construction of this facility.

- **Plant Protection**

Plant protection ensures that all aspects of plant care are practiced to reduce the occurrence of diseases. As a result, a Pests Quick Guide was developed for Extension Officers to utilise in their daily duties. Effective control of pests and diseases injuring plants and plant products and the prevention of their spread are essential in improving agriculture. In this light, 100 diagnostic field visits were conducted. Training sessions were held for home gardeners in the areas of: Pesticide use and safety, Rainy Season Diseases and Management, as well as Pest and Disease Management.

- **Post Harvest Technology**

Post Harvest Technology provides education and training for farmers, distributors, exporters and stakeholders in the principles of handling, transportation and storage of produce. In order for staff to function effectively Extension Officers were trained. Further, approximately 40 farmers were also trained in postharvest management and GAPs. Additionally, 100 and 70 home gardeners participated in post harvest management and in fresh produce nutrition, respectively.

- **Home Gardening**

The home gardening initiative encourages home owners to utilize their land space to plant food. These individuals are provided with a support system to enable food safety and security. Statistics revealed that a total of 229 home gardens and 3 model gardens were established. A further 130 persons were registered after the hosting of exhibitions. To ensure that these garden owners operate effectively, a total of 15 training sessions and awareness promotions were conducted.

- **Outreach Programmes and Field Visits**

Outreach programmes and field visits were held to ensure farmers function at a maximum level. As a result, a total of 131 field visits were made to livestock farmers. Additionally, professional and technical advice were provided to farmers, schools and organizations.

- **Safety and Health**

Occupational safety and health is fundamental and has extensive benefits for the Division. In keeping with the safety and health policy, the Department attained an NUGFW award for significant achievements in work-place safety and health.

- **Staff Development and Training**

Training presents a major opportunity to expand the knowledge base of each member of staff. The Department therefore embarked on several training initiatives such as the hosting of a basic CLA Management Course at the Kendal Farm School for farmers and stockmen. Officers also attended training in microbiology and serology at the VDL, Ministry of Food Production, Mt Hope, Trinidad. A field training for ECIAF and UWI veterinary students was also facilitated. Herd Health and Animal Production programmes were also hosted.

Kendal Farm School

The Kendal Farm School fulfils the training needs of agricultural practitioners in Tobago. As it relates to crop production, the Department distributed planting material to farmers, schools and other government stations, and provided fresh produce for sale at World Food Day 2013. In terms of livestock production 3,162 litres of unpasteurized goat's milk and 15,624 litres of cow's milk were produced. The dairy parlour at the farm school was refurbished to facilitate the commissioning of a Pasteurizer.

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. The Department's function is also geared towards the economic, educational, scientific and recreational use of Tobago's marine resources and marine areas. The main achievements under this section are as follows:

- **Fisheries Unit**

- Facilitated two phases of the program on the application for Smart Phones by the Electrical and Computer Engineering Department, UWI and the Coast Guard. A total of 28 persons successfully completed the course
- Attended the Tobago leg of the national consultation on the Draft Sub Regional Plan for Flying Fish at the Victor Bruce Financial Complex
- Hosted the 10th Annual Commercial Fishing Tournament Prize Giving Ceremony and Dinner

- **Fisheries Extension Unit**

- This Unit registered 40 fishing vessels, transferred 44 fishing boats and processed 16 engine V.A.T. exemptions. The Unit also responded to reports and submitted relevant information on the detainment of four local fishermen by the Government of Barbados Coast Guard law enforcement officers to the Ministry of Foreign Affairs

- **Marine Areas Unit**

- Developed an island tracking system to document all sighting and capture of lionfish around the island. In this respect, a lionfish training workshop for All Tobago Fisher Folk Association (ATFA) members and Speyside Eco-Marine Park Rangers (SEMPR) was held in March 2013
- The Unit also commenced patrol, in collaboration with Police Officers, on the borders of the Buccoo Reef. The Unit also collaborated with the IMA and National Oceanographic and Atmospheric Administration (NOAA) in hosting two Coral Reef Early Warning

System (CREWS) workshops, to inform the stakeholders at Buccoo and Speyside of the device and its installation

- **Diving Unit and Police Unit**

- Conducted 200 dive shop inspections and 15 dives around the island in search of lionfish. Several dives for assisting IMA in the installation of environmental monitoring modules were done. The Unit further contributed to the completion of the draft Trinidad and Tobago dive regulations. There was also an increase of patrols and police presence at Store Bay and Pigeon Point, which resulted in decreased diving of conch in the Marine Park.

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 Department completed the Packing House located at Old Milford Road, to assist farmers and agro-processors as well as to provide a platform for the export of agricultural produce. This included a new factory shell, holding bays and fixtures. There was also an improvement in the sale of products which amounted to \$4.8 million.

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 and promote the sustainable use and management of the island's air, land and water for the benefit of current and future generations. With regards to environmental management a total of 37 Certificates of Environmental Clearance (CEC) were received and six were issued. Further, a total of eight CEC sites were monitored on a continuous basis. The Department resolved 118 complaints out of a total of 243.

- **Training**

Members of staff participated in the EU Commission-sponsored ISO 14001/EMAS Certification project which involved areas such as the ANR Robison International Airport, Argyle Riverdale Lodge, and Adventure Eco Villas. Two officers were trained in the use of MIKE 21 Sand Transportation modelling software, one officer in the creation and management of biodiversity information systems databases and eight officers in GIS data manipulation and management. Additionally, a Wetlands Day exhibition was hosted with a focus on rainwater harvesting and wetland tours for schools.

- **Parks and Open Areas**

As it relates to Parks and Open areas, a fence at the Botanical Gardens was reinstalled. Additionally, citrus orchards were replanted at the President's House and a Revetment was constructed to support landscaping at Castries Street Extension.

Administrative Support Services Department

Operational Mandate: The Administrative Support Services Department is an amalgamation of the Units that provide support to the core Departments of the Division. The Administrative Support Services consist of Accounts, Human Resource, Project Implementation, Communications and Information Technology Units.

- **Human Resource Unit:** The Human Resource Unit promotes and facilitates appropriate human resource development activities geared towards employee skill development and organizational understanding and growth. Given its mandate, the Unit upgraded the Communications Unit and expanded the Human Resource Unit. A Labour Unit was further established. Several training programmes were conducted, some of which are Corporate Governance, Change Management and Excellence in Customer Service.
- **Project Implementation Unit:** The Project Implementation Unit is responsible for ensuring projects under the Development Programme of the Division are completed within time, budget and of the required quality standards. For 2013, this Unit completed the Office

building at Louis D'or Demonstration Unit and opened the Goldsborough Tissue Culture laboratory. Work was also conducted on more than 45 agricultural access roads

- **Communications Unit:** The main function of the Communications Unit is to keep the public informed about matters concerning DAMME. The information is presented through print, electronic and audio media. During the period under review the Department issued media releases and placed job recruitment adverts in the print and electronic media.
- **Information Systems Unit:** The Information Technology Unit facilitates the design, implementation and maintenance of information technology by providing computers, information systems, IT related services and solutions. In this light, the Unit improved security and reliability of network and internet services and also created email addresses to improve collaboration and communication.

Constraints

DAMME faced many challenges in 2013. These challenges included recurring financial, human resource/man-power requirements and work place attitudes. These impacted on the efficient functioning of the Division.



ASSEMBLY LEGISLATURE SECRETARIAT

DIVISIONAL OVERVIEW

The Assembly Legislature Secretariat of the Tobago House of Assembly (THA) provides secretarial, administrative and support services to the legislative arm of the THA. This entity is required by statute to facilitate the convening of regular sittings of the Assembly as well as to debate and make decisions on matters related to the affairs of Tobago at the policy level. *The aim of the organisation 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 and Core Values of the Secretariat are depicted hereunder.

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 Division is guided by the under mentioned Core Values.

Core Values

**Assembly
Legislature
Secretariat**

- Professionalism
- Transparency
- Equity
- Respect

ORGANIZATIONAL STRUCTURE AND MANAGEMENT

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

Mr. Kelvin Charles

Presiding Officer, Assembly Legislature Secretariat

Ms. Ingrid Alfred-De Lancy

Clerk, Assembly Legislature Secretariat

Ms. Ann Marie Stewart

Accounting Executive I

Ms. Joy Boatswain-George

Administrative Officer II

Ms. Glenis Gooding-Jones

Human Resource Officer I

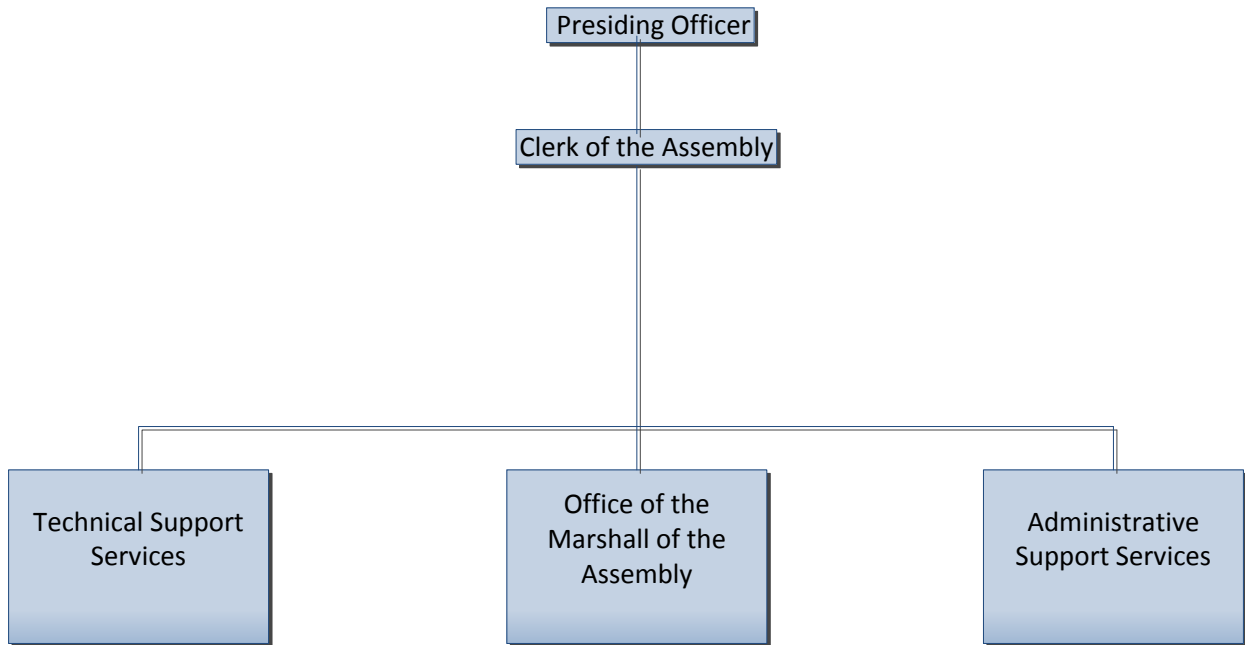
Ms. Jacqueline Charles-Providence

Verbatim Reporter II

Ms. Paulette Fraser-Berkley

Library Assistant II

Organizational Chart



Our work is linked with the CEDP Strategic Priority Areas 2 and 4. Our strategic mandate is presented below.

CEDPT PRIORITY AREA II

Good Governance and Institutional Reform

CEDPT GOAL: To create the Institutional structures - The practice of non-partisanship

CEDPT PRIORITY AREA IV

Human Capital Development

CEDPT GOAL: To increase human capital capacity in Tobago in keeping with Tobago's development strategies with the aim to further economic growth and increase competitiveness, and to restore commitment to learning and scholarship that existed in earlier years.

STRATEGIC MANDATE

- Partnerships with other Democratic Legislatures to help build capacity to better serve members of the Assembly as the island prepares for greater autonomy
- Promotion of mutual respect, integrity and a culture of personal and professional development sustained by best ..

FINANCIAL RESOURCES

The amounts allocated to the Assembly Legislature Secretariat for fiscal year 2012/2013 are outlined at Table 2.

Table 2

Financial Resources for the Fiscal Year ending September 2013

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	3,454,836.00*	3,410,344.00	3,342,435.51
	4,013,100.00		
Goods and Services	7,753,413.00*	7,519,114.00	7,204,079.16
	9,862,323.00		
Minor Equipment	409,563.00*	367,954.00	359,832.00
	350,633.00		
Development Programme	1,550,000.00	1,550,000.00	949,287.63

*Revised allocations after Virements and Transfers

PERFORMANCE HIGHLIGHTS

The Assembly Legislature Secretariat comprises eight main Units which provide support services to members of the Assembly and other clients of the Division. The operational mandate of each is listed hereunder:

- **Hansard**

This Unit is responsible for taking verbatim notes at all Plenary Sittings of the Assembly and Committee meetings, and editing, indexing and compilation of these notes for binding.

- **Accounts**

The Accounts Unit provides efficient financial and accounting services to all arms of the Assembly Legislature Secretariat in accordance with Financial Regulations/Instructions and the Tobago House of Assembly's Financial Rules.

- **Library**

This Unit manages the collection of books, periodicals and other material for the Secretariat.

- **Human Resource**

The Human Resource Unit provides support services to staff in respect of varying aspects of Human Resource Management.

- **Office of the Presiding Officer**

The Presiding Officer has overall responsibility for the Assembly Legislature Secretariat. He also presides over sittings of the Assembly.

- **Office of the Clerk of the Assembly**

The Clerk is the administrative head of the Assembly Legislature Secretariat and is guided by the Tobago House of Assembly Act, Standing Orders and other relevant regulations/guidelines.

- **General Administration**

This Unit is headed by an Administrative Officer II and is responsible for office/property management and providing services to the constituency offices.

- **Major Achievements**

The amalgamation of all the Units aided in attaining the achievements for the fiscal year 2013. These achievements were as follows:

- Organised and hosted the Inaugural Ceremony of the ninth session of the THA, which was held on January 24, 2013. Newly elected members were sworn in by His Excellency Professor George Maxwell Richards.
- Hosted His Excellency Anthony Carmona, President of Trinidad and Tobago in April 2013
- Provided administrative/secretarial support for 13 plenary sittings
- Hosted a Youth Debate in the Assembly Chamber.



DIVISION OF COMMUNITY DEVELOPMENT AND CULTURE

DIVISIONAL OVERVIEW

The Division of Community Development and Culture is one of ten satellite Divisions of the Tobago House of Assembly (THA). The Division is a client focused organization based on a philosophy of embracing community service and cultural preservation. Its multidimensional role and function have characterized the Division as the major public steward that maximizes the value of community and cultural resources within the process of good governance.

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.

The under-mentioned Vision depicts an idealized representation of the future while the Mission describes the goals of the Division. The Core Values outlined shape the culture and reflects the ideals of the Division.

Vision

To build and sustain creative communities that participates in and values the preservation and promotion of our cultural heritage as essential to our wellbeing

The Mission states how the Division intends to achieve its goals and objectives and to build and sustain creative communities

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

The Core Values are the guiding factors which will allow the Division to attain its Vision and Mission.

Core Values



ORGANIZATIONAL STRUCTURE AND MANAGEMENT

The Division is structured in two Departments and five Units for the execution of its functions.
The Division's portfolio is managed by the undermentioned team of officers:

Councillor Dr. Denise Tsoi a fatt-Angus
Secretary, Community Development and Culture

Mr. Ancil Dennis
Assistant Secretary, Community Development and Culture

Ms. Karen Ottley
Administrator, Community Development and Culture

Ms. Ayanna Webster-Roy
Coordinator, Community Development

Ms. Glenda Rose Layne
Coordinator, Culture

Ms. Ann Marie Seenarine-Price
Research Officer II

Mr. Darren Hector
Building and Maintenance Services Manager

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

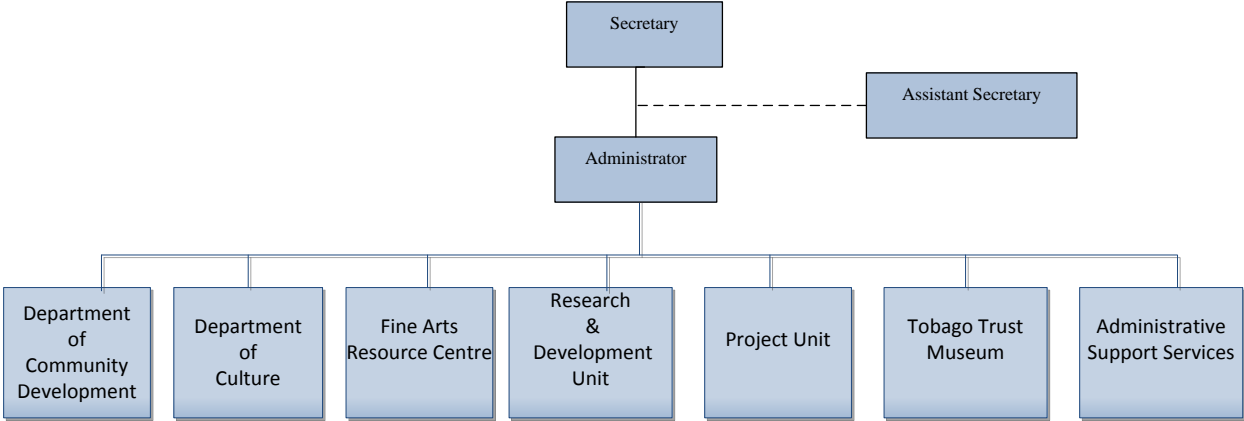
Ms. Carol Ottley
Administrative Officer II

Ms. Brenda John-James
Accounting Executive I

Ms. Bridgette Bailey-Job
Human Resource Officer I

Ms. Donna Dalrymple-Watts
Senior Communications and Media Specialist

Organisational Chart



STRATEGIC MANDATE

The Strategic Mandate of the Division is guided by the Comprehensive Economic Development Plan for Tobago 2013-2017. Accordingly, the undermentioned priority areas and goals are critical to the Division's operations.

CEDPT PRIORITY AREA I

Branding Tobago: Clean, Green, Safe and Serene

CEDPT GOAL: To brand Tobago with an image that enjoys wide consensus and which positively portrays the island's economy and society that Tobagonians would be proud to create, maintain and promote and will have the effect of mobilising the energies of the population for their own development.

CEDPT PRIORITY AREA III

Business Development and Entrepreneurship

CEDPT GOAL: To develop diversified, technologically-advanced and competitive productive sectors that are built around enterprises in Tobago and able to deliver high quality products and services.

CEDPT PRIORITY AREA IV

Human Capital Development

CEDPT GOAL: To increase human capital capacity in Tobago in keeping with Tobago's development strategies with the aim to further economic growth and increase competitiveness, and to restore commitment to learning and scholarships that existed in earlier years.

STRATEGIC MANDATE

- To promote and preserve the cultural heritage of Tobago
- To facilitate cultural development in a global environment
- To encourage and promote the activities of CBOs - Village Councils, Women's Groups

CEDPT PRIORITY AREA V

Social Development and Resilience

CEDPT GOAL: To develop social services agencies that can anticipate impending social problems and can configure interventions appropriate to the conditions in the society as it evolves.

STRATEGIC MANDATE

- **To empower and sustain creative communities**

FINANCIAL RESOURCES

The matrix below is a general summary of the financial resources allocated to the Division for the fiscal year 2013.

Table 3
Financial Resources for the Fiscal Year 2012/2013

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	\$15,899,686.00	\$15,640,097.00	\$15,496,578.28
Goods and Services	\$52,311,746.97	\$51,323,850.00	\$46,343,923.76
Minor equipment Purchases	\$1,378,600.00	\$463,739.00	\$455,737.96
Development Programmes	\$16,688,000.00	\$15,628,000.00	\$14,370,231.86

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 activities as well as the maintenance and construction of community centres. Three broad programmes have been established for the various communities:

- 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.

Based on the Department's operational mandate the undermentioned activities were accomplished:

- **Achievements**
 - Held 41 classes under the Vocational Skills Training Programme in communities throughout Tobago
 - Hosted Prize Giving Ceremony for winners of Pride of Tobago Competition and a "Cool Kids Camp IV" in which 125 children participated and were exposed to music, handicraft and building self-esteem
 - Recognized and honored 68 persons between the age of 90 – 99, and centenarians under the Centenarians Awareness and Awards Programme (CAAP)
 - Launched Heritage Village 2013 in which four night markets, including craft and food markets, formed part of the village experiences.

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 in collaboration with industry stakeholders. The undermentioned are the achievements.

▪ Achievements

- A 40 member delegation participated at CARIFESTA IVX held in Suriname. Additionally, 22 youths from a wide cross section of schools throughout Tobago and UWI participated in the First Peoples Heritage Celebration
- Hosted a cultural programme to commemorate Republic Day 2013 and the 3rd Annual BeleFest in collaboration with the community of Belle Garden
- Successfully participated in Folk Fair and the finals of the Prime Minister's Best Village Trophy Competition.

Fine Arts Resource Centre

Operational Mandate: The Fine Arts Resource Centre (FRC) focuses on the development of craft entrepreneurs, empowering them with the ability to influence and supply high quality products that can compete in the global market place. The achievements at this Unit are as follows:

▪ Achievements

- Conducted tutoring at Happy Haven School Differently Abled which culminated with an Exhibition at Lowlands Mall, and tutoring programmes at Community Development "Kool Kids Camp" at one primary school, two churches, three Senior Citizens Centres on the island
- Hosted the Easter Bonnet Parade which was infused with accessories like floral arrangements, hats and handbags

Tobago Museum

Operational Mandate: The Tobago Museum is responsible for the identification and preservation of places of historical interest and natural beauty and the establishment of a Natural History Museum and a Tobago Trust. The Museum, given the nature of its work maintains a collaborative relationship with the Division particularly in the sphere of culture. The achievements at this section entailed:

- **Achievements**

- A total of 7,506 persons visited the Museum for the year ended 2013, consisting of 4,763 adults, 2,003 children and 740 cruise ship passengers
- Students from Delaware University, New Jersey, USA, conducted research at the Museum while students from Quinnipiac University, Hamden, Connecticut, USA conducted their annual visits of the archaeology
- The Museum craft tutor attended the Caribbean Vocational Qualification Examiner's Training Programme held by the Division. The Unit also facilitated the creation of the documentary "Tobago 1677" by Oceans Discovery Television Crew. The scenes were recorded at Fort King George within the vicinity of the Tobago Museum.

Tobago Festivals Commission

Operational Mandate: The Tobago Festivals Commission provides managerial support and strategic direction for cultural expressions and activities indigenous to Tobago as well as National Festivals which include but are not limited to the following: Tobago Heritage Festival, Tobago Carnival, Tobago Best Village, Music Festival, Maypole, Carifesta, and other Community Festivals as approved by the Secretary, Division of Community Development and Culture. Implementation of the aforementioned projects and programmes were facilitated and attained by the Tobago Festivals Committee.

- **Achievements**

- New events were added to the Tobago Heritage Calendar namely: the ‘Diaspora Connections’ at Carnbee /Mt Pleasant, ‘Ah We Harvest Sweet’ at Castara, and ‘From Cap'n to Cook’ at Roxborough.
- Two additional communities participated in the Tobago Heritage Festival in 2013.

Building and Maintenance Services Unit

Operational Mandate: The role of the Unit is to construct, monitor and maintain all new and existing physical structures which fall under the purview of the Division. Based on the mandate of the Unit the following were attained:

- **Achievements**

- Completed and opened the Calder Hall, Argyle, and Speyside Y-Zone. Y-Zone is a computer lab system established at these communities
- Established and outfitted the Parlatuvier Information Technology Walk-In Centre
- Outfitted and commissioned the Betsy's Hope and Speyside Multi-Purpose Facility
- Repaired and upgraded the Mason Hall, Delaford, Les Coteaux, Moriah and Glamorgan Community Centres

Research Unit

Operational Mandate: The Unit provides technical research support to all Departments within the Division to enable the development of quality programmes designed to support evidence based policy formulation and planning to achieve organizational objectives.

- **Achievements**

- Hosted a luncheon tribute in honour of the past and present members of the Tobago Trust
- Developed draft indicators to measure the success of social events

- Presented the paper entitled “ The role and challenges of traditional groups with specific reference to Women’s groups and the Village Councils” at Community Development week in Trinidad
- Designed a survey for the accumulation of data on the Asset Based Community Development (ABCD) exercise for the collation of the various assets and resources in the communities.

Financial Assistance Unit

Operational Mandate: The Unit is responsible for administering financial aid to NGOs, CBOs and FBOs to facilitate the execution of projects and programmes.

▪ Achievements

- The Unit deliberated on approximately 259 requests from non-profitable organisations and disbursed a total of \$3,914,649.27 for the period under review. The disaggregated total can be viewed at Table 3:-

Table 4
Funds disbursed to Non-profitable Organisations

NAME OF ORGANISATION	TOTAL DISBURSED
Churches	\$594,025.00
Village Councils	\$96,290.00
Youth Organisations	\$119,286.00
Pan Groups	\$619,708.63
Schools	\$110,821.85
Cultural Events	\$799,344.00
Educational Programs	\$23,400.00
Fishing Associations	\$35,660.00
Community Groups	\$278,774.60

Human Resource Management

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

- Recruited an Administrative Support Officer, Multipurpose Facility Coordinator, Information Systems Analyst 1 and a Music Officer (Steel Pan)
- Conducted training and development workshop for staff in the following areas: Proposal Writing, Job Evaluation, Leadership in Action, Project Management and Practices in the Caribbean and Movement to International Public Accounting Standards (IPAS) “How does it impact a country.”

Administration

Operational Mandate: This Unit has general responsibility for the operation and management of the organisation, including the efficient use of resources towards the attainment of divisional goals.

Achievements


- Upgraded workers through examination/interviews for Foreman (other services) in order to establish an Order of Merit List and conducted a Defensive Driving Training for Drivers
- Established a procurement system for vehicle keys within the Division
- Received an award for professional relationship from the National Union of Government and Federated Workers (NUGFW)

Communications Unit

Operational Mandate: This Unit is responsible for the formulation and execution of a strategic communications plan for the Division, including public education, outreach programmes and publications on the work of the Division. The following are the achievements of this Unit:

- **Achievements**

- Prepared and distributed Media Release and Video/Still Coverage on the Celebration of Excellence for Carifesta X1 event held in Suriname
- Prepared and distributed Media Release on the Heritage Food Fair Prize giving Competition, on Black History Month through Television, Radio Ads, Mobile Ads, Flyers, Print Ads, Banners and Backdrop, on Republic Day Celebrations 2013 through Full Col Press Ads, Banners, Backdrop, Television, Radio, Mobile Ads on the Commissioning of the two Y Zone computer labs and the Calder Hall Community Centre
- Provided Video and Still Coverage on Pride of Tobago Dinner and Awards Ceremony.



DIVISION OF EDUCATION, YOUTH AFFAIRS AND SPORT

DIVISIONAL OVERVIEW

The Division of Education, Youth Affairs and Sport (DEYAS) is charged with the development and implementation 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 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

The Division's structure is headed by the Secretary of Education, Youth Affairs and Sport and Assistant Secretary with special responsibility for Youth Affairs and Sport at the strategic level. At the administrative level, the Division is managed by an Administrator who is supported by a cadre of senior level staff in each of the functional areas of the Division. Below is the listing of the senior level executive for the fiscal year 2012 to 2013.

Assemblyman Gary Melville

Secretary of the Division of Education, Youth Affairs and Sport

Assembly Jomo Pitt

Assistant Secretary, Youth Affairs and Sport

Ms. Allison Lawrence

Administrator, Division of Education, Youth Affairs and Sport

Dr. Verleen Bobb-Lewis

Assistant Education Coordinator, School Supervision- Department of Education

Mr. Lyndon Wilson

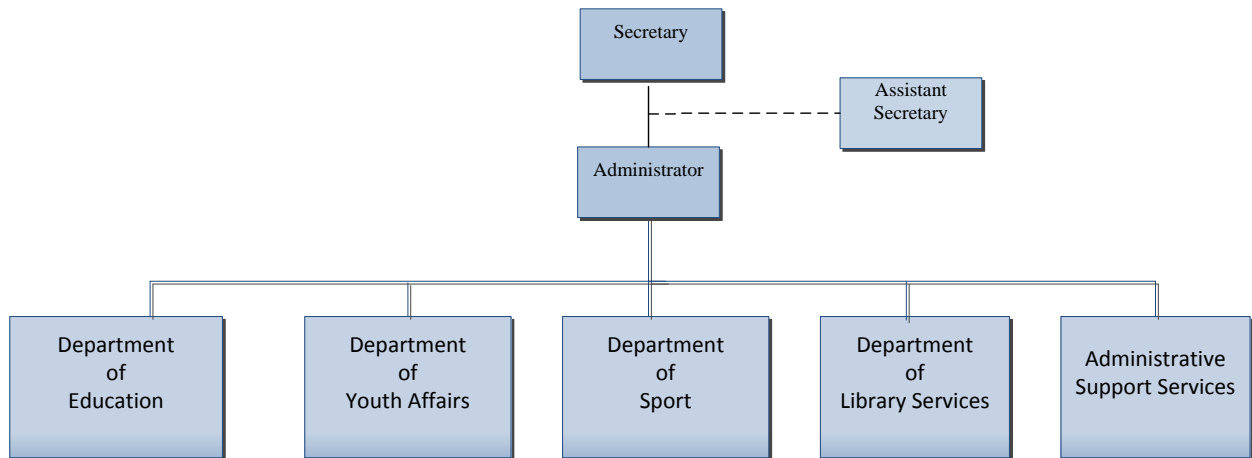
Youth Development Officer II, Youth Department

Vacant

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.



STRATEGIC MANDATE

The relationship between the Comprehensive Economic Development Plan (CEDP) 2013-2017 and the Division's Strategic Mandate is presented below:

CEDPT PRIORITY AREA II:

Good Governance and Institutional Reform

GOAL: To create the institutional structures that would best serve the interest of Tobago, as the island is transformed

CEDPT PRIORITY AREA III:

Business Development and Entrepreneurship

GOAL: To nurture the entrepreneurial ambitions of young, highly skilled Tobagonians

CEDPT PRIORITY AREA IV:

Human Capital Development

GOAL: To increase human capital capacity in Tobago in keeping with its development strategies by promoting and supporting the holistic development of children and youth, and lifelong learning through relevant, innovative and well-conceived educational, sporting and youth oriented programmes.

STRATEGIC MANDATE

- **Greater provision and easier access to educational institutions in Tobago**
- **Diaspora capital invested and partnerships established.**
- **The reduction of risk aversion among Tobagonians and increase confidence about the long term prospects of entrepreneurship**
- **Adequate financial and technical support to spawn start-ups through research and development**
- **Quality of early childhood, primary and secondary levels of education improved to achieve the holistic development of the child**
- **The effectiveness and performance of the education sector in Tobago enhanced with better planning.**

CEDPT PRIORITY AREA V:

Social Development and Resilience

GOAL: To improve the quality of life of young people in Tobago and ensure their empowerment to function to the best of their ability, through the provision of access to a high quality of youth-focused services and development programmes

STRATEGIC MANDATE

- **Reduction in the number of youths falling victim to drug abuse and social deviance**
- **Improvement in delivery of services to communities**
- **Expansion of range of services that will be available in community centres**
- **Social and cultural assimilation**

FINANCIAL RESOURCES

For the fiscal year 2012/2013, the Division’s allocation, releases and expenditure are outlined at Table 5.

Table 5
Financial Resources for the Fiscal Year 2012/2013

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	169,806,368.00	162,838,196.00	165,570,521.51
Goods and Services	138,223,730.00	132,865,890.00	127,847,897.52
Minor Equipment	2,194,361.00	2,150,361.00	1,062,134.23
Development Programme	141,841,052.00	52,009,290.00	79,562,337.12

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. The Units of the Department and the achievements for the fiscal year are stated hereunder.

▪ **Research Unit:**

- **Family Research Camp** – The Research Unit conducted a Family Research Camp at the Bon-Accord Primary School which targeted families and at-risk children. The aim was to determine the factors causing underachievement as well as raise awareness and sensitize persons to issues surrounding at-risk students.
- **Professional Development** –Delivered an annual Professional Development programme for teachers who were exposed to strategies to measure their students’ performance.
- **‘For Boys Only’ Programme** – This programme was structured to close the academic achievement gap between male and female students at the primary school level.

▪ **Tobago Science Centre:**

- **Tobago Primary Schools Science Essay Writing and Portfolio** – The Centre successfully executed the first edition of this competition with the topic ‘Climate Change’. Entries came from over 15 primary schools and the top five entries were rewarded with gift items as prizes, while their respective schools were given cash incentives ranging between \$1,000.00 and \$3,000.00.
- **Teacher Training Workshop** - Hosted a two-day Science Teachers training workshop facilitated by five Curriculum Officers from the Ministry of Education’s Curriculum

Development in June at the Division's Conference Room. It attracted at least two teachers each from 31 of the 50 primary and secondary schools on the island.

- **Robotics Training Workshop** – Five ancillary/support staff from the Department of Education, who usually assists the Science Centre, were privileged to attend a seven-day Robotics Training Workshop in Trinidad. The knowledge acquired is being used to teach students about the new technology of robots and robotic engineering.
 - **Tobago Science and Technology Exposition** – A five-day annual exposition was hosted at the Panama Event and Entertainment Centre, Crown Point. Over 2,000 students and members of the general public visited the venue during the week. Schools participation for the science expo rose from eight to 18 and entries received for all the four categories rose from 110 to over 450. Bishops' High School won the Chief Secretary's Award for Excellence in Science as the school with the most winning entries in the competition.
 - **Financial Assistance** – Assistance of \$1000.00 and \$2,000.00 was made available to primary and secondary schools that participated in the science expo, to offset the cost of material procured to execute their various science exhibits during the Tobago science exposition.
 - **Scitechnofest 2013** – The Centre facilitated the participation of over 900 students from both primary and secondary schools on the island in the Scitechnofest 2013 hosted by the NIHERST/National Science Centre at the Centre of Excellence, Macoya, Trinidad.
- **Education Extension Unit:** The Extension Services Section of the Department of Education has three major responsibilities. They are as follows:
 - Administration of the Trade Centres
 - Conducting examinations
 - Running the Adult Education Program

Over the course of the year 2013 the section had the following highlights:

- **Examinations** – 2013 marked the first year that the Unit handled the entire registration process for CXC private candidates. This was a process which was formerly completed at the Ministry of Education in Trinidad.
- **New Programmes** – The Adult Education Programme introduced a Level II programme in electrical installation. Consequently, over 20 students sitting the National Examinations Council examinations in the Electrical Installation Craft, Electrical Wireman option, once successful, will become licensed electricians.
- **Awards Ceremony** – The Adult Education Program held its' first Awards Ceremony as part of its' Annual Achievement Function. Trainees received awards, by class, in the most outstanding and special categories, teachers received awards for teacher of the year and there were also long service awards presented to Ms. Nevlin Renwick and Ms. Huldah Granville.
- **Multicultural Education Unit -**
 - This Unit's responsibility is to introduce and sustain the teaching of culture (such as song, dance, music and drama) into the school system here in Tobago. In 2012-2013, four Projects/Programmes were successfully undertaken:
 - **Secondary Schools Parang Workshop and Grand Concert** – Training Workshops in voice, posture, breathing, diction, tone, pitch, rhythm, interpretation and presentation were conducted for 40 secondary school students of which eight secondary schools were beneficiaries. A grand parang concert featuring skills acquired was held at James Park, which operated at a cost of approximately \$80,000.00.
 - **Implementation of Pan In Schools** – In the year under review, the Montgomery Government Primary and Plymouth A/C Schools received full standardised orchestral complement of steelpans. The empirical data now reveals that 32 of the 53 Educational Institutions (schools and other) on the island are now outfitted with steelpans.

Additionally, 12 full-time Steelpan Music Instructors now service the Tobago Education District. The cost of the programme was approximately \$1,398,500.00.

- **Music Camp 2013** – Music Camp 2013 was conducted at the Roxborough Anglican and Scarborough Methodist Schools from July 8 to August 2, 2013. Each camp had approximately 80 students participating in ages 6 to 13 years category. The students were engaged in acquiring skills in basic music literacy and playing the violin, guitar, African drum, recorder and folk singing. The cost of the camp was \$288,000.00.

- **Pan Camp 2013** – Pan Camp has now become an annual fixture on the Division’s Schools Summer Enrichment Programme. Pan Camp 2013 was held at T&TEC East Side Pan Theatre, Belle Garden; Our Boys Pan Theatre, Fort Street, Scarborough; Carib Dixieland Pan Theatre, Mt. Pleasant and Moriah Government Primary School. A total of 220 students between the ages six and 14 years, both residents and foreigners, were engaged for four days per week.

The students were taught skills in basic music literacy, steelpan history, ethics and pan playing. Guidance counselling sessions in conflict resolution, personal hygiene, self-esteem building, numeracy and literacy formed the daily routine of Pan Camp Life 2013. The camp culminated with a grand concert called “Pan Camp Out at James Park.” The camp cost approximately \$210,000.00.

Department of Youth Affairs

Operational Mandate: The Department aims to provide efficient service and support systems for Tobago’s youth, through social education and holistic development so as to empower and maximize potential. The work of the Department is carried out through:

- **District Serving Unit:** The Unit continues to provide both financial and technical assistance to groups on the island and as a result assisted in the development and implementation of youth-focused-based projects. Financial assistance was also provided for youth development

initiatives: Youth-led and youth servicing organisation received the sum of approximately \$450,416.77. The Unit, through its Youth Development Centres at Pembroke, Bethel, Castara and Union attracted over 4,000 participants in its daily activities and programmes which include internet access, faxing, photo copying, school project assistance, recreation, socialisation and adult literacy classes.

- **Project Implementation Unit:** This Unit aims to provide support and assistance for the planning and implementation of programmes and activities being executed by the Department. Some of these programmes are shown in Table 6.

Table 6
Programmes of the Project Implementation Unit

PROGRAMME	IMPACT
Carnival Caravan	Approximately 5,557 individuals
DYA Challenge 2	<ul style="list-style-type: none"> ➤ 64 teams, with each team consisting of 5 persons, participated ➤ Approximately 1,000 spectators
Youth Awards	<ul style="list-style-type: none"> ➤ 15 categories ➤ 125 entries in total for all categories

- **Agro Processing Unit:**
 - **Training** – During the year under review, various staff members attended a Leadership Training session, which was aimed at fostering better working relationships among staff while engaging in a strategic planned activity.
 - **Financial Activity** – A total of \$5,673.00 was collected for the sale of products.

Department of Sport

During the period under review, the Sport Department's efforts were concentrated mainly on the following major activities:

- **Facility Upgrade and Maintenance**
 - The completion and commissioning of high level lighting on playfields including Mt. Pleasant, Lambeau, Signal Hill, Speyside, Montgomery, Calder Hall, Shaw Park, Moriah and Mason Hall Recreation Grounds.
 - Facilities at Canaan-Bon Accord, Shaw Park, Mt. Pleasant and Louis D'or were prepared and designated as official venues for the hosting of the WICB U17 Cricket Tournament.
- **Training:**
 - Members of staff and personnel from other sporting organisations benefited from enhancement programmes organised and/or facilitated by the Department. These included:
 - **Sport Psychology Workshop** – Four officers of the Department attended a seminar conducted by Dr. Margaret Ottley, Sport Psychologist.
 - **Coaching:** Most of the island's primary and all of the secondary schools benefitted from at least one of the sporting disciplines offered. The sporting disciplines were Football, Tennis, Track and Field, Rugby, Netball, Table Tennis, Hockey, Volleyball and Cricket.

- **Elite Athletes Programme:** The Department conducts Elite Athlete Programmes in most of the disciplines listed above. These programmes have realised significant successes. Some of the successes include:
 - **Cricket** – The Department’s Sport Elite Cricket Team participated in the Tobago Cricket Association’s 2013 Tournaments and won all three competitions (two day, 50-overs and T20).
 - **Track and field**
 - A total of nine athletes participated in the CARIFTA Games in the Bahamas and returned with a record of four gold medals.
 - For the 21st consecutive year, the Tobago Zone emerged champions in the Secondary Schools National Track and Field Championships and Runners-Up in the Primary Division.

- **Volleyball** –The Team participated successfully in the National League placing 1st in the C Division and was promoted to the B Division. Four players of the Elite Team were selected to train with the National Men’s U23 and Senior Teams.

- **Assistance to Sporting Groups:** The Department assisted sporting groups and organisations to fund their sporting programmes. This amounted to approximately \$6,000,000.00. A number of other community-based sporting groups and organisations applied for and received assistance in conducting their programmes.

- **Sport Tourism:** The Sport Tourism Development Committee facilitated many major international sporting events on the island, including the Tobago Game Fishing Tournament at Charlotteville, Golf Tournaments at Mt. Irvine and Plantations, and the Rainbow Triathlon at Turtle Beach.

Administrative Support Services

The Division is supported by the seven Administrative Support Services Units, namely: Human Resource Management, Accounting, General Administration, Information Technology, Communication, Events and Marketing, Project Implementation and Facilities Management. The under-mentioned achievements were highlighted.

- **Information, Communication and Technology (ICT) Unit:** The ICT Unit provides technical and operational ICT support. For the past year the IT Unit managed its activities around the following areas:
 - **Connectivity and Infrastructure** – The secondary schools have been switched over from blink internet to the metro-E (fiber optics) solution, providing those locations with enhanced speed, reliability and communication security. Additionally, new servers have been commissioned at the divisional headquarters to facilitate an anticipated increased demand in ICT services.
 - **Information Management** –The rollout and availability of iGovTT services on the Division’s infrastructure. Users were provided with secure Government email services.
 - **Information Systems**
On-site testing of connectivity for Human Resource software solution (IHRIS) was performed and upgrades were performed to facilitate all payroll processing via the software EasiPay application for monthly paid, daily paid and short-term employment.
 - **Training for Laptop Distribution** – Prior to the distribution of laptops to 1st Form students, a Workshop was conducted from August 21 – 22, 2013 at the Rudranath Capildeo Learning Resource Centre, in preparation for the roll-out of the initiative.

- **Laptop Distribution** – A total of 831 laptops were distributed to all nine secondary schools. These were distributed during the period September 30th – October 01st, 2013, in a collaborative effort between the ICT and the Ministry of Education (MOE).

- **Communication** – PBX Systems were installed at three schools, namely Speyside High School, Roxborough Secondary School and Goodwood High School, to replace defective and out-dated systems.



DIVISION OF FINANCE AND ENTERPRISE DEVELOPMENT

DIVISIONAL OVERVIEW

The Division of Finance and Enterprise Development 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 Warehouse Facility (TCOSWAF), Enterprise Assistance Fund Committee (EAF), Milford Road Esplanade and Tobago Information Technology Limited (TITL).

The aim of the Division is outlined in the Vision hereunder. The means of achieving the Vision is outlined in the Mission below.

Vision

To achieve excellence in financial activities, entrepreneurial development and enforce the law with regards to revenue collection

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

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

Mr. Joel Jack

Secretary of Finance and Enterprise Development

Mr. Paul Thomas

Administrator, Division of Finance and Enterprise Development

Mrs. Dianne Baker-Henry

Director of Finance, Department of Finance

Ms. Geraldine Baird

Budget Analyst IV, Budget Department

Ms. Angela Preddie (Jan-July 2013), Ms. Elizabeth Ramlal (July-Nov 2013) & Mr. Clarence Warner (Nov-Dec 2013)

Supervisor, Customs and Excise Division

Mrs. Helen James-McCall (Jan-Aug 2013) & Mr. Raphael Mitchell (Aug-Dec 2013)

Revenue Officer IV, Board of Inland Revenue

Mr. Hayden Forbes (Jan-Aug 2013) & Mr. Michael Mark (Aug-Dec 2013)

Tax Officer V, Tobago Regional Office

Ms. Afeisha Melville

Ag. Programme Coordinator, Financial Literacy Secretariat

Mr. Byron Noble

Director, Fiscal Policy Research Unit

Mr. Ryell Davis

Systems Analyst, Data Processing Unit

Mr. Phil Edwards

Chief Executive Officer, Information Technology Centre

Mrs. Arlene Job-Davis

Manager, Consumer Affairs

Ms. Jacqueline Job

Cooperative Officer III, Co-operatives Development Unit

Ms. Sandra Alexander

General Manager, Tobago Cold Storage Warehouse Facility

Mr. Seon Anthony

Facilities Manager, Milford Road Esplanade Limited

Mr. Anthony Moore

Chief Compliance Officer, THA-Venture Capital Equity Fund Limited

Vacant

Director, Business Development Unit

Ms. Shelly-Ann Baptiste

Manager Business Development Unit

Ms. Denelle Smith

Manager, Business Development Unit

Ms. Natasha James

Manager, Fish Processing Company of Tobago (FIPCOT)

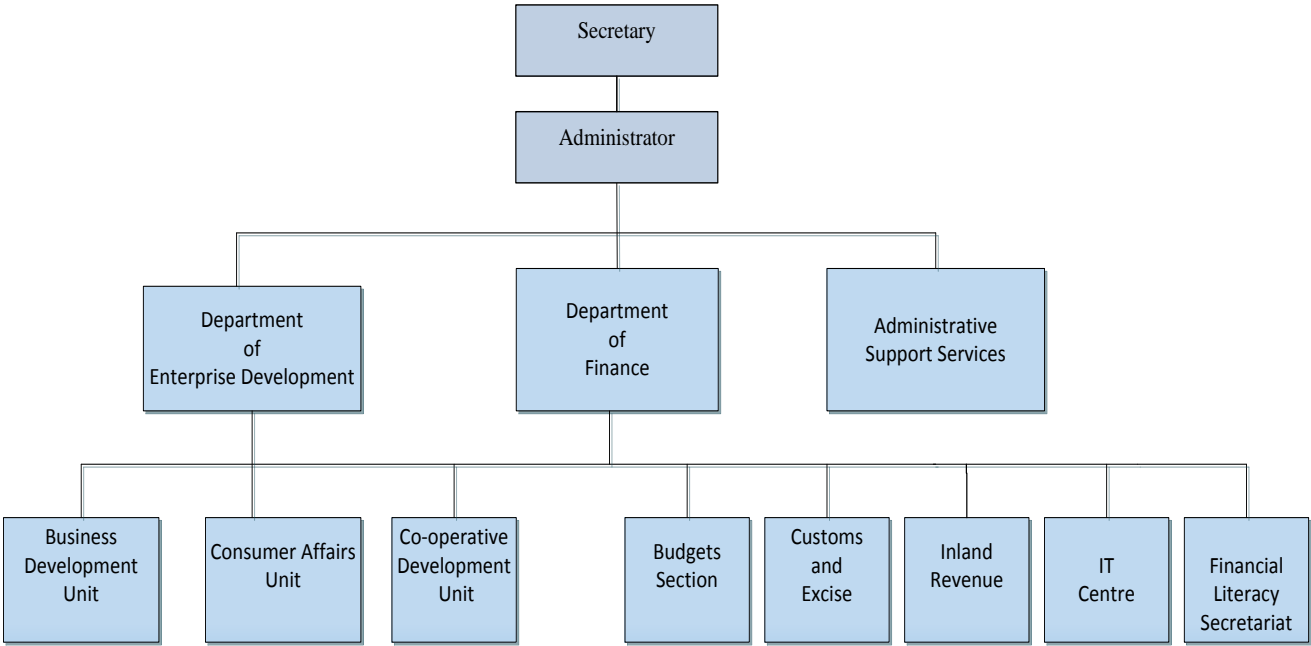
Ms. Annestia Warner

Accounting Executive I, Accounts

Mrs. Merla Celestine-Brathwaite

Human Resource Officer II

ORGANISATIONAL CHART



PERFORMANCE HIGHLIGHTS

Department of Finance

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

- **Budgets Department:** 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 2012/2013:** The budget provided a gauge for performance evaluation for the year 2013. The amount appropriated by the Parliament was as follows:-

Table 8
Appropriation by Parliament for the fiscal year 2012/2013

Description	Amount Requested in Budget \$	Amount Allocated \$
Recurrent Expenditure	2,495,536,969	2,209,813,100
Development Programme	1,721,082,448	349,950,000
Unemployment Relief Programme (U.R.P)	68,598,723	19,000,000
Community Based Environmental Protection Enhancement Programme (C.E.P.E.P)	32,654,300	8,000,000
TOTAL	4,317,872,440	2,586,763,100

- The original Recurrent Allocation was \$1,986,995,000 and supplementary funding was provided in the amount of \$222,818,100 during fiscal 2013 to meet payment of arrears of salaries, wages and allowances to employees of the Tobago House of Assembly. Releases to pay arrears were made between July-September 2013 thereby ensuring that majority payments were effected in 2013.

- By Executive Council Minute No. 633 dated 21st August 2013, Divisions were requested to reduce Recurrent Expenditure to facilitate transfers to the Development Programme. The net amount of \$254,724,810 was transferred. The revised allocation of Recurrent Expenditure was therefore \$1,957,336,010 and Development Programme was \$604,674,810. The delay in arriving at the decision to shift funding from the Recurrent Expenditure to fund the Development Programme Expenditure, and to fund the Assembly's priority projects resulted in some stressful deliberations in the last quarter of fiscal 2013. Notwithstanding, the fiscal year ended reasonably with a small unspent balance.

- As outlined in Table 9, the Department received timely releases from the Ministry of Finance for almost all of the requests made. Additionally, in 2013, the Assembly in its revenue drive, collected \$216,056,012.00.

Table 9
Summary of Releases from the Ministry of Finance

Description	Amount Requested \$	Amount Received \$
Recurrent Expenditure	2,195,488,140	2,237,542,509
Development Programme	349,950,000	349,950,000
U.R.P	19,000,000	19,000,000
C.E.P.E.P	8,000,000	8,000,000
TOTAL	2,572,438,140	2,614,492,509

- **Data Processing Department:** The Data Processing Department aims to provide the most feasible and effective ICT solutions to all the Divisions. This Department also continues to play an integral role in this Division’s payroll process. Albeit experiencing challenges, the Department was able to foster a productive year.
 - **Implementation of the Division’s corporate email system:**
 - **Training:** Most staff were trained and certified in the use of the corporate email system
 - **Instant Messaging:** The Data Processing Department intends to utilize this component of the corporate email system to provide a helpdesk facility for members of staff. Instant Messaging has been successfully deployed to a small subset of staff for pilot testing. The system would remain in the testing phase until the help desk facility is staffed and established.

- **Development of the Division's Website:** Subsequent to consultations with the relevant internal and external stakeholders, a report and proposal were submitted for the necessary approval and action. Critical to the execution of the development phase of this project is the existence of a Webmaster who should soon form part of the Data Processing Department.

- **Customs and Excise Department:** The Customs and Excise Division, Ministry of Finance is a state agency empowered by certain enactments to protect and collect all revenue due to the state, to facilitate trade, and to combat illegal importations and exportations. The Tobago arm of the Customs and Excise Division is under the Division of Finance and Enterprise Development. The Customs and Excise Division of Trinidad and Tobago is a member of the World Customs Organization (WCO) which is spear-heading the global drive for efficient, effective and economic Customs Administration. Through the dedication and commitment of a staff fully focused on the job at hand this Department was able to collect revenue which totaled \$7,335,352.88.

- **Board of Inland Revenue (BIR)/District Revenue Services (DRS):** The BIR and/or the DRS is responsible for the management, administration and collection of revenue and taxes on behalf of the Assembly. For the year under review a total of 684 Lands and Building Returns were processed. There were 64 Real Property Ordinance Returns, 402 Notices to District Registrar of Marriages, 63 Special Marriage Licences were issued, and 74 Marriage Ceremonies were performed.

- **Tobago Regional Office (TRO):** This office resumed Stamp Duty Services with effect from May 2013. This has brought great relief to the Tobago clients whose work had been sent to Port of Spain for stamping for a period of almost eighteen months.
 - **Collections:** Collections for the year in review amounted to \$212,522,304.00, an increase of \$75,833,459.00 which was (55%) over the previous year. Significant increase occurred in Value Added Tax Receipts and PAYE increases from hotels,

Corporate entities and individuals. Collection of arrears amounted to \$1,616,491.00. In terms of tax payers services a total of 65 Motor Vehicle Exemptions were approved, whilst Vat Clearance and Tender Clearance as well as Work Permit/Citizenship amounted to 95 and 269, respectively.

- **Registration:** A total of 1,629 new customers were added to the Tax Base. Additionally, a total sum of \$212,522,304.19 in tax was collected.

Department of Enterprise Development

Operational Mandate: The Department of Enterprise Development focuses on unearthing the “Entrepreneurial Spirit” of 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 (BDU):** The BDU encourages entrepreneurial development of Meso, Micro and Small Enterprises throughout Tobago through some Loans and Grants; Business Coaching and Mentoring; Business Readiness Training; Business Development Projects; and Outreach Programmes to various stakeholders. The under-mentioned were accomplished.
 - **Education and Training** – For the year under review, seven pre-funding Business Readiness Training Workshops modules were conducted where over 150 persons participated. The Pre-funding training is delivered to all successful Enterprise Assistance Grant and Loan recipients.
 - **Entrepreneurial Sensitization** - Several entrepreneurial sensitization efforts were undertaken in several institutions on the island. These included YTEPP, National Energy Skills Centre (NSEC) and career fair participation in Goodwood High, Mason Hall High and Bishops’ High Schools.

- **Enterprise Assistance Fund (EAF):** The Unit granted 211 active loans as at 1st December, 2013 valued at \$6,597,047.07 and approximately 470 grant applications were received.

- **Trade and Investment:**
 - Sponsored the attendance of nine Tobago-based businesses to be participants at the Trade and Investment Forum where these entities had the opportunity to gain invaluable exposure and market their products/services.

 - Participated in the Trade Mission in Guadeloupe. The mission revealed several practices in the agro-processing industry which can be utilized in Tobago, in the Annual Conference on Central America and the Caribbean. The Conference allowed for networking amongst potential investors and businesses which may assist in the capacity building efforts of the BDU.

- **Staff Training:** Members of staff were involved in in Public Speaking, Managing Workplace Stress, Effective Time Management and Decision Making, Take the Lead (leadership and communication) and Events Management training.

Co-operative Development Department

The Department is mandated to promote the growth and development of a strong co-operative sector, both in the financial (Credit Unions) and non-financial sector. The under-mentioned are the achievements of the Unit.

- Registered five pre-Co-operatives namely; Signal Hill Comprehensive School, Scarborough Secondary School, Registration of Betterment of Tobago, Roxborough Agro Processors Group, EBM Multi-purpose Group
- A total of 26 disputes were settled as it relates to Section 67 of the Co-operative Act and the inquiry into TUNICO Credit Union was completed

Consumer Affairs Unit

The Consumer Affairs Unit continues to emphasise how important it is for consumers to be well equipped when conducting any business transactions. The following are the achievements for 2013.

- Hosted a Customer Service Series where the Educational Officers met with businesses to disseminate information on excellent customer service.
- Researched and monitored supermarkets and hardware prices on a monthly basis. A price comparison among the different supermarkets and hardware was published in the Tobago News to give the public an idea as to where best prices can be obtained.

Financial Literacy Secretariat

The Secretariat has established a number of financial education programmes and initiatives, all geared towards improving and enhancing the financial knowledge, skills and attitudes of the people of Tobago. The following are the achievements for the year 2013.

- Hosted as well as provided support to other Divisions for a number of financial education seminars, workshops, and informative sessions for key stakeholders. Workshops in Financial Education for YTEPP, T&TEC and for Daily Rated Community were held.
- Collaborated with the BDU to host two major events held during the 2013 Finance Week Celebrations: *The Youth Empowerment Forum* and *The Tobago Economic and Business Outlook Conference*.

Fiscal Policy Research Unit

- The Fiscal Policy Research Unit aims to improve the acquisition of estimates (GDP, Inflation, Employment) through an improved relationship with the Central Statistical Office of Trinidad and Tobago, the Central Bank of Trinidad and Tobago and Divisions of the

Tobago House of Assembly. The under-mentioned are the major highlights for the period under review.

- **Budget, Tobago House of Assembly:** The Unit contributed to the preparation of the Budget Statement of the THA for financial year 2014 and the Year in Review’ of ‘Economic Developments.’ Additionally a draft ‘Review of the Economy of Tobago 2012 was produced. A paper entitled ‘Aligning Higher Education and Training with Labour Market Needs was also prepared.

Tobago Cold Storage Warehouse Facility (TCOSWAF)

TCOSWAF continued to positively contribute to the economic development of the island with its provision of dry and cold storage services. The dry storage warehousing continues to accommodate a tenancy of 29 business entities and facilitated storage, wholesaling and retailing of goods. The highlights for the year in review are as follows:

- A platform was erected at a cost of approximately \$300,000 for the positioning of a new ice plant to ensure the proper storage of flying fish.
- The customized inventory system for the management of the stock in the cold storage was upgraded to ensure that all transactions are completed in real time. This system allows for the monitoring or movement of stocks and timely monthly re-invoicing.

Tobago Information Technology Limited (TITL):

TITL is primarily engaged in the business operations such as 211 Contact Centre, Medical Transcription Services, IT Literacy and “Walk-In” Programme, Employment Exchange Bureau , Emergency Messaging (SMS) System and Emergency Alert System. The highlights for this section are outlined hereunder.

- **Tenth Anniversary Staff Awards Function:** On November 30th, 2013, the Board of TITL hosted a ceremony to commemorate the tenth anniversary of the establishment of the Information Technology Centre and to recognize the contribution made by staff in the development of the organization over the past ten years. Categories of Awards included Long Service, Awards for Excellence and Special Awards.

- **211 Contact Centre:** During 2013, the total amount of customers served by the 211 Contact Centre increased from 102,525 in 2012 to 145,448, an increase of 42%. Additionally the 211 Contact Centre provided emergency access to 2,442 persons seeking emergency assistance, an increase of 106% over the previous year 2012.

- **IT Literacy and Walk-In Programme:** During 2013, TITL's IT Literacy and Walk-In Programme trained a total 446 persons. A total of 9,204 persons utilized the Walk-In facilities to date.

Milford Road Esplanade Limited

Several activities were conducted by the Milford Road Esplanade Limited. This entity catered for the arrival of cruise ships by establishing Arts and Crafts Markets to accommodate local and international tourists who visited the Esplanade during the heightened tourist season from October 2012 to April 2013. Some of our local artists and art form were showcased. Additionally five new tenants were awarded booths to conduct businesses.



DIVISION OF HEALTH AND SOCIAL SERVICES

DIVISIONAL OVERVIEW

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

VISION

The Division of Health and Social Services is an innovative, responsive, well-respected institution ensuring the delivery of holistic, high quality, client-centered health and social services to the people of Tobago

MISSION

Division of Health and Social Services is accountable for the effective management and delivery of high quality, gender responsive health, social care and environmental health services in Tobago. We ensure an enabling environment for our committed staff of professionals and partners locally, nationally and internationally, to understand and meet the health and social care needs of the people of Tobago, so as to protect the vulnerable and promote health, wellbeing and the preservation of life

CORE VALUES

Professionalism, Integrity, Client-centeredness, Respect for All, Teamwork



ORGANISATIONAL STRUCTURE AND MANAGEMENT TEAM

In 2013 the Division was managed by a proficient, dedicated team of officers, listed hereunder:

Assemblyman Claudia Groome-Duke

Secretary for the Division of Health and Social Services

Assemblyman Sheldon Cunningham

Assistant Secretary, Division of Health and Social Services

Ms. Ethlyn John

Administrator, Division of Health and Social Services

Mrs. Paula Chester-Cumberbatch

Chief Executive Officer, Tobago Regional Health Authority

Mrs. Elizabeth Foster-Martin

Programme Manager, Litter Eradication Programme

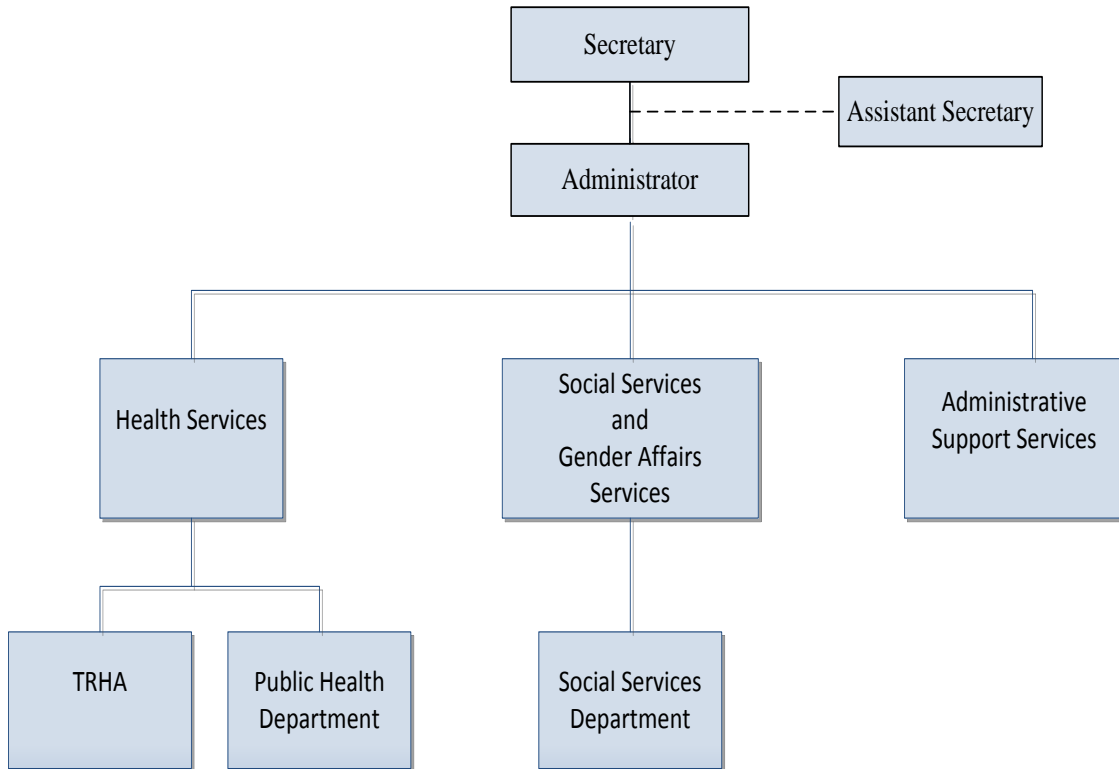
Mr. Hughvon Sealey

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

Ms. Lois Chance

Office Manager, Department of Social Services

Organizational Chart



STRATEGIC MANDATE

The Division of Health and Social Services strategic mandate is well articulated in the Comprehensive Economic Development Plan 2013 – 2017 which describes the Vision for Tobago

A Tobago that has a diversified, self-sustaining and an environmentally sensitive and responsive economy that is managed by a healthy and well educated workforce in a devolved governance structure that empowers and enables civil society and provides residents with the physical and special wherewithal for self-actualization.

The relationship between the CEDP 2013 – 2017 and the Division's Strategic Mandate are presented below:

CEDPT PRIORITY I

Branding Tobago: Clean, Green, Safe and Serene

GOAL: To brand the DHSS with an image that enjoys wide consensus which positively portrays the island's economy and society that Tobagonians would be proud to create, maintain and promote

CEDPT PRIORITY III

Business Development and Entrepreneurship

GOAL: To develop a diversified, technologically-advanced and competitive productive sectors which are built around enterprises in the DHSS, and able to deliver high quality products and services

STRATEGIC MANDATE

- To contribute to the country's economic development by creating an enabling environment for tourism
- To deliver a clean, safe and healthy environment throughout the island of Tobago through trained litter eradication wardens, with the highest quality tools and protective gears, contributing to the transformation and development of this jewel of an island
- Increased social protection to the poor and vulnerable persons in Tobago and to reduce social risks of any type in Tobago

PRIORITY AREA IV

Human Capital Development

GOAL: To increase human capital capacity in Tobago in keeping with Tobago's development strategies with the aim to further economic growth and increased competitiveness, and to restore the commitment to learning and scholarship that existed in earlier years

PRIORITY AREA VII

Enhanced Safety and Security

GOAL: To achieve a Tobago Society and island where there is no compromise in ensuring the safety of Tobago's residents and visitors

PRIORITY AREA VIII

Environment Sustainability

GOAL: To strengthen environmental capacity and performance, consistent with a resilient Tobago that is Clean, Green, Safe and Serene and meets the standards of a green Tobago Economy

STRATEGIC MANDATE

- To improve and increase the Human Resource Capital to meet the changing requirements of the Tobago population
- Improved social protection of the poor and vulnerable to reduce social risks of any type in Tobago
- To improve the delivery and relief process given to the poor and vulnerable in Tobago and equipping them to better prepare for disasters

FINANCIAL RESOURCES

The financial resources which were allocated to the Division is outlined in the matrix below.

Table 9
Financial Resources for the Fiscal Year 2012/2013

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	102,508,186.00	100,466,610.00	90,953,195.00
Good and Services	55,585,600.00	53,126,812.00	55,234,046.00
Minor Equipment	1,568,940.00	1,283,800.00	839,382.00
Current Transfers and Subsidies	341,863,915.00	342,564,257.00	342,549,928.00
Development Programme	40,872,000.00	43,521,061.00	31,860,439.00

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. The Office of the Administrator comprises an Accounts Unit, a VSEP/Pension and Leave Unit, a Communications Unit, a Human Resource Unit (which includes Training), a Health and Safety Unit, an IT Unit, a Project Implementation Unit (which includes Monitoring and Evaluation) and a Research and Policy Unit. In 2013, the Office achieved the following:

- **In the area of Information Technology** the CEPEP Payroll and NIS System was Computerized and the Unit deployed the official Government Email Communication, critical Firewall Appliance and the Division's Windows Server 2012 Networked Environment. Additionally, the Asset Management Project (WebTMA) was initiated.
- **The Communications Unit** initiated a Radio Programme "*Your Health is Your Life*" in November 2013 on "*The Streets 91.9FM*" every Friday from 7:30 A.M. to 7:45 A.M. The Unit also partnered with the Global Centre for Behavioural Health (GCBH) to convene the first annual "*Caribbean Conference on Domestic Violence and International Gender*" from March 25th to 27th 2013.
- The Geriatric Home was commissioned in April and the 2nd Annual Health Heritage Month was celebrated during the month of October 2013 throughout Tobago.

Department of Social Services

Operational Mandate: The Department of Social Services (DSS) has the core responsibility for the provision of government-provided social services in Tobago, in response to the needs of individuals and communities. The Department's stated mission is "to provide an array of targeted program and services aimed at empowering individuals to improve their social, mental, economic well-being thereby enabling them to function effectively in their environment." The major highlights of the Department are outlined hereunder.

- As it relates to the programme for the Realisation of Economic Achievement (R.E.A.C.H) the Department created and deepened a relationship with the Agricultural Development Bank to allow clients to access greater funding for agricultural projects (May 2013). Grant Disbursements were awarded to 9 clients in May 2013 and 33 clients in November 2013
- Senior Citizens Grants were distributed to approximately 3,331 recipients, totalling \$86,394.00. Public Assistance Grants were distributed to approximately 595 recipients, totalling \$6,849,960.00 and Disability Assistance Grants were distributed to approximately 244 recipients, totalling \$ 4, 369,800.00
- The Probation Unit concluded two cycles of the "Family Remedial Therapy/Thinking For A Change Programme" in 2013. The first cycle of the programme commenced on 9th February, 2013 and ended on 9th April, 2013. A total of 32 parents and probationers participated in the first phase of the programme and a total of 20 individuals participated in the 2nd cycle of the programme
- The Division, in collaboration with ADAPP, hosted a Pre-school Fair in Scarborough on May 28th 2013. The purpose of this fair was to inform pre-schoolers about healthy eating and drinking practices, through fun and innovative exercises such as puppet shows, drawings, songs and videos

- Hosted a prize-giving function at the Charlotteville Branch Library in June. A total of 13 students from various primary schools in the Windward District participated in the Essay Writing Competition “*Promoting Positive Morals and Values in Children.*” S’mya Marcelle of Charlotteville Methodist Primary School emerged the winner, with an essay entitled “The Importance of Parents and Teachers instilling positive values in children.” The school received a cash prize of four hundred dollars (\$400.00) for the winning essay.

- **Children and Family Services**

- A total of 7 families received rental assistance from the Children and Family Services during the reporting period. These beneficiaries included individuals who were displaced primarily due to hurricanes. A total of \$262,700.00 was spent on rental assistance
- A total of 3 families received burial assistance and foster care support which amounted to \$14,000.00 and \$59,750.00, respectively

- **Programme for Adolescent Mothers (PAM)**

- A total of 75 adolescent mothers received training in Life Management and Parenting Education, Child Care and Technical Skills Training and 375 persons benefitted from the School Intervention Programme named “*Youth Education and Awareness on risky behaviour and sexual practices*”.
- A total of 25 men were educated on fatherhood, HIV/AIDS and other STD’s and 385 women benefitted from the capacity building programme called “*empowering women/mothers to take their responsibilities*”
- A total of 50 unemployed PAM students received on-the-job training and 15 of these students pursued the School Leaving Examination, additionally, 15 of them returned to Continued Education School.

- **Alcohol and Drug Abuse Prevention Programme (ADAPP)**

- Hosted a pre-carnival drug education program including life skills sessions from pre-to secondary schools on the island. Over 3,500 students between the ages 4 - 21 were targeted.
- Introduced pre-school teaching tool “*Trinity Smart*” to Tobago pre-school teachers through focus group exercises. This was done through collaboration with NADAPP and Full Circle Animation Production. A total of 22 teachers and parents benefitted from this program. Additionally, a drug prevention education for preschoolers was hosted. Approximately 300 pre-schoolers, teachers and parents were reached through this program.
- Successfully hosted the Man-to-Man program targeting CEPEP workers which was done in collaboration with the Gender Affairs Unit. In addition, three major training workshops in the areas of First Aid (Certification), Drug Rehab Setup and Operation, Drug prevention education for pre-schoolers and Drug education in institutions were held for staff at the Division, other THA Divisions and NGOs.
- Successful operational development and set up of the Drug Rehabilitation Centre for Tobago.

- **Technical Vocation Centre for Persons with Disabilities**

- Successful referral of 32 clients to the Public Transportation Service Corporation’s (PTSC) ELDAMO Service, where they now enjoy free access to the Wheelchair Accessible Bus Service to take them to and from requested destinations.
- Students of the Technical Vocational Centre participated in the Annual Powergen Sports, where they were placed second in the category Best Dressed Team on Parade. In addition, the students captured 1Gold, 1Silver and 4 Bronze Medals (March 2013).

Students also attended the Down's Syndrome Family Network 2013 Conference at the Magdalena Grand Beach Resort with Feature Speaker Karen Gaffney (March 2013).

- Successful intervention at the Pentecostal Light and Life Foundation High School whereby challenges previously experienced by a student with disability were resolved.
- Successful execution of a program of activities in commemoration of International Day of Persons with Disabilities namely Round 'D' Town Wheelchair Classic, Wheelchair Basketball Challenge. Tobago won the Challenge and a local athlete won the Three Point Shoot Out.

Public Health Services Department

The County Medical Officer of Health: The Office of the CMOH “provides public health expertise to support health surveillance, population health services, health education and disease control initiatives”. The main Departments of the CMOH are the Health Education and Promotion Department, the Surveillance and Epidemiology Unit, and the Medical Office of Health. The CMOH also works closely with the Ministry of Health in Trinidad and the Tobago Regional Health Authority (TRHA). Key achievements are as follows:

- **Chronic Disease Registry of Tobago (CDRTab):** Implementation of CDR-Tab at the Medical Out-patients Clinic (MOPC) at the Scarborough General Hospital (SGH) on May 7th 2013. Currently 294 persons are recorded in the database.
- **Sexual and Reproductive Health :** Under the lead of the CMOH, a Sexual and Reproductive Health Technical Group for Tobago was assembled and convened meetings to discuss the way forward with regard to adopting a sexual and reproductive health perspective for Tobago.

The Public Health Inspectorate

This Office delivers a range of environmental programs to the population of Tobago and visitors. Its mission is *“To provide a service for the maintenance and enhancement of personal community health, through the application of sound environmental health principles of disease prevention, health promotion and protection”*. The Department is structured into functional program areas viz. Food Safety, Mosquito Pest & Vector Control, Approval of Building Plans and Layouts, Complaints Investigation and Waste Disposal.

▪ Achievements:

- Partnered with the Department of Natural Resources and the Environment for removal of derelict vehicles island-wide
- Training provided for supervisors in the area of “Supervisory Skills”, “Conflict Resolution” and “Time Management”. Two Public Health Inspectors attended a Workshop in Waste End-of-Life Electrical and Electronic Equipment, hosted by Basil Convention Centre

Community-based Environmental Protection and Enhancement Programme (CEPEP)

CEPEP’s mission is to *“continually provide the means by which environmental improvement works can be undertaken through sustainable community effort”*. 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 2013 are listed hereunder.

- **Grow Box Programme** : The 12 districts in Tobago are now involved in producing vegetables through this method. The intention is to give some of the produce to the

needy senior citizens and “HOMES” within their work area. Grow Boxes have been established in a total of 15 areas around the island

- **Beautification Programme:** This programme focused on the beautification of Tobago’s environment. In 2013 eight new parks were created in areas around Tobago

The Litter Eradication Program (LEP)

This program is vital for environmental protection and ensuring that Tobago is kept “Clean, Green, Safe and Serene.” In this way, the programs also contribute to the country’s economic development by creating an enabling environment for tourism – one of Tobago’s main economic sectors. The Litter Eradication Program seeks *“to deliver a clean, safe and healthy environment throughout the island of Tobago through trained litter eradication wardens, with the highest quality tools and protective gears, contributing to the transformation and development of this jewel of an island.”*

- **Achievement**

- Collected an average total of 44,200 green environ garbage bags of litter and disposed to the Studley Park Landfill

Tobago Regional Health Authority (TRHA)

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. Based on its mandate the following are the major highlights:

- Relocated the kitchen services from Scarborough Regional Hospital to SGH in February 2013.

- The Intensive Care Unit (ICU) was established. This has seen a reduction in the transfer of patients to ICUs to other RHA's in Trinidad
- Comprehensive Integrated Eye-Care (CIE) Programme (Cataract removal) started in April 2013 with visiting Ophthalmologist from the University of Edinburg providing comprehensive eye care with the cataract reduction list initiative. This has enabled persons who were affected with cataracts to be cared for in a timely manner avoiding loss of functional vision. Upward of 200 patients accessed this service
- Ophthalmology programme has been expanded with the recruitment of a second Ophthalmologist. Corneal transplants were done in December 2013 with 5 transplants conducted, including 1 emergency transplant for a motor vehicle accident patient
- Relocation of the Geriatric Unit in a move called "*Operation Seniors*" from Signal Hill to a refurbished facility at The Fort on April 7, 2013. This facility has increased space to accommodate up to fifteen persons, improved physical ambience, and increased staffing
- Paediatric Neurology clinic held in Tobago by visiting Neurologists. 19 patients seen and 12 EEGs performed
- Expansion of the Dialysis Unit operating hours to accommodate a third shift thereby providing up to nine hours of haemodialysis for patients. This expansion accommodated 60 plus patients
- Hyperbaric Chamber located in Roxborough is certified and fully operational to care for patients with diving emergencies.

Nursing and Allied Health

- Implemented a Uniform Policy for nursing staff in August 2013.
- In May 2013, the TRHA celebrated and recognized all nursing staff during International Nursing Week. The TRHA's Nursing Professional of the Year, Ms. Roxanne Moore-Seaforth from the Oncology Department went on to capture the Quality Individual of the Year: Nursing Professional award at the Ministry of Health's National Public Health Sector Quality Awards on October 12th 2013.
- Commenced the Paediatric outpatient clinic on 17th December, 2013 for young children with communication disorders related to developmental delay or neurologic impairment.
- Commenced the Adult outpatient clinic on 11th December, 2013 for adults with speech, language, voice or swallowing impairment; also developed a Clinical Bedside Swallowing Assessment standard to be used in addition to an adult Oral Motor and Speech-Language Screening standard to be used in the Adult Medical Ward and Outpatient services in the Adult Medical Ward.
- Developed a Speech and Language Impairment Classification Guidelines document, to be used to determine an individual's need for therapy and appropriate treatment frequency.

Pharmacy

- **Achievements**
 - Introduced a new work-plan into the storeroom in October 2013
 - Extended hours at the Community Pharmacies from November 2013

- Hosted CDAP and Pill Card Education at Pharmacy Week held in September 2013, conducted patient education lectures at Health Centres and introduced a new workflow for the filling out of prescriptions in May 2013 to an overall average time of 8 minutes per prescription

Occupational Therapy (OT)

- Commenced the operations of the OT services one day per week at the Geriatric Department. An outpatient stroke clinic was established. Affected patients were able to return to work. Additionally, an on-going women's outpatient psychiatric group was established. This new system was able to monitor patients and prevent relapses.

Physiotherapy

- Celebrated Physiotherapy Week in September 2013 and commenced pilot screening programme with Orthopaedics
- Commenced the customer satisfaction questionnaire piloted by Quality Department

Dietetics

- Implemented the clinical dietetic service and an ICU at the new hospital
- Recruited second batch of registered Dieticians in September 2013

Primary Care Services

- Extended the opening hours at the Scarborough Health Centre in April 2013 from 4:00pm to 8:00pm for the Walk-In Clinic and established the Walk-In Clinic at the Roxborough Health Centre in August 2013 from 8:00am to 4:00pm

- Hosted the annual Touch Tobago Mission in July 2013 in Charlotteville; provision of surgical services in infertility services and the bi-annual Tobago Progressive Association in July 2013 as well as the provision of nine Health Fairs throughout Tobago.

Support Services

The under-mentioned are the support services of the Division and the major achievements of the period under review.

- **Financial Management Improvements:** Implemented a Vendor Payment Tracking System and established benchmark for vendor payments. The average percent of payments made within 10 days was 63.4%.
- **Information Communication & Technology (ICT) Improvements:** The major activities and achievements of the ICT Department was a focus on the commissioning of the various ICTs at the SGH. In addition, there was a roll-out of a Picture Archiving Communications System also a Laboratory Information System.
- **Quality Assurance and Occupational Safety & Health (OSH):** This Unit completed a TRHA's IPC Policy Manual.

Constraints

- **Information Technology:** The Social Services Unit was neglected where development is concerned. There was a lack of modern equipment in the building thereby creating electrical surges. This problem damaged several equipment
- **Public Health Services Department:** Unavailability of personal protective equipment, and inefficient procurement system resulting in inordinate delays to acquire spare parts

and other supplies as well as a shortage of workers namely drivers at the Studley Park Integrated Waste Disposal Facility

- **Department of Social Services:** There is an absence of minor equipment to enhance the presentation of projects
- **Programme for the Realisation of Economic Achievement (R.E.A.C.H):** Lack of proper infrastructure for staff (seating, access to telephone, information) and delays in implementing a Screening Committee
- **Alcohol and Drug Abuse Prevention Programme (ADAPP):** There is a slow approval of project proposal and low level of accurate and consistent reporting among some officers.
- **Technical Vocation Centre for Persons with Disabilities:** There are staff constraints at both the Disability Affairs Unit and the Technical Vocational Centre. The timely execution of Course Outlines at the Technical Vocational Centre impacted upon the Students' Learning Capacity
- **Probation Unit:** The Unit is still operating with a staff shortage. Recommendations were submitted on April 26th, 2013 for the filling of vacancies and consequential vacancies within the Probation Unit. Further, there is now a problem with office space as three officers have to occupy one room. Another constraint is the operation of the Probation Hostel. The Hostel should therefore be managed by the Probation Officers.



DIVISION OF INFRASTRUCTURE AND PUBLIC UTILITIES

DIVISIONAL OVERVIEW

The Division of Infrastructure and Public Utilities (DIPU) is responsible for the construction, development and maintenance of roads, drainage, public buildings and other government facilities. The Division is also responsible for coastal protection and quarry operations in Tobago. The Division is guided by the under-mentioned Vision and Mission Statements and Core Values.

VISION

The provision of physical infrastructure and utilities which support Tobago's social and economic development protects its people and increases their resilience in face of climate-related and other extreme events and is consistent with a Clean Green Safe and Serene Tobago.

MISSION

To efficiently manage, develop and maintain public infrastructure, to monitor and facilitate the development of public utilities and to effectively meet the needs of an ever-advancing society.

CORE VALUES

**Infrastructure and
Public Utilities**

- Professionalism
- Teamwork
- Respect
- Commitment

Organizational Structure and Management

The DIPU is structured into two sections namely Administrative and Technical Services. The Technical Services consists of two Departments: Core Services Department and Technical Services Department. The Core Services Department includes Mechanical Services, System and Development Planning, Construction and Maintenance Services and the Studley Park Quarry and Allied Industries. The other Technical Services Department comprises Electrical Inspectorate, Licensing, Unemployment Relief Programme (URP), and Monitoring and Evaluation Unit. In 2013 the portfolio of the DIPU was executed by the following cadre of highly skilled and dedicated professionals:

Mr. Hilton Sandy

Secretary, Division of Infrastructure and Public Utilities

Mr. Handel Beckles

Assistant Secretary, Division of Infrastructure and Public Utilities

Ms. Agnes Winchester

Administrator, Division of Infrastructure and Public Utilities

Mr. Umslopagaas Job

Technical Officer, Division of Infrastructure and Public Utilities

Core Services:

Mr. Keave Crooks

Mechanical Engineering Officer, Mechanical Services

Mr. Ritchie Toppin

Chief Mechanical Engineer, Studley Park Quarry and Allied Industries

Ms. Kelsey Toussaint

Senior Civil Engineer, Construction and Maintenance Services (Roads and Drainage)

Mr. Ronald Charles

Civil Engineer II, Construction and Maintenance Services (Bridges)

Mr. Kevon Trestrail

Senior Engineer Construction and Maintenance Services (Bridges)

Mr. Telshon McWellington

Project Engineer, Development Programme

Other Technical Services:

Mr. Alphaeus Alexander

Electrical Inspector, Electrical Inspectorate

Mr. Gregory Defour

Automotive Licensing Officer II, Licensing Department

Mr. Ryan Joefield

Senior Programme Coordinator, Unemployment Relief Programme

Administrative Support Services

Mrs. Zeta Pilgrim-Kirk

Senior Human Resource Officer, Human Resource Section (Ag)

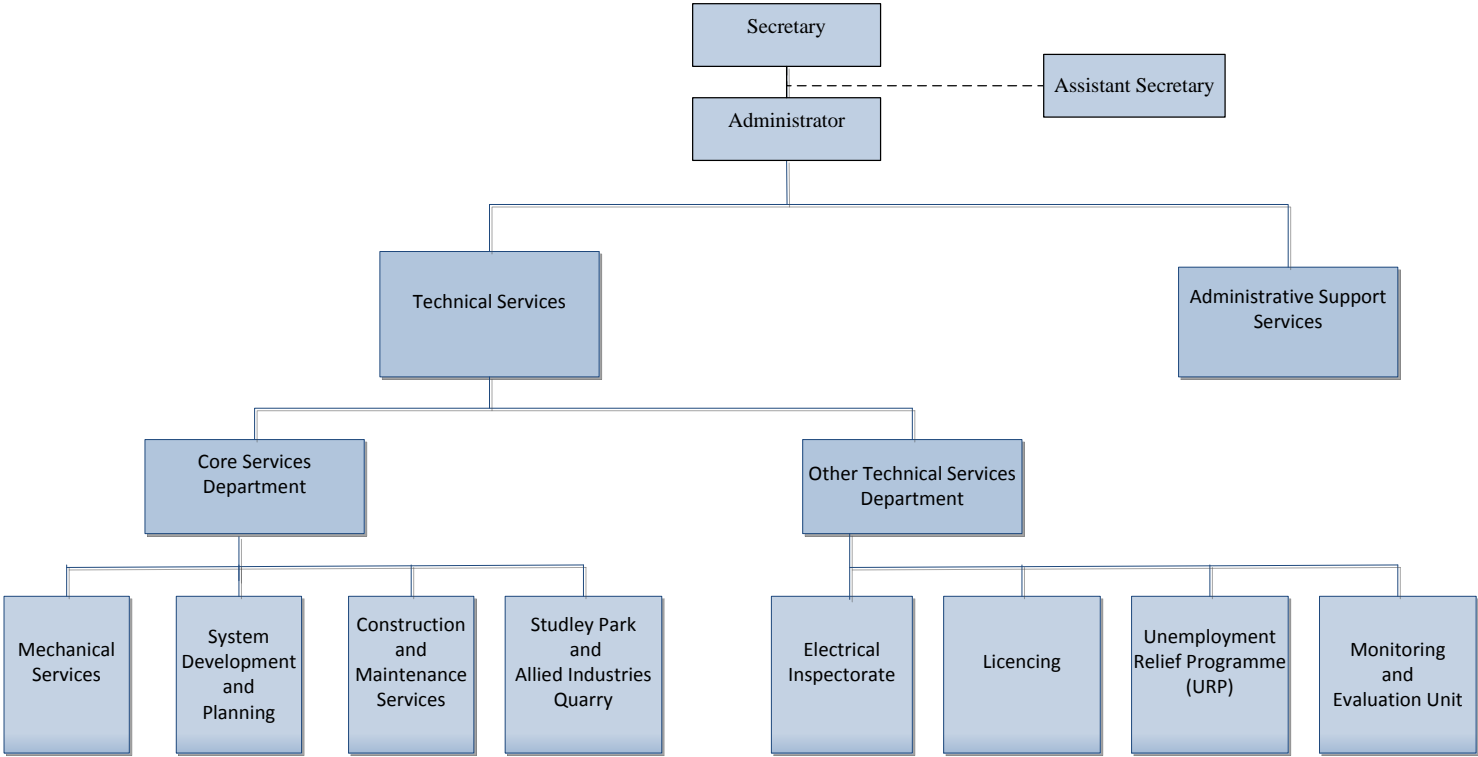
Ms. Susan Bobb

Chief Accountant, Accounting Unit

Mr. Michael Wallace

Manager, Information and Communication System Unit

Organizational Chart



STRATEGIC MANDATE

The Division's Mission serves to crystallize the execution of the Division's Strategic Mandate which is consistent with the development agent enunciated in the Comprehensive Economic Development Plan 2013-2017 for Tobago.

CEDPT PRIORITY AREA VI

Improved Infrastructure and Utilities

GOAL: To improve access, efficiency and quality of infrastructural systems of Tobago in order to enhance its economic, social and environmental performance, to the benefit and enjoyment of Tobagonians and visitors, and in harmony with the island's Clean, Green, Safe and Serene mandate.

STRATEGIC MANDATE

- **Develop Tobago's Infrastructure & Utility Plan**
- **Collaborate with the public utility Agencies to ensure effective service provision**
- **Supply improved power supply to North East Tobago to address the supply and reduce the incidents of outages and damage to lines, appliances and the environment**
- **Strengthen the framework for regulation of portable water and waste water activities and development**
- **Promotion of marine cable for reliable telecommunication services as backup power supply to the island**
- **Improvement in project delivery (including reduced cost overruns) by 2014**
- **Monitor and provide oversight to manage expenditure and schedule**
- **Development of Asset Management Database**
- **Management of physical assets through Asset Management system**
- **Improvement of Storm Water Management**
- **Creation of infrastructural development and maintenance programmes**

FINANCIAL RESOURCES

The financial resources for the Division for the year under review were as follows:

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
Personnel Expenditure	\$336,018,064.00	\$321,982,873.00	\$325,397,095.44
Goods and Services	\$83,973,134.00	\$86,183,270.00	\$87,038,465.43
Minor Equipment	-	-	-
Development Programme	\$238,744,816.00	\$274,335,700.00	\$274,335,557.90

Core Services Department

Operational Mandate: The following are the functional areas within the Department and the achievements:

- **Construction and Maintenance Services:** The construction, rehabilitation and maintenance of roads and bridges, and the construction and maintenance of Government facilities and other public buildings is the major responsibility of this section. It is also responsible for coastal protection, sea and air transport as well as water and sewerage.
- **Mechanical Services:** This section conducts 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.
- **The Development Programme** 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. This programme is divided into functional areas as it relates to the Construction and Maintenance Services and Road Maintenance. This section is further sub-divided into four Districts which are charged with the responsibility of the maintenance of Roads, Bridges and Sanitation Services. Under this programme there were a total of twenty three major projects that were undertaken for 2013. Fifty percent of these projects were 100% completed.

Mechanical Services

- **Studley Park Quarry** is a section under the Mechanical Services. The main source of revenue for the Studley Park Quarry is from the sales of products (aggregate, concrete and asphalt) produced on the site. The under-mentioned table shows the comparative monthly sales for the years 2011 to 2013.

Table 12

Comparative monthly sales for the years 2011 to 2013

MONTH	2013	2012	2011
January	1,324,329.00	1,406,195.17	615,671.95
February	555,976.00	3,733,460.20	518,058.35
March	902,175.83	867,651.44	3,963,526.70
April	387,848.00	585,567.20	1,405,808.80
May	746,017.50	2,585,330.63	1,529,381.05
June	1,583,163.25	466,459.00	3,968,879.75
July	591,885.50	440,171.95	1,545,078.85
August	671,787.00	1,744,928.96	649,181.00
September	476,358.25	783,748.50	2,115,101.00
October	806,723.25	1,901,440.60	834,687.26
November	1,512,706.50	2,598,993.00	757,012.32
December	140,794.00	449,299.00	610,496.00
TOTAL	9,701,777.08	17,565,257.65	18,512,883.03

The total sales for 2013 represented a **45%** decrease than 2012. Over the period under review, the operations projected a total expenditure of **\$55Mn**. Without the injection of funds from the Division along with the allocated budgetary releases, the income generated as revenue would not sustain the level of expenditure required to successfully run the quarry.

- **Concrete Batching Plant:** Although this section encountered numerous problems including the supply of Trinidad sharp sand for the production of concrete, the plant produced a total of 2011m³.
- **Drilling/Mining and Blasting:** There were 16 executed blasts, which yielded a total of 126,572 tons of raw material. The mining and drilling section did not function at its optimum as was done during the previous years and as such realized less than 15% of its probable target level. In addition, the section suffered a three months down time.

Other Technical Services Department

Operational Mandate: The Division is also responsible for the Electrical Inspectorate Department, the Licensing Department and the Unemployment Relief Programme (URP). The following were the achievements of these sections.

- **Electrical Inspectorate:** The Electrical Inspectorate Department is responsible for the inspection of all domestic, commercial and electrical installations throughout the island. For the year under review the following were achieved:
 - Processed a total of 3,733 applications for electrical inspections. A total of 15 of those applications were related to High Voltage Witnessing and a total of 44 Wireman's License Renewal applications at the office were submitted to the Chief Electrical Inspector
 - Collected a total of \$375,117.00 in revenue from processed applications at the Electrical Inspectorate and the sum of \$371,595.00 in revenue from inspected applications
 - Conducted a total of 3,818 inspections, some of which were applications from the year 2012; issued a total of 1,385 permanent certificates and 806 Temporary Certificates and also witnessed 7 High Voltage Test. Certificates were signed and issued by the Chief Electrical Inspector.

- **Licensing Department:** In 2013, the Licensing Department perpetuated its mandate of ensuring road safety in Tobago. This was achieved by fulfilling the following:
 - Conducted regular road checks to rid the road of defective vehicles and errant drivers and the inspection of vehicles accordingly
 - Examined road signs and markings to ensure that they were properly maintained and that road users adhere to the laws in accordance to the Motor Vehicle and Road Traffic Act 48:50
 - Inspected vehicles for re-classification purposes in keeping with the intended use and in the case of change of ownership purposes
 - Collected the sum of \$5,604,551.00 in motor vehicle taxes and duties
 - Collaborated with the Police Service and the Judiciary by providing critical information to assist with the solving of vehicular crimes which resulted in the persecution of errant drivers.

- **Examination Section:** This section conducted a total of 1,345 and 2,176 driving tests and regulation tests, respectively.

- **Inspection and Registration Section:** This section registered a total of 927 vehicles namely 412 new and 515 roll on roll off and inspected a total of 1,407 vehicles for road worthiness in accordance with the Motor Vehicle and Road Traffic Act. Additionally, a total of 166 vehicles were reclassified (change of use).

- **Unemployment Relief Programme:** The Unemployment Relief Programme provides short term employment through training and is geared towards the enhancement of entrepreneurial skills and assists in small scale projects in communities. In 2013, forty-four major projects were completed throughout Tobago. This section also undertook the manufacturing of furniture and concrete products for primary schools, churches and NGO institutions. Agricultural activities such as the growing of short crops and cocoa rehabilitation were also performed.

Administrative Support Services Department

Operational Mandate: The primary responsibility of the Administrative Support Services Department is to support the activities of the core Departments in order to ensure the implementation of the Division's mandate. This Department comprises the Human Resource Management Unit (HRM), the Accounting Unit and the Computer Information Systems Unit. These Units achieved the following for the year 2013:

- **Human Resource Section:** A total of five officers were promoted. Additionally, twenty two employees utilized the Employee Assistance Programme.
- **Communications Unit:** The Communications Unit is responsible for informing the public of the work of the Division through advertisements and media releases, informing members of staff of events within the Division through the quarterly magazine *Infrafocus*, as well as assisting in planning and executing divisional events. Throughout the year the Unit utilised the various medium to inform the public of infrastructural work in Tobago and responded to media queries and public concerns on various issues. The sum of \$135,636.00 in advertisements and publications were expended.
- **Information Technology Unit:** This Unit attained 98% Systems Availability and Computerization of Payroll (4000+ employees) per portfolio for the Unemployment Relief Programme (URP) and the Development Programme.



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). In particular, OCS's principal responsibility is to ensure that all services offered by the THA are in conformity with established principles, policies and procedures. The under-mentioned outlines the Vision of the Division.

VISION

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

The Mission articulates how the Division intends to provide excellent service delivery.

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

OCS recognized that key values are essential for its mission and vision to be successfully accomplished. The Division is dedicated to the under-mentioned core values as the guiding factor to enable the achievement of its activities:

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/Ms. Myrna McLeod

Accounting Executive 1 (Ag), Accounts Department

Ms. Joannah Bharose

Communications Director, Information Department

Mrs. Cynthia Duke

Manager, Executive Council Secretariat

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

Ms. Mary-Ann Brathwaite-Leonce

Director, Management Services Unit

Mr. Lennox Alfred

Manager, Occupational Safety and Health Department

Mr. Herbert Delancy

Administrative Officer IV, Office and 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

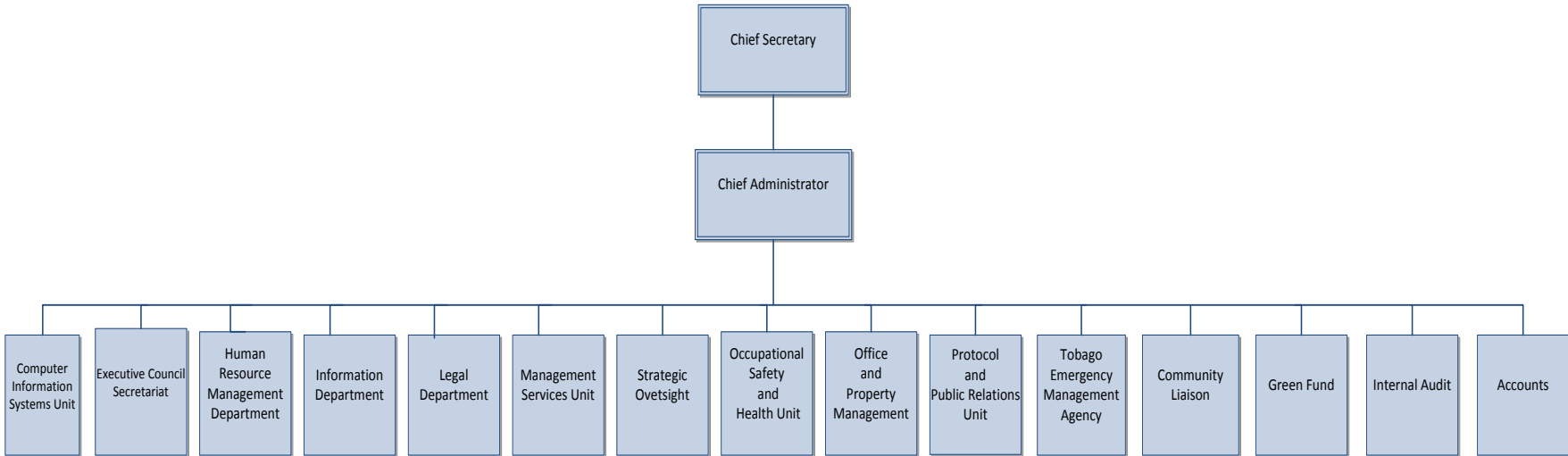
Mr. Allan Stewart

Assistant Director, Tobago Emergency Management Agency

Ms. Juliette Pope

Coordinator, Community Liaison Unit

Organisational Chart



STRATEGIC MANDATE

The Office of the Chief Secretary's goals and objectives are aligned to four of the eight Strategic Priority Areas (SPAs) of the CEDP 2013 – 2017. These are Branding Tobago: Clean, Green, Safe and Serene; Good Governance and Institutional Reform; Human Capital Development, and Environmental Sustainability.

Priority Area I
Branding Tobago: Clean, Green, Safe and Serene

GOAL: To brand Tobago with an image that enjoys wide consensus and which positively portrays the island's economy and society

Priority Area II
Good Governance and Institutional Reform

GOAL: To create the institutional structures that would best service the interest of Tobago, as the island is transformed

Priority Area IV
Human Capital Development

GOAL : To increase human capital capacity in Tobago in keeping with Tobago's development strategies with the aim to further economic growth and increase competitiveness and to restore the commitment to learning and scholarship that existed in earlier years

Priority Area VIII
Environmental Sustainability

Goal: To strengthen environmental capacity and performance, consistent with a resilient Tobago that is Clean, Green, Safe and Serene, and meets the standards of a green Tobago economy.

STRATEGIC MANDATE

- The institutionalization of Tobago Clean, Green, Safe and Serene
- A conscious Tobago people mobilized to participate in their island's development
- Greater autonomy and devolution to the THA
- Improved public sector performance, delivery of public services and facilities, transparency and accountability
- Public sector capacity and capability increased to meet THA changing requirements
- Tobago's communities, households and residents better prepared for disasters (including the planning, response and recovery)

FINANCIAL RESOURCES

Table 14 is a summarised version of the financial resources allocated to the Division for the year in review.

Table 14

Office of the Chief Secretary Financial Resources

Financials	Parliamentary Allocation Fiscal 2013	Transfers	Revised Allocation Fiscal 2013	Releases	Expenditure
	\$ million	\$ million	\$ million	\$ million	\$ million
Recurrent Expenditure					
Personnel Expenditure	93.81	66.01	27.8	11.09	10.03
Goods and Services	73.27	7.67	65.60	65.09	64.85
Minor Equipment Purchases	4.13	0.85	3.28	3.40	3.28
Current Transfers and Subsidies	8.04	3.44	4.60	4.59	4.44
<i>Total Recurrent Expenditure</i>	179.25	(77.97)	101.28	84.17	82.60
<i>Total Development Programme</i>	21.75	19.90	40.65	40.35	38.57
Grand - Total	201.0	-58.07	141.93	124.52	121.17

Allocations

Parliamentary Allocations for the Office of the Chief Secretary for fiscal 2013 amounted to \$201Mn of which \$179.2Mn was allocated for recurrent expenditure and \$21.75 Mn for Development Programme. Included in the recurrent allocations was the sum of \$84 Mn which

was specifically for the payment of arrears to Public Officers in the Tobago House of Assembly. Hence, the Divisions' recurrent allocation for normal operations was \$95.2 Mn.

Taking into account the \$95.2Mn for recurrent expenditure mentioned above coupled with the \$21.75Mn for development programme, resulted in overall Parliamentary Allocations totaling \$116.95 Mn for day to day operations. Furthermore, during the fiscal year, there were revisions to both Recurrent and Development Programme allocations, by way of virement and transfers as shown in Table 14. Consequently, at the close of fiscal 2013 Revised Recurrent Allocations totaled \$141.93 Mn of which \$101.28 Mn was for recurrent expenditure and \$40.65 Mn for development programme.

Releases

Overall releases to the Division totaled \$124.52Mn of which \$84.17Mn or 71% was for recurrent expenditure, while the remaining \$40.35Mn dollars or 29% was for development programme.

Expenditure

Collectively, the Division spent \$121.17Mn of which \$82.6Mn or 68% was for recurrent expenditure and \$38.57Mn or 32% for development programme.

PERFORMANCE HIGHLIGHTS

Accounts Department

Operational Mandate: The Accounts Department provides important support services to the Division's Office of the Chief Secretary, and Planning and Development by managing their financial resources in accordance with financial laws, regulations, practices and procedures as set out in the Financial Regulations 1965, the Financial Instructions 1965 and the Exchequer and Audit Act, Chapter 69:01. The main operations of the Department include: processing payments for suppliers, payment of salaries and other allowances for employees, payment of financial assistance to students, recording all financial transactions, maintaining all financial records, preparation of all financial reports as requested by the Division of Finance, and preparation of management reports.

▪ **Achievements for this Department were:**

- Monitored and analyzed Votes in order to forecast the use of funds
- Prepared financial and management accounting reports to support senior management and inform decision making

Community Liaison Unit

Operational Mandate: The Community Liaison Unit acts as a medium through which perceived irritants or areas of potential concerns can be brought to the attention of the Administration of the Tobago House of Assembly. This is achieved by performance of first level needs assessments of the various communities and determination of the relevant proactive measures to be undertaken, so as to ensure an enhanced delivery process and improvement in the satisfaction level of the Community. The under-mentioned are the achievements of the Department.

- Formulated and implemented reporting standards for monthly report submission
- Educated Community Liaison Officers on various programs available to assist in communities

- Partnered and participated in community activities geared towards the betterment of the environment
- Provided assistance to various community's long standing irritants
- Commenced collaborative meetings with community groups in each constituency to ascertain the needs and the role that can be played in assisting in their sustainability

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 2013 include:

- Implemented the Integrated Human Resource Information System throughout the Tobago House of Assembly
- Created gov.tt email accounts for members of staff in the Assembly
- Improved search engine optimization (SEO) for tha.gov.tt website. As a result there was increased traffic to the website - 5,679,543 hits & 125.65GB bandwidth used in 2013 compared to 3,320,746 hits & 60.36GB bandwidth in 2012. There was an increase in unique visitors to the website as well – 101,012 in 2013 compared to 36,906 in 2012
- Modified the financial assistance database to meet new user requirements

Executive Council Secretariat

Operational Mandate: To ensure that all Notes to the Executive Council conform to the established guidelines and policy directives, and that the approved agendas are circulated to all members of the Executive Council at the stipulated time. The Secretariat also prepares Executive Council Minutes in a timely manner for confirmation by the Executive Council and distribute after confirmation to Divisions and other implementing Agencies. Moreover, to maintain a permanent record of all Notes submitted to the Executive Council and all the resultant decisions set out in the Executive Council Minutes. To ensure ultimately, the security, storage

and retrieval of all Executive Council documents left in the care of the Secretariat. The following were the achievements for the fiscal year:

- **Achievements**

- Prepared confirmed Executive Council Minutes for the years 2008, 2009, 2012 for binding. Acquisition of catalogue cases for distribution of Executive Council correspondence to Secretaries
- Electronic compilation of Executive Council Notes and Minutes from 2008 to 2010 on the database at the Executive Council Secretariat
- Conducted two in-house trainings sessions: one for Administrators and another for 32 persons engaged in the preparation of Executive Council Notes
- Facilitated a training programme for the preparation of Cabinet and Executive Council Notes, which was conducted by a Consultant for a total of 22 persons from all Divisions of the Assembly

Human Resource Management Department

Operational Mandate: The Human Resource Management Department provides advice on human resource policies, procedures, systems and standards, and facilitating understanding of the regulatory framework which guides human resource management practice in the public service. It provides oversight and maintenance of the approved regime of terms and conditions of service for public officers, daily-rated employees and persons engaged on contract

- **Achievements**

- Sixty eight officers received first appointments while 78 officers received promotions
- Officers were exposed to training in the areas of: Effective Skills for Administrative Professional; Training in Delegated Authority – Public Service Commission Department; Handling Diversity in the Workplace; Conducting Effective Meetings, Taking Notes and Producing Accurate Minutes in QuickTime; Pension Investment; Labour Laws in

Trinidad and Tobago; Take the Lead Workshop for Administrative Professionals and Excellence in Customer Service.

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. During the year under review the Department embarked upon a series of projects and activities. These included the following:

- Fully activated Facebook and YouTube pages, which are updated on a daily basis
- Produced first OCS calendar from secondary school art competition/conducted the OCS Secondary School Art competition and the THA information brochures on Independence and the history of the THA for its 32nd anniversary
- Increased number of DOI projects with other Divisions by 61%, including communications assistance and free mainstream media by 65%
- Hosted Time Management and Relationship Building for all staff with the internationally established Dale Carnegie Institute; Journalism for TV producers; Radio Editor Training; One producer went to Washington for HIV TV production training
- Hosted a Communications training for all communications practitioners and created and implemented style rules for Radio and TV for the THA Divisions
- Established file sharing of raw video THA footage with all media houses
- Introduced THA's newsletter magazine "Update" and the 'Have Your Say' Radio/TV segment to the public

- Assisted GMGL/CCN media in new billing process to the THA for advertising etc. separating all Divisions on individual accounts and clearing up a backlog of more than \$1,000,000.00 in payments throughout the THA
- Radio production is fully digital and TV production is 70% digital

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. The achievements of the Department are outlined at the Table 15.

Table 15
Achievements of the Internal Audit

Activity	Job Conducted
Verification at all THA Divisions	Verification of 237 Pension and Leave records, 408 Record of Service and 15,581 Vouchers relating to Arrears of Salary, Wages, Sick Leave Bonus and Contract Gratuity
Activity	Location
Cash Surveys	<ul style="list-style-type: none"> ➤ Division of Finance and Enterprise Development ➤ Inland Revenue – Roxborough and Scarborough ➤ Unemployment Relief Programme – Roxborough and Scarborough ➤ Division of Agriculture, Marine Affairs, Marketing, and the Environment ➤ Customs and Excise Department – Charlotteville and Scarborough ➤ Licensing Unit
Imprest Cash	<ul style="list-style-type: none"> ➤ Division of Settlements and Labour ➤ Office of the Chief Secretary ➤ Property Management Department ➤ Legal Department ➤ Land Management Department

Activity	Location
	<ul style="list-style-type: none"> ➤ Division of Education, Youth Affairs and Sport <ul style="list-style-type: none"> ○ Tobago Council for Handicapped ○ Library Services ➤ Division of Community Development and Culture ➤ Assembly Legislature
Examination of Internal Operations	<ul style="list-style-type: none"> ➤ Licensing Department
Bank Reconciliation	<ul style="list-style-type: none"> ➤ Division of Agriculture, Marine Affairs, Marketing, and the Environment ➤ Division of Infrastructure and Public Utilities

Legal

Operational Mandate: The Legal Department provides legal and advisory Services to the Tobago House of Assembly generally, and its affiliated entities. Further to this, the Department provides legal representation to the Assembly and to affiliated entities in High Court matters both in Trinidad and Tobago.

Over the period the Department has also started appearing in the Magistrate’s Court in a quasi-prosecutorial function, in that it appears on behalf of the Public Health Department in the enforcement of the provisions of the Public Health Ordinance.

▪ **Major Achievements**

- Acquired the following properties: Shirvan Estate, Lands of Lucille Ottley for Our Boys Steel Orchestra and lands on which the Parlatuvier’s Community Centre and Bamboo Hill Road are located
- Resolved the Tobago Cold Storage and Warehouse Facility (TCOSWAF) matter
- Completed 727 employment contracts, 21 Consultancy Contracts, 4 Concessionary Contracts, 23 Service Contracts and vetted 81 Contracts
- Completed 82 Residential Leases and 38 Commercial Leases
- Provided legal representation to the Tobago House of Assembly and its affiliated entities in Court in Trinidad and Tobago on fifty-five (55) occasions
- Involved in ten (10) New High Court matters and currently in fifteen (15) Litigation Matters

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. The achievements are outlined below.

Reports and Reviews:

- Complied the THA 2012 Administrative Report
- Reviewed and developed a report with recommendations on the improvement of the Retirement/Pension and Leave Administration for the THA
- Facilitated the process for review of the compensation for members of the Assembly between the Salaries Review Commission and officials of the THA
- Facilitated the process for the Development of an Energy Sector Plan and implementation strategy for Tobago
- Build awareness to Printing Agencies in Tobago on specific services that are offered such as the Customs Duty exception which is granted on printing equipment, articles and goods
- Conducted research and made recommendations for outstanding gratuity payments of two (2) Officers
- Coordinated the process for the collaboration between THA and the United Nations Development Programme (UNDP)
- Conducted a review of the Property Management Department and the Office of Chief Administrator and made recommendations for the restructuring of these offices
- Conducted research and made recommendations for an appropriate Asset Management System for the THA.

Cabinet Notes/Executive Council Notes

- Created a contract position of Legal Officer II on the staff establishment of the Legal Department, Office of the Chief Secretary
- Conducted a review and restructuring exercise of the Land Management Department, Division of Planning and Development

- Review and recommended the creation of sixteen positions on the Staff Establishment of the Department of Education, Division of Education, Youth Affairs and Sport

- **Training/Seminars/Conferences**

In order to acquire up-to-date information on leadership and management staff attended the following:

- A Seminar on Social Public Administration for Developing Countries
- A Conference of Business Distinguished Leadership and Innovation at the Arthur Lok Jack Graduate School

- **Committees**

- Represented the THA on the UNDP/Global Environment Facility's Small Grant Programme

- **Change Management**

- Hosted the OCS reward and recognition event for the three most outstanding Departments that achieved most of the activities outlined in the Operational Plan and monitors and evaluates the implementation framework of the Division's Strategic Plan 2013 – 2015
- Established and trained OCS Change Management Team (CMT) and facilitates the Team's activities
- Coordinated the Diamond Standard programme in Tobago in collaboration with the Ministry of Public Administration.

Occupational Safety and Health Central Unit

Operational Mandate: To develop and implement an Occupational Safety and Health (OSH) system throughout the Divisions of the THA and to advise on OSH policy and strategic Issues. The Department also plans and implements Assembly-wide OSH programmes and projects and conducts audits of OSH activities in all Divisions.

- **Achievements**

- Four new publications on OSH matters were completed and distributed throughout the THA
- An OSH audit was completed throughout the THA. This audit focused specifically on the formation, establishment and operation of a safety committee, the acquisition and use of proper PPE, the introduction of evacuation drill exercises, the development of emergency response plans, the rectification of identified non-conformity
- An OSH training programme was developed and introduced to educate staff and create general awareness throughout the THA. The risk assessment and inspection programme introduced in Divisions was accelerated by more than 100% in the last quarter

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**

- Established a database for service providers
- Trained the Records Centre Staff to provide a more effective and efficient service to the Tobago House of Assembly in general, and the Office of the Chief Secretary in particular
- Acquired office space for the Occupational Safety and Health Central Unit; Internal Audit Department; Department of Advance Training and Advisory Services (DATAS), and the Information Systems Department
- Installed cupboards at the Office of the Chief Administrator and the Integrated Human Resource Information System (IHRIS).

Project Coordination Unit

Operational Mandate: The Project Coordination Unit was established in February 2012 to coordinate the enhancement of Scarborough and other major urban centres across Tobago. In particular this Unit is focused on the management and oversight of all projects which fall under

the ambit of the Scarborough Enhancement Programme. This Enhancement Programme was implemented on November 18th, 2010 to coincide with the commemoration of the thirtieth anniversary of the Tobago House of Assembly.

▪ **Achievements**

- **Completed the North Side Connector Road:** 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 was constructed
- **Completed the Esplanade Extension:** A sidewalk was constructed to adequately accommodate pedestrian traffic and facilitate access for the disabled. The entire waterfront along Milford Road was landscaped
- **Completed the lower Castries Street Development:** Paving of an assigned area for parking, installed solar street lights, garden lamps and a solar surveillance camera system
- **Completed the Garden Side Link/Connector Road:** Constructed 50 metres of roadway to allow access into Scarborough 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 Scarborough
- **James Park Eternal Flame:** Constructed an eternal flame and fountain monument in commemoration of the 30th anniversary of the THA
- **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 and repaired the Jerningham Street fountain
- **Historical Restoration of Buildings:** Restored 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
- **Study on Informal Vending:** A Consultant was engaged to conduct a study, and report with recommendations, for informal vending in Scarborough to be incorporated into the Scarborough Integrated Master Plan

- **Installed a Mural on the Garden Side Street retaining wall:** This highlights various aspects of Tobago's festivals, culture, political and sport icons
- **Constructed a pedestrian staircase and boardwalk:** This was done along Burnett Street and Carrington Street, respectively, to facilitate a safe route for pedestrians at Scarborough.

Protocol and Public Relations Unit

Operational Mandate: To support the efficient and effective functioning of the Office of the Chief Secretary and to provide guidance in accordance with established protocol.

▪ Achievements

- Prepared and circulated electronically a booklet on basic protocol guidelines to the Secretaries, Administrators, and Heads of Divisions of the Tobago House of Assembly, to achieve standardized application of protocol throughout the Tobago House of Assembly.
- Implemented the use of electronic invitations for events, and electronic internal communication among its staff, as well as between its staff and external bodies, to the fullest extent possible. This is aligned to the Division's goal to 'Go Green'.
- Facilitated Media and Crisis Communication Training workshops for the Executive of the THA, also developmental training for the technical and secretarial staff of the Department
- Planned and executed the two annual events of major significance hosted by the Chief Secretary. These were the reception in commemoration of the Independence of the Republic of Trinidad and Tobago and the Chief Secretary's Awards on the occasion of the 33rd Anniversary of the Tobago House of Assembly
- Planned and executed a two-day Post-Budget Retreat for the Executive, Administrators and Accounting Heads of the Tobago House of Assembly on September 19 and 20, 2013 at the Magdalena Grand Beach Resort
- Arranged four courtesy calls on the Chief Secretary by the Ambassadors High/Commissioners of foreign countries to Trinidad and Tobago, Trinidad & Tobago

Ambassadors/High Commissioners-designate to other countries, representatives of international organizations, non-governmental organizations, sporting bodies, schools, and cultural personalities.

Tobago Emergency Management Agency

Operational Mandate: To coordinate a network of agencies and individuals within the island of Tobago, to direct their efforts to the maximum preservation of life, and the protection of property in times of disaster.

▪ **Achievements**

- To operate more efficiently in a non-green environment and lobby towards a “greener” environment the Tobago Emergency Management Agency (TEMA) did the following:
 - Created internal email addresses to reduce the use of paper in internal communications
 - Trained operational staff in ICS 100-200 and all staff members in first aid
 - Held several media campaigns on disaster preparedness including the Radio Risk Land Dialogue
 - Launched the TEMA Virtual Vision Platform. This is a unique multi-layered reporting platform that gathers relevant data from the Tobago Emergency Management Agency’s databases, to display via an EASY-TO-READ rich user interface, which was designed to facilitate legibility and “AT-A-GLANCE” information dissemination.

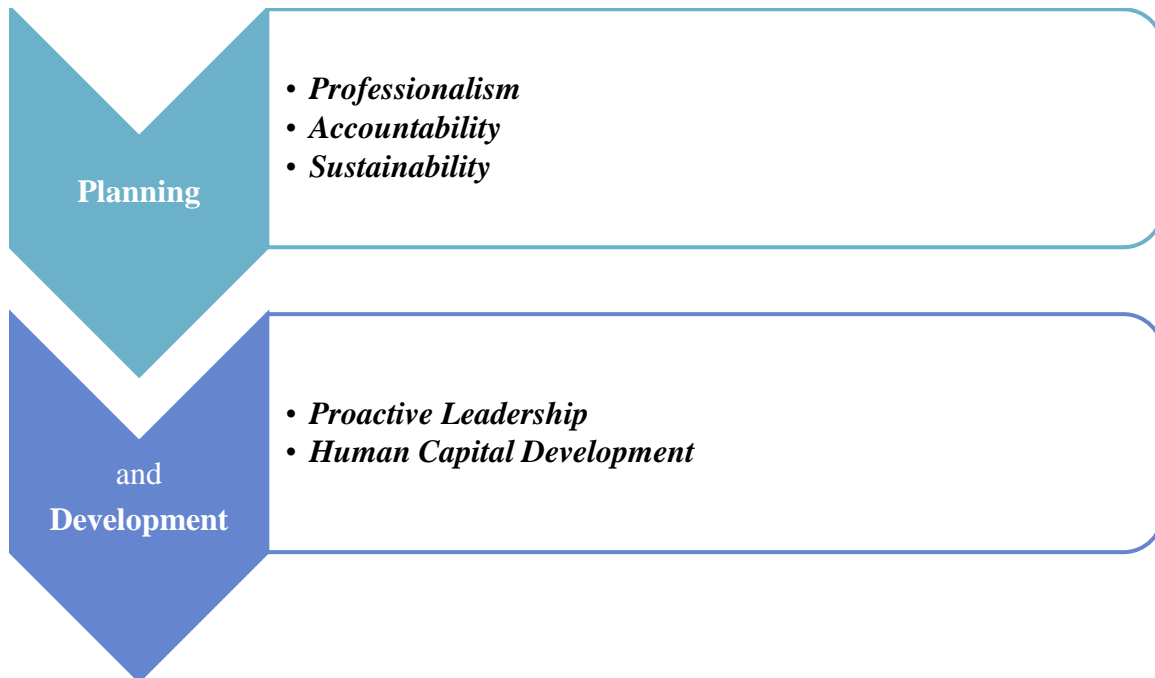


DIVISION OF PLANNING AND DEVELOPMENT

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 of Planning and Development was established in 2009 as part of the rationalization process for responsibilities under the Office of the Chief Secretary (OCS). 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. The provision of general policy and technical planning advice to all Divisions of the Assembly is also an important responsibility. The Division is dedicated to the under-mentioned Core Values as the guiding factor to enable the achievement of its activities.

Core Values



Organizational Structure and Management

The Organizational Chart overleaf delineates the structure of the Division. The Division is comprised of four Departments which include Land Management; Planning; Advanced Training and Advisory Services; and HIV/AIDS Secretariat. After the Tobago House of Assembly elections on January 21, 2013 the position of Assistant Secretary was added to the organizational structure of the Division on January 24, 2013. 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. Members of this management team include:

The Honourable Orville London

Chief Secretary and Secretary for Planning and Development

Mr. Deon Isaac

Assistant Secretary for Planning and Development

Mr. Oscar Brathwaite

Administrator, Division of Planning and Development

Ms. Roxanna Hall

Director, Department of Advanced Training and Advisory Services

Mr. Craig Forbes-Warner

Manager, Financial Assistant Unit

Mr. Jefferson Laptiste

Director, Department of Land Management

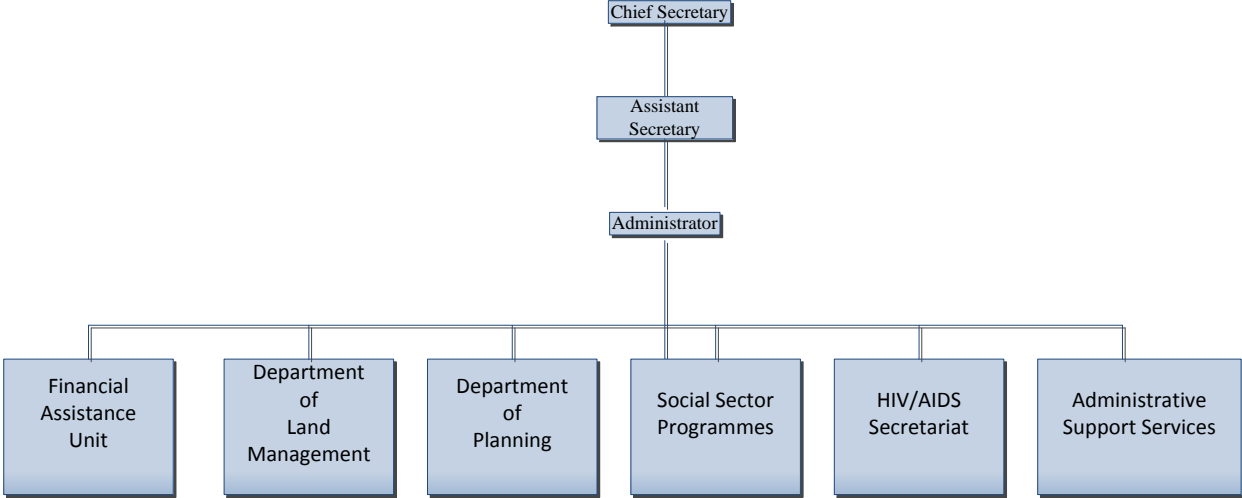
Mr. Bobbie Andrews

Planning Co-ordinator, Department of Planning

Vacant

Tobago HIV/AIDS Secretariat

Organizational Chart



STRATEGIC MANDATE

This Division is aligned to all the priority areas of the CEDP 2.0 based on its structure and monitoring and evaluation role.

- Priority Area I***
Branding Tobago: Clean, Green Safe and Serene
- Priority Area II***
Good Governance and Institutional Reform
- Priority Area III***
Business Development Entrepreneurship
- Priority Area IV***
Human Capital Development
- Priority Area V***
Social Development and Resilience
- Priority Area VI***
Improved Infrastructure and Utilities
- Priority Area VII***
Enhanced Safety and Security

STRATEGIC MANDATE

- **The integration of the concept of Clean, Green, Safe and Serene in the overall operations of policy and programmes within the THA**
- **Mainstreaming planning and project management principles within the operations of other Divisions, and increasing networking, monitoring and evaluation to improve performance**
- **Support linkages between human capital development and diversification as a success component towards entrepreneurship and business development**
- **Support social policy analysis to enhance the performance of the social sector which impact heavily on education and integrate the diversification modalities with other strategic priority areas**
- **Support the linkages between infrastructure development and infrastructure planning with the overall spatial and environmental imperatives**
- **Mainstreaming community and public safety policies as part of a comprehensive strategy for security**
- **Research support and assistance in collaborating with agencies to conserve and restore sensitive and important ecosystem areas in Tobago**

FINANCIAL RESOURCES

Table 12 provides a summary of financials with respect to the Division for fiscal 2013.

Table 15
Planning and Development Financials Fiscal 2013

Financials	Parliamentary Allocation Fiscal 2013	Transfers	Revised Allocation Fiscal 2013	Releases	Expenditure
	\$ million	\$ million	\$ million	\$ million	\$ million
Personnel Expenditure	2.910	(1.851)	1.058	1.058	0.779
Goods and Services	6.802	1.814	8.616	8.527	7.816
Minor Equipment Purchases	0.973	(0.466)	0.507	0.507	0.507
Total Recurrent Expenditure	10.685	-0.503	10.181	10.092	9.102
Total Development Programme	3.5	6.88	10.38	9.89	8.76
Grand Total	14.185	6.377	20.561	19.982	17.862

Allocations: Parliamentary allocations to the Division totaled \$14.185Mn, of which \$10.685 Mn or 75% was for recurrent expenditure and \$3.5 Mn or 25% for development programme. During the fiscal year, there were revisions to both Recurrent and Development Programme allocations through Virement and Transfers. Specifically, recurrent allocations were revised downward by \$503,000.00 or 5% and development programme allocations were revised upward by \$6.88Mn or 97%.

Releases: Releases to the Division totaled \$19.982 Mn of which \$ 10.092 Mn or 51 % was for recurrent expenditure, and \$9.89 Mn or 49% for development programme.

Expenditure: Collectively, the Division spent \$17.86Mn of which \$9.102Mn or 51% was for recurrent expenditure and \$8.76 Mn or 49 % for development programme.

PERFORMANCE HIGHLIGHTS

Planning Department

Operational Mandate: The Division of Planning and Development has been reinforced with the pivotal role in the charting of the new course for the THA in light of the new Comprehensive Economic Development Plan (CEDP 2.0). Key among the issues is the level of implementation effectiveness and the role of the Planning Department in the Monitoring and Evaluation of the Capital Projects of the Assembly. Moreover, the inclusion of physical planning to leverage location as a means of maximising the effect and impact of the CEDP on economic development of the island is another critical role of the Planning Department. Other roles of importance include the Sustainable Development Committee, Human Capital Development, the Tobago Region Physical Development Plan, local area plans for Roxborough, Scarborough and other community clusters as well as siting of major infrastructure development.

Project Development Unit (PDU)

▪ **Achievements**

- The Project Development Unit (PDU) produced draft documents namely Ergonomics and You, Request for Proposals for Green Modification to the Structure, Request for Proposal for Access Modifications to the Structure, 10 Most Common Workplace Injuries, Ergonomics Management Programme, Ergonomics Survey (in conjunction with the Research Unit of the Planning Department) and a Comprehensive Training Course in Project Development
- Revision was done on the Pre-Investment Support Project Proposal. This project aims at creating a forum where Divisions can develop project concepts communally, and provide a facility for funding the development of project concepts. This project is aimed primarily at directing all new project concepts to the Comprehensive Economic Development Plan

(CEDP 2.0). This project was submitted initially for inclusion in the 2013 – 2014 Development Programme, but was not included. The PDU plans to re-submit the project proposal for consideration for inclusion in the 2014 – 2015 Development Programme.

- An internal training session was hosted in Project Development Processes with staff of the Project Development Unit.

The Project Monitoring Unit

This Unit prepared Draft Estimates of Revenue and Expenditure – Development Programme; and the preparation of the Public Sector Investment Programme (PSIP) Report.

Physical Planning

In the area of physical planning, a total of 809 applications for permission to build were completed. These applications were completed in an average of 2.7 days in keeping with the internal standards of processing these applications in less than 3 days, despite the bottlenecks which persist in the chain of institutions which lead to application delays averaging 5 months.

Land Management

Operational Mandate: The Land Management Department is responsible for the Survey and Monitoring of State lands along with the administration and distribution of State lands to suitable applicants through the State land Management and Implementation Committee and the Executive Council. The Land Management Department aims to carry out its responsibilities with alacrity and honesty and as such is driven to ensure that the operations of the Department are innovative and progressive. During the year under review the under-mentioned are the achievements of the Department.

- Preventative measures were taken to disallow more than ninety five percent attempts at illegal use of State lands
- There were a total of four resolution of land disputes, six demolitions, twelve approvals to occupy State land and 61 Permissions/Access to water through the Water and Sewerage Authority
- Surveys were undertaken at 19 villages around the island
- The Department also submitted a Land Use Plan for the utilization and allocation of Friendship Estate and Tobago Race Club Lands which was approved by the Executive Council
- There were also a total of 32 distribution of land leases, 52 submissions of approved plans for processing by the Legal Department and 60 defining/redefining of boundaries.

Tobago HIV/AIDS Secretariat

Operational Mandate: 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, and Tobago in particular. The core areas of focus were:

- Prevention
- Treatment, care and support
- Advocacy and human rights
- Strategic information (Research, Monitoring and Evaluation)
- Programme Management

The Department functioned in close collaboration with the major stakeholders, health care providers, people living with HIV/AIDS (PLWHA), civil society, the private sector and other Divisions of the THA.

▪ **Highlights of the Department:**

- The Secretariat participated in four events during the carnival season in collaboration with the Division of Education, Youth Affairs and Sport (DEYAS). The following were the events:
 - Bmobile Soca Spree on January 18, 2013 at the Dwight York Stadium
 - Fish Friday on February 1, 2013 at Milford Road Esplanade
 - Carnival Youth Expo on February 8, 2013 at the Port Authority
 - Dwight Yorke Carnival Cool Down on February 15, 2013
- A total of 4,864 condoms were distributed to organizations on the island, four portable air condition units and 70 condoms together with literature were supplied to the Scarborough General Hospital for use at the Caribbean Testing Day for HIV, held on June 28, 2013.
- Walk-in service was provided to six students. Information was provided on HIV/AIDS and the effects on infected persons through discrimination
- The Secretariat contributed to the celebration of Nurses Week, by providing informational pamphlets and booklets. Twenty flyers and ten question and answer HIV books were given to representatives from the Scarborough General Hospital.

Department of Advanced Training and Advisory Services (DATAS)

Operational Mandate: The Department of Advanced Training and Advisory Services (DATAS) formerly called the Financial Assistance Unit (FAU) was restructured and complemented with additional staff to facilitate executing the Tobago House of Assembly's (THA) Human Resource Development policy for the island through the Financial Assistance Programme. The Department's scope has been widened to include an Advisory and Placement Unit; Selection and Support Unit; and an Administrative Services Unit. The restructured

DATAS is expected to allow for the re-introduction and facilitation of a Data Management System that will guide the programme's direction as it relates to the efficient generation of reports and monitoring of awardees throughout the duration of their programs.

▪ **Achievements**

- **The restructuring of the Unit:** The Unit was restructured and the name was changed from the Financial Assistance Unit (FAU) to the Department of Advanced Training and Advisory Services (DATAS)
- **Confirmed Scholarships:** The Executive Council confirmed the recommendations of the Training Awards Committee to offer five scholarships based on the Caribbean Advanced Proficiency Examinations (CAPE) results of 2011 and 2012 in the areas: ANR Robinson (Open) Scholarship, Languages, Mathematics, Science, Technical Vocational
- **Scholarships:** A total of five scholarships for the Diploma in Aerodrome/Approach Air Traffic Control at the Civil Aviation Training Centre of the Trinidad and Tobago Civil Aviation Authority were awarded to fill vacant positions as Air Traffic Controller at the ANR Robinson International Airport, Tobago
- **Awards:** A total of 302 Bursaries (traditional awards) were awarded within the fiscal year, in addition to the awarding of 4 Grants (non-traditional awards).
- **Career Guidance and Financial Planning:** The new Advisory and Placement Unit provided career guidance and financial planning to 14 persons in pursuit of their education
- **Energy Sector Outreach to Tobago Secondary Schools:-** The DATAS in collaboration with Centrica Energy and the Society of Petroleum Engineers Trinidad and Tobago Chapter (SPETT), hosted an Energy Sector Outreach Programme at THTI on November 19, 2013 to introduce secondary school students to the working of, and careers available in the energy sector.
- **The Financial Assistance Management Information System (FAMIS)** was re-introduced to provide management support of the financial assistance programme through client-tracking, report generation to inform policy and decision making, programme monitoring and evaluation

- **Short Term Employment:** Two Information System Analysts were employed to assist in the implementation of the Financial Assistance Management Information System (FAMIS).

Constraints

During the period the Division achieved some major deliverables but under some critical constraining factors. These constraints are as follows:

Table 16
Major Constraints

Unit	Constraints
Planning Department	<ul style="list-style-type: none"> ➤ Delays in staffing public service vacant positions and filling vacant contract positions ➤ Salaries for contract senior technical staff significantly below market rates ➤ Inadequate reporting system for all projects within the THA ➤ Insufficient authority to formalise the mobilisation of resources to projects based on performance ➤ Untimely responses from Divisions and Departments for efficient functioning in the responsibilities of the Planning and other Departments.
Land Management Department	<ul style="list-style-type: none"> ➤ Reduced access to funding for daily operations ➤ Inadequate physical accommodation ➤ Shortage of staff
Tobago HIV/AIDS Secretariat ○	<ul style="list-style-type: none"> ➤ There is a lack of adequate staff for the Secretariat to fulfil its purpose ➤ Inadequate funding and poor accommodation
Department of Advanced Training and Advisory Services (DATAS)	<ul style="list-style-type: none"> ➤ Insufficient funds to effectively and efficiently administer the financial assistance programme ➤ Staff shortages due to vacancies as a result of staff turnover ➤ Insufficient staffing to allow for the verification of data and speed in the implementation of the FAMIS



DIVISION OF SETTLEMENTS AND LABOUR

DIVISIONAL OVERVIEW

The Division of Settlements and Labour was established in 2006. The Division, a merger between two distinct departments, the Settlements Department and Labour Department, 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 2013 was another opportunity for development, as key resources, financial and human, were allocated to ensure fulfilment of the Division's mandate. The Vision, Mission and Core Values are the guiding factors for the achievement of goals and objectives within the Division.

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

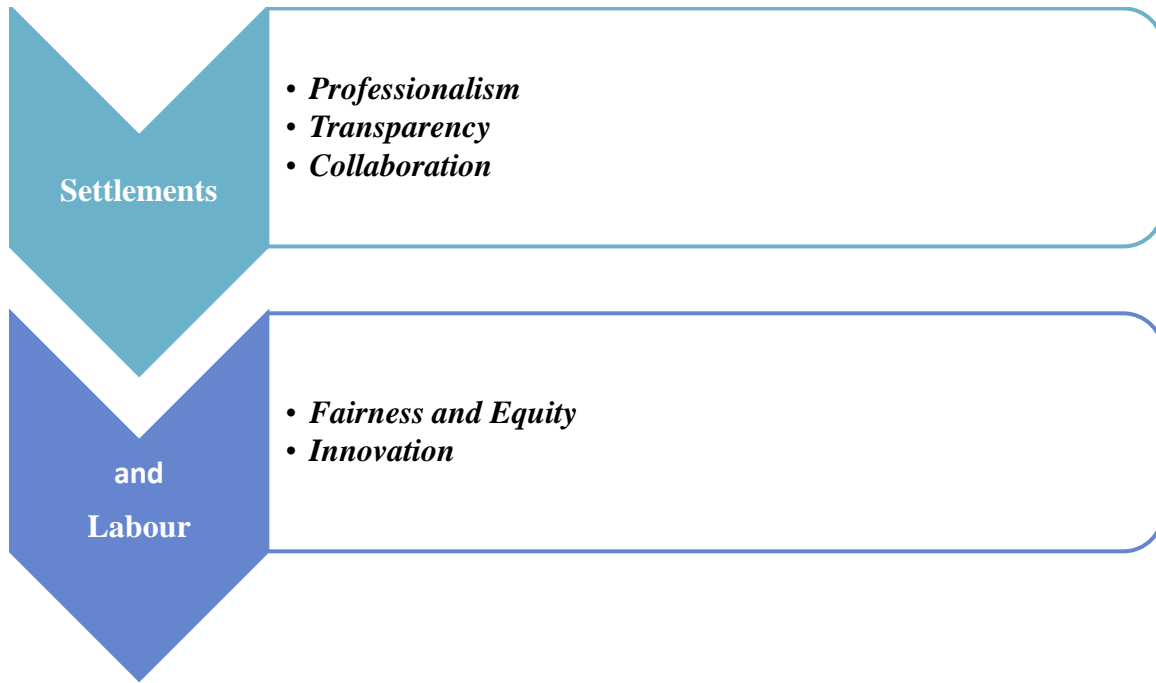
The Division's Mission enunciates how it intends to enrich the lives of Tobagonians.

MISSION

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

The under-mentioned Core Values enables the Division to achieve its goals and objectives.

CORE VALUES



ORGANIZATIONAL STRUCTURE AND MANAGEMENT

The Division is structured into the Departments of Settlements and Labour. 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 an Executive and Administrative Team listed hereunder:

Mr. Huey N. Cadette

Secretary, Division of Settlements and Labour

Ms. Nevlin Renwick

Administrator, Division of Settlements and Labour

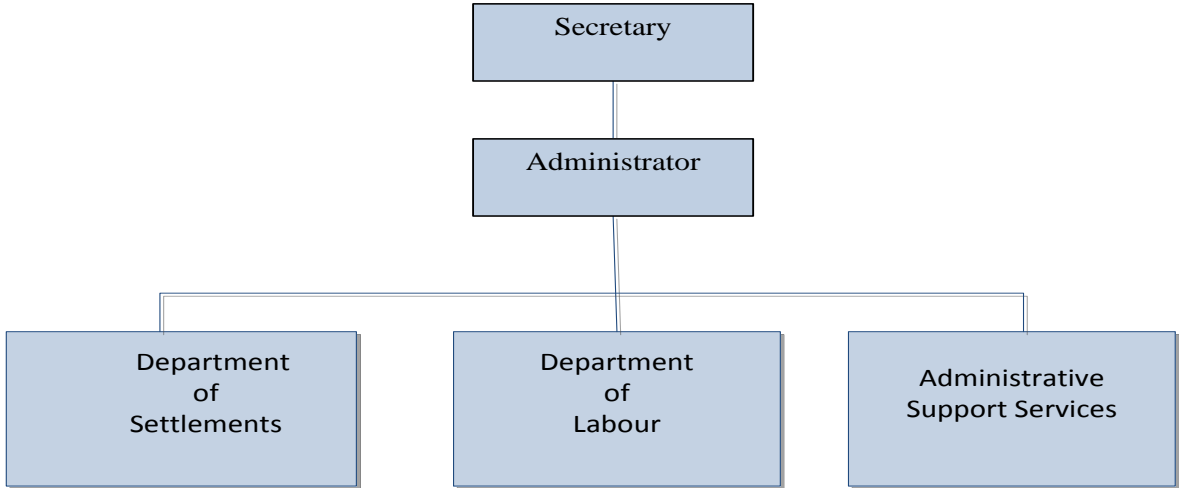
Ms. Tracey-Ann Anthony

Director, Department of Settlements

Ms. Desiree Fraser

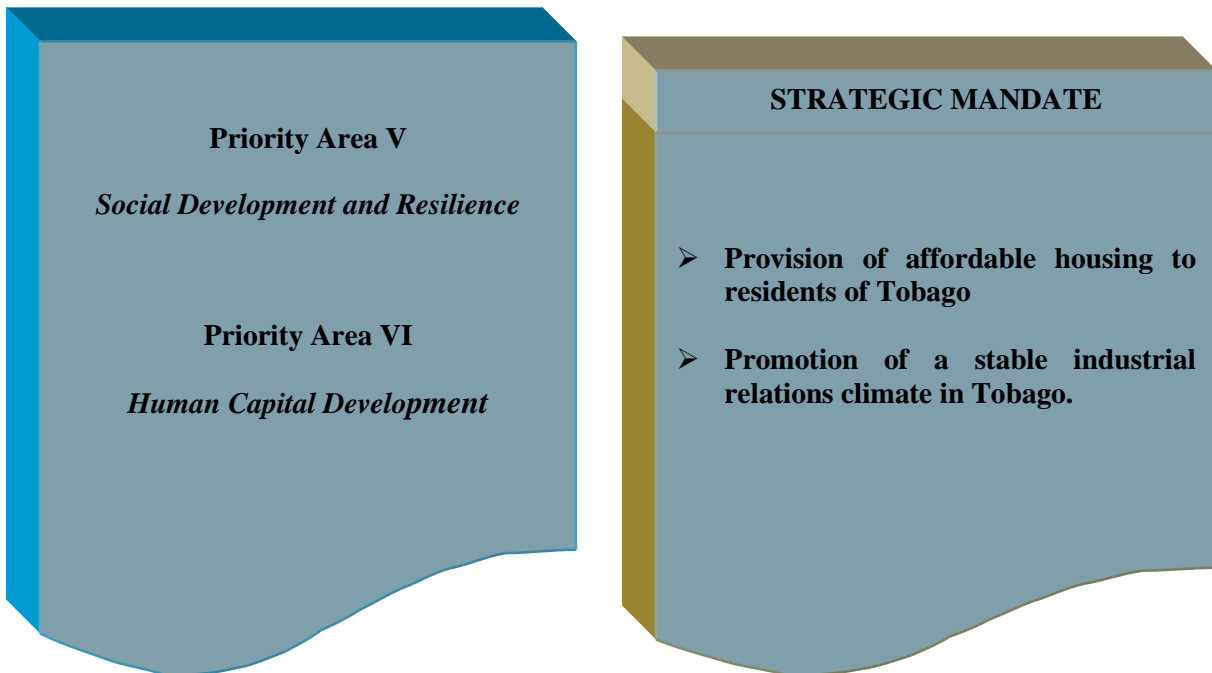
Manpower and Labour Relations Manager, Department of Labour

ORGANIZATIONAL CHART



STRATEGIC MANDATE

The mandate of the Division of Settlements and Labour is consistent with the development agenda for Tobago as outlined in the CEDP 2013–2017. This relationship is depicted in the table below.





FINANCIAL RESOURCES

The financial resources for the year in review are summarised hereunder.

Table 17
Financial Resources

Financials	Allocations	Releases	Expenditure
Personnel Expenditure	\$1,712,086.00	\$1,699,882.00	\$1,622,324.52
Goods and Services	\$14,441,111.00	\$14,258,581.00	\$13,365,090.86
Minor Equipment	\$337,953.00	\$163,161.00	\$108,919.20
Development Programme	\$33,753,336.00	\$33,686,250.00	\$28,275,667.49

DEPARTMENT OF SETTLEMENTS

Operational Mandate: The operations of the Department of Settlements are driven by its mission, which is “to establish a productive and vibrant organization, with appropriate operating systems, for the creation and implementation of housing and settlements for the citizens of Trinidad and Tobago.” The Department of Settlements seeks 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 down payment assistance and technical assistance to facilitate housing construction
- To spearhead the improvement of the existing housing stock by providing financial assistance through the Home Improvement Programme

In keeping with its Mission the following were conducted:

▪ **Housing Developments**

- The sum of twenty-eight million, five hundred and eighty thousand dollars (\$28,580,000.00) was disbursed for the continued implementation of the Tobago Housing and Settlements Expansion Programme under the purview of the THA
- Construction work continued at Adventure Phase II. The first phase of this project consists of the construction of 78 two bedroom, one and a half bath townhouses. To date, 62 of these Units are near completion. The designs for the remaining sub-phases; three bedroom, two bath townhouses, duplexes (both two and three bedrooms) and apartments (both two and three bedrooms) have been completed. Upon completion the entire project is estimated to provide 213 housing Units for the Tobago population
- The continuation of the preparation of 103 serviced lots at Courland Housing Development and 45 serviced lots at Belle Garden Land Development

- The installation of development signs at the Adventure, Blenheim and Castara Housing Developments, 88 mailboxes at Adventure and 60 mailboxes at the Blenheim Housing Developments
- Marsh areas at Adventure Housing Development were backfilled to alleviate any health issues which may cause mosquito infestation
- The completion of the replacement of windows to 48 homes at the Blenheim Housing Development
- Remedial works were conducted at the Castara Housing Development “Springs at Castara.” A total of 21 houses received remedial and completion work. The scope of works included: Installation and repairs on drainage and pavements, clearing of storm drains, enhancement of the interior of homes with new kitchen and bathroom furnishings, and upgraded electrical and plumbing works. The exterior of two houses were updated with landscaping and painting works
- Remedial works were conducted to four housing Units at the Blenheim Housing Development
- The revitalization of Milford Court Commercial Plaza continued. This included the installation of a ledge stone wall and ironmongery as well as the upgrading of the plaza’s entryway
- Several deeds were distributed to residents of Buccoo and Milford Court
- The Division also partnered with the Inter-American Development Bank (IADB) and Ministry of Housing to implement new financial assistance programmes.

- **Home Improvement Programmes:** The Department was privileged to provide the public with three Home Improvement Programmes over the previous year, namely the Home Improvement Grant, the Home Improvement Subsidy and the Home Completion Programme. The results of these programmes yielded a total distribution of funds which amounted to \$7,147,550.00, an equivalent to 953 payments and \$810,000.00, an equivalent to 81 payments, for the purpose of effecting home repairs, respectively. Additional distribution amounted to the sum of \$1,660,000.00, an equivalent to 166 payments for the purpose of home completion.

- **Cheque Distribution:-** A number of Cheque Distribution Ceremonies were held throughout the year in various locations across Tobago. These functions allowed for easier collection of grants as each of the three distribution ceremonies were held in the North, East and Southwest of Tobago.

Department of Labour

Operational Mandate: The Department of Labour comprises a Labour Inspection/Conciliation Unit, a Manpower Development Unit, and a Research and Labour Library Section. This Department's core responsibility is the promotion and maintenance of a stable industrial 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 resources in a manner dictated by Tobago's developmental needs. The Manpower and Research Units are the main facilitators in this goal. The Unit also aims at facilitating a greater safety culture in the workplace. The under-mentioned outlines the operational mandate of the Units and achievements for the year in review.

- **Labour Relations Unit:-** The goals of this Unit are to address labour complaints, as well as provide advice and labour counselling services. For this year, a total of 162 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.
- **Manpower Development Unit:-** This Unit administers the Short Term Employment Programme, Employment Skills Development Programme, and the Labour Education and Community Outreach Programme. Under the Short Term Employment Programme, 55 persons were registered as job seekers with qualifications ranging up to the tertiary educational level. A total of two hundred and five persons were referred to private

enterprises in Tobago, and 65 persons participated in the various developmental training programmes offered by the Department during the year. In the year 2013, training activities were conducted in areas of Labour Law and Practices for Community Activists, as well as in Data Collection for Survey Purposes

Job seekers were referred to establishments, namely; Fire Service Credit Union; Trinidad and Tobago Electricity Commission; Tobago Regional Health Authority; Trinidad and Tobago Defence Force; Total Holdings Limited; Magdalena Grand Resort; Sandy Point Village Resort; Store Bay Holidays; TRICO Industries Ltd.; Tobago Emergency Management Agency; Movie Towne; Penny Savers Supermarket; TATIL; Central Statistical Office; NUGFW and the Division of Settlements and Labour

- **Occupational Safety and Health Unit:-** The Unit's activities include promotion of safety and health in the workplace, school safety activities, HIV/AIDS workplace policy promotion. In this regard, Occupational Safety and Health Programmes were conducted in collaboration with the Occupational Safety and Health Agency (OSHA) in commemoration of International Day of Safety in the Workplace. Activities included a Workplace Safety Quiz, which was conducted within the various workplaces in Tobago. Twenty-one teams registered from both the private and public sector. The eventual winner was the safety team from the Telecommunications Service of Trinidad and Tobago (TSTT).

Several safety and health lectures were conducted by the Safety Inspectors of the Occupational Safety and Health Agency (OSHA). Additionally, a primary school tour was conducted at several schools in Tobago West where our Kids Safety Activity Booklets were distributed, while the fire prevention team of the Trinidad and Tobago Fire Service did a performance. We continue to strive for a "Zero accident rate" in our workplace.

- **HIV/AIDS:** In the area of promoting the HIV/AIDS Workplace Policy, the Department distributed several booklets and other material to both employers and employees in Tobago. As the Department continues with this effort, it is expected that in the upcoming year a closer

relationship will be developed with other stakeholders to ensure the information is widely circulated. The Workers Hand Book and the Employers Hand Book on HIV/AIDS were promoted.

- **The Library and Research Unit:-** The Library and Research Unit is a resource space for the staff of the Division of Settlements and Labour, and the public. It was established with the objective of providing quality research resources for its users. The Unit is committed to developing its collections in order to maintain and develop a comprehensive resource center which will meet the research and development needs of its present and future users. The purpose of the Library and Research Unit is to:
 - Contribute to building the knowledge and technical competency of the staff of the Division and the public, by providing ready access to material and other resources which will enhance their ability to deliver efficiently and effectively
 - Foster an environment of continuous learning and professional development within the Division
 - Serve as a repository for studies, reports, and other work conducted by and on behalf of the Division.

ADMINISTRATIVE SUPPORT SERVICES

Members of staff were exposed to various training/workshops/conferences on a variety of subject matters. The undermentioned diagram states the description of these initiatives.

Training Areas

- Degrees of Deception: Fighting Credential and C.V. Fraud
- Managing Workplace Stress
- Am Cham Trinidad and Tobago 17th Annual HSSE Conference and Exhibition
- Registry Procedures
- Preparation of Performance Appraisal Reports
- Environment & Water Resources Inception
- JCC Contract Training Module 1 – Practical use of the 1999 FIDIC Conditions of Contract for Construction and Design Build

Training Areas

- JCC Contract Training Module 2 – The Practical Management of Contract Claims and the Resolution of Disputes
- Writing Press Releases
- Minute Writing and Memo Taking
- 8th Caribbean Conference on Comprehensive Disaster Management (Montego Bay, Jamaica).

CONSTRAINTS

The Division was unable to operate at its optimum level due the various challenges. At the Labour Department there is a limitation as it relates to the legal status of the Department, as functions of the Department are not explicitly stated in the Fifth Schedule of the Tobago House of Assembly Act. At the Division, there is an absence of adequate office space for enhancing the staff structure and accommodating operational activities. There were also limited funding to conduct the functions of the Division in an effective manner.



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.

VISION

To be the premier tourism organization, promoting a diverse, superior and unique product.

To under-mentioned Mission outlines how the Division aims to be the premier tourism organisation.

MISSION

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

The Division is also guided by the following philosophy and Core Values. These were instrumental in the pursuit of working towards the mandate of the entity.



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

Executive and Administrative Team:

Mrs. Tracey Davidson-Celestine

Secretary, Division of Tourism and Transportation

Mrs. Claire Davidson-Williams

Administrator, Division of Tourism and Transportation

Mr. Samuel Henry

Transportation Coordinator

Management Team:

Mrs. Sherma McDougall-Williams

Product Development and Destination Manager

Mrs. Cherry-Ann Edwards-Louis

Tourism Manager

Mrs. Jennifer Baptiste-Cook

Accounting Executive I

Ms. Deokie Ramnarine

Senior Research Officer

Ms. Avion Hercules

Marketing Manager

Ms. Janine Mark

Administrative Officer II

Ms. Aisha Sylvester
Communications Specialist

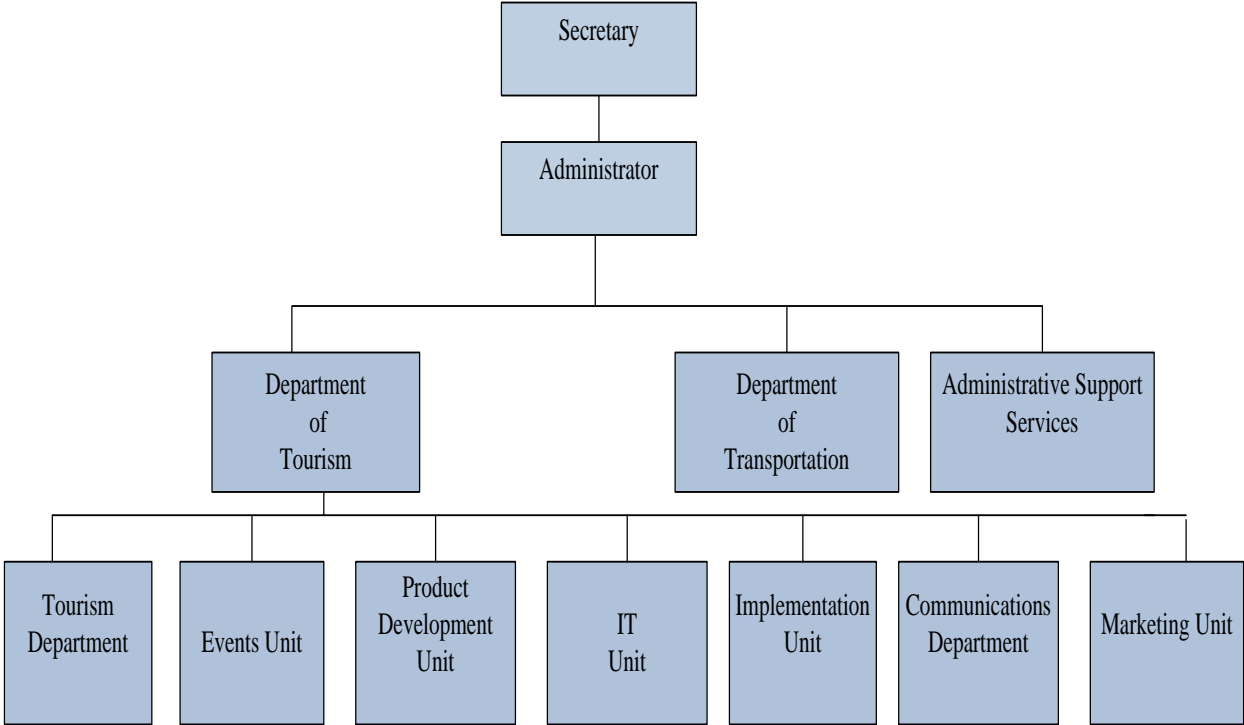
Mr. Daniel P. Nicholson
Project Manager

Mr. Bertrand Waldron
Information Systems Analyst II

Mr. Haynsley Trim
Human Resource Officer III

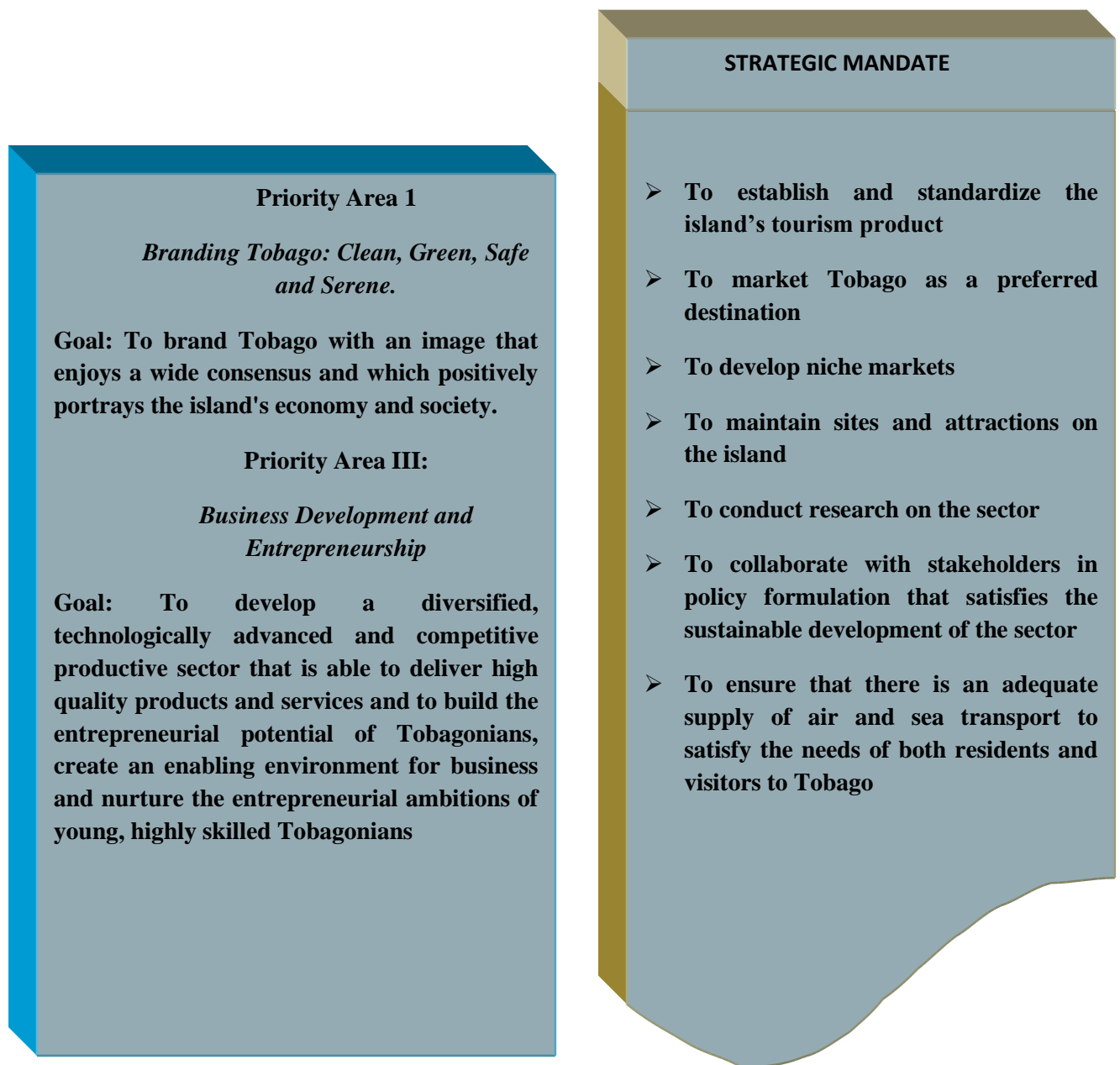
Mr. John Arnold
Events Coordinator

Organisational Chart



STRATEGIC MANDATE

The relationship between the Comprehensive Economic Development Plan (CEDP) 2013-2017 and the Division's Strategic Mandate is presented below:



Financial Resources

The following gives a summary of the Revised Allocation and Expenditure for the Division's Fiscal Year's operations.

Table 18
Budgetary Allocations for 2012/2013

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	18,386,590.00	1,727,400.00	1,344,198.00
Goods and Services	54,133,267.00	2,893,200.00	2,527,457.00
Minor Equipment	3,121,346.00	-	-
Development Programme	13,000,000.00	-	-

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 in addition to the area of Business Development and Entrepreneurship. The following is a synopsis of the activities and achievements of the Division for the year.

- **Events:** In 2013, the following represents the varied events held in Tobago which had a direct impact on the visibility and awareness of the destination:
 - **Tobago Jazz Experience 2013 (TJE):** The Division hosted the TJE from April 20th-28th 2013. The nine day festival is one of the most anticipated events and is well established in Tobago's Calendar of Events. This year, the feature act was internationally acclaimed recording artiste Dionne Warwick, India Arie, Melanie Fiona and Lianne La Havas.
 - **Tobago Culinary Festival 2013:** This event was held at the Pigeon Point Heritage Park on June 23rd 2013. Approximately 1,800 patrons attended the festival which featured local and international cuisines along with a cooking competition akin to the popular Iron Chef Competition hosted on the Food Network Channel.
 - **Blue Food Festival 2013:** The Tobago Blue Food Festival is a culinary event usually celebrated annually in the month of October. The event is coordinated by the Division, in collaboration with the village councils of L'anse Fourmi, Bloody Bay and Parlatuvier. It seeks to highlight one of the island's indigenous foods – 'the dasheen.' The event is an all-day culinary fair which attracted approximately 5,000 patrons and visitors, both locally and internationally. This year, Tobago celebrated the 15th annual widely acclaimed event with one of the main highlights being the

release of a 'Taste of Tobago Blue Food Recipe Book' by Yzanne Williams-Chance, who is a multiple time winner of the Blue Food Competition.

- **Tobago Game Fishing Tournament:** The Division again partnered with a sport tourism promoter to successfully stage the Tobago Game Fishing Tournament. This year was record breaking as Tobago registered the largest catch ever in the Southern Caribbean, that is, a 1,005 lb Blue Marlin. It is believed that this feat will undoubtedly auger well as it will generate positive public relations for the island.
- **Tobago Dragon Boat Festival:** The 3rd Annual Dragon Boat Festival was held at the Pigeon Point Heritage Park on June 16th 2013. The objective of the event was to position Tobago as an ideal destination for not only leisure seekers, but also sports enthusiasts. Over 20 teams from both Trinidad and Tobago competed for titles in the areas of overall mixed, female and male teams.
- **Other Sporting Events:** The Division also supported and assisted a number of successful sport tourism initiatives namely; the Tobago Cycling Classic, Tobago Rainbow Triathlon, Tobago Masters Football, Tobago Rugby Sevens Tournament, Carnival Regatta, and the Bago Beach Football.

Marketing and Promotions:

In the area of marketing, the Division was involved in a number of activities to promote Tobago as one of the leading tourism destinations. These activities included the following:

- **Press Trips/Fam Tours:**
 - **Sport Diver Reader Trip:** The Unit collaborated with the Sport Diver which is a US Magazine that caters for the dive market. The collaborative effort involved the running of a series of reader trips to Tobago. As a result 13 divers visited the island from July 5th - 13th 2013.

- **Press Tours:** The Unit also coordinated and hosted a total of ten press tours to Tobago. These tours comprised persons from the United Kingdom, Scandinavia, Germany, Caribbean and the United States of America. Notably, executive members of the Travel Professionals of Colour Conference who initially visited in 2012 were present with a view to hosting its reunion in Trinidad and Tobago in 2013. The trip also included UK Press: AOL/ Huffington Post, the Sun and Sunday Mirror.

- **South Beach Food and Wine Festival:** Staff of the Division attended the Food Network South Beach Wine and Food Festival in the USA. This event is held annually and showcases many of the world's top chefs, spirits producers, and culinary personalities. The main objective of participating in the event was to promote and expose the US market to the indigenous foods of Tobago. Over 14,000 persons were served samples of culinary delights from the island.

- **Road Shows:**
 - **Tobago Day at the Races:** This was held at the Arima Race Track in Trinidad in collaboration with the Arima Race Club. It was the third year that the Division sponsored the event. Apart from the Tobago-themed horse racing, patrons were treated to goat racing and Tobago's cuisine. The event was attended by approximately 3,000 patrons and their feedback was unanimously favourable.

 - **New York Times Travel Show:** This was the Division's second appearance to the Travel Show. A total of 24,055 persons attended of which 5,748 were industry professionals and 18,307 were consumers. There were approximately 300 exhibitors representing regional tourist boards, hotels, cruise lines, tour operators and packagers. Many consumers expressed particular interest in diving and the Tobago Jazz Experience.

 - **Travel and Adventure Shows (Chicago and Washington):** The main purpose of attending the show was to widen the destination's scope and brand awareness in the North American market. Participation at the shows afforded the

representatives the opportunity to interact one-on-one with writers, bloggers, tour operators and culture enthusiasts, all of whom were keen on visiting and promoting Tobago.

- **Social Media:** The Department initiated, developed and managed the destination's first official and dedicated social media marketing program. In January 2013, the Tobago fan page featured approximately 31,582 fans. To date the fan page has grown to 34,554 fans. The number of Facebook fans on the Tobago page increased from approximately 3,100 in January 2011 to 10,500 to date. This accounted for a massive 339% increase in reach across our targeted markets. The Tobago Jazz Experience Fan page also increased from 9,407 in 2012 to 14,763 fans in 2013.
- **Technical Assistance to Stakeholders:** Assisted the Dive Association with the overhaul of their website.
- **World Travel Market (WTM):** The WTM, which was held from November 4-7 2013, is an annual 4-day leading global business-to-business event held in London, England. The delegation from Tobago was led by the Deputy Chief Secretary and Secretary of the DOTT and comprised members of staff of the DOTT, dancers and representatives from the Tobago Hotel and Tourism Association (THTA), the Tobago Hospitality and Tour Operators Association (THTOA), and the Tobago Unique B&B and Self-Catering Association (TUBBSCA).

Highlights for Tobago at this major event were the announcement of the headline artiste for Tobago Jazz Experience 2014, John Legend, and the re-introduction of Dwight Yorke as Tobago's Sports Tourism Ambassador. The delegation also held discussions with representatives of Monarch Airlines, British Airways and Virgin Atlantic regarding continued service to the destination.

- **Sustainable Tourism Seminar:** This Seminar, entitled, "Developing Tobago's Sustainable Tourism Potential," was done in collaboration with the Office of the Chief

Secretary and the Embassy of the Dominican Republic, essentially to explore the relevance of the Dominican Republic's eco-tourism experience to Tobago's tourism sector. It was held at the Magdalena Grand Beach Resort on October 21st 2013.

Tobago also shared some of its initiatives with several presentations from various stakeholders, including President of Save our Sea Turtles, Tanya Clovis-Howie, and Vice President of the Tobago Certified Tour Guides Association, William Trim. The event was attended by approximately 200 participants and represented a wide cross-section of Tobagonians including students, tourism stakeholders, NGO's, CBO's, and staff of the various Divisions of the THA.

- **Product Development:** In the area of product development, the following activities were undertaken:
 - **Standardization of Tourism Operators:** Collaborated with the Trinidad and Tobago Bureau of Standards (TTBS) on work aimed at developing a national standard for the Recreational Dive Operators and reviewed the Bed and Breakfast and Self-Catering Facilities Standard. The Division was involved in the hosting of the stakeholder consultations in Tobago which was aimed at soliciting the views and concerns from the public on revising these national standards.
 - **Accommodation Advisory Visits:** As part of the process towards ascertaining the readiness of accommodation properties for the national Trinidad and Tobago Tourism Industry Certification (TTTIC), the Division, together with Trinidad and Tobago Fire Prevention Unit, conducted advisory inspection visits of 16 accommodation properties to determine their conformity to the Trinidad and Tobago Standard "Requirements for Tourist Accommodation – Part 1: Hotels and Guesthouses" or "Part 2 – Bed & Breakfast and Self-Catering Facilities".
 - **Tourism Incentives to Stakeholders:** The Tourism Act 2000 provides for benefits to be granted to the owners/operators of various types of tourism projects, once these

projects have the potential of contributing to the development of the tourism sector. In 2013, 50 tourism taxi drivers received exemptions for the Motor Vehicle Tax on the vehicles which they imported. Additionally, four accommodation properties received endorsement letters to benefit from Customs and Excise Duty Exemptions.

- **Community Awareness Program:** In order to facilitate a greater understanding of the importance of the tourism sector to Tobago, the DOTT was involved in the following outreach programmes:
 - **School Lectures:** The school lecture programme is an on-going initiative which is conducted at primary schools throughout Tobago. In 2013, the Division visited 22 primary schools. The main objectives of this programme are to generate awareness of the socio-economic relevance of tourism, to educate the school population about careers in the industry and to nullify the existing misconceptions regarding tourism.
 - **School Recycle Competition: *Keep a Clean Green School Programme:*** This programme was designed to educate school children about the importance of waste reduction and pollution prevention. Schools were required to collect plastic bottles and place them in special bins provided by the Division. A total of 44 primary and secondary schools participated in the competition. The winners for 2013 were: 1st place Montgomery Government Primary, 2nd place Scarborough RC Primary School and 3rd place Mt. St. George Methodist Primary School. At the end of the year a total of 20,839.10 lbs of plastic bottles were collected.
 - **Career Guidance Workshop:** The Division also participated in four career guidance workshops during the year at Speyside High School, Signal Hill Secondary School, Bishop's High School and National Career Fair.
 - **Scarborough Heritage Trail:** In keeping with UNESCO's thrust to encourage heritage preservation globally, it was recognized that there is a need to preserve

historical relics in Tobago and make the full rich historical heritage of Tobago more visible and more available to the present and future generations, as well as to the island’s visitors. As a response to this thrust, the Heritage Trail was first introduced in 2012, and was reintroduced in April, 2013. The Scarborough Heritage Trail proposes to highlight the historic buildings and sites in Scarborough and its environs.

A total of 11 sites have been chosen for the Scarborough Heritage Trail, some of these sites are in need of restoration and steps have been taken to undertake the restoration process. These sites are listed hereunder:

Table 19

Sites Requiring Restoration	
Fort King George	Botanical Gardens
Assembly Legislature	James Park
Customs Area	P.O. Monument
Horse Trough	Port Cannons
Methodist Church	Former Works & Infrastructure Building
Old Market Square	

- **Scarborough Marine Heritage Project:** This project was officially launched in July, 2013. The project aims to recover, evaluate, catalogue and complete preventative conservation of 17th century cultural artifacts related to the Franco-Dutch naval battle which took place in what is now referred to as Rockley Bay, Tobago. A museum is currently under construction at the Port Authority compound in Scarborough and when completed, will house the artifacts.
- **Stakeholder Training/Capacity Building:** The Division collaborates with the Tourism Development Company (TDC) in providing training programmes throughout the year for industry stakeholders. These training programmes are free to

stakeholders who meet the criteria of membership to a recognized association and obtained TTTIC (Trinidad and Tobago Tourism Industry Certification) accreditation from the Trinidad and Tobago Bureau of Standards (TTBS). The following workshops were held over the period under review:

Table 20
Workshops held for the fiscal year

Type of Workshops	Participants	Number participated
First Aid	Taxi Drivers	14
Defensive Drivers	Taxi Drivers	22
Image, Protocol and Business Etiquette	Taxi Drivers and Accommodation Providers	22
Institutional Strengthening, Capacity Building and Strategic Planning six month Programme	Self Catering, B & B properties and Reef Tour Operators	25

- **Research Publications/Reports:** The following surveys/reports were conducted/published by the DOTT in 2013:
 - **Hotels and Guesthouses Occupancy Report:** This survey covers 70 establishments in Tobago, but 45 actively participated on a regular basis. The objective is to calculate hotel and guesthouse occupancy levels on a monthly basis. Copies of the report are dispatched to staff, stakeholders including the hotel association, government agencies, private establishments and other stakeholders
 - **Exit Survey Report (International Visitors) -2012:** The 2012 Exit Survey Report was completed and PDF copies were emailed to government agencies, libraries, tourism stakeholders, among others. The (international) Exit (Stay-Over Arrivals) survey is done on an on-going basis. Data is collected throughout the year by an enumerator stationed at the ANR Robinson International Airport and a report is prepared annually.

- **Culinary Survey Report 2013:** This survey was undertaken to obtain feedback from patrons attending the Culinary Festival on June 23rd, 2013. The objectives of the survey were to gather information on: expenditure, group size, source of information about the event, rating of event, accommodation, length of stay, and place of residence. The completed report was published in August 2013.

- **Blue Food Survey 2013:** This survey was also undertaken to obtain feedback from patrons of the event which took place in October, 2013. The objectives of the survey were to obtain information from patrons on expenditure, group size, source of information about the event, rating of event, accommodation, length of stay, and place of residence. The final report will be completed in January, 2014.

- **Tourism Database:** A compendium of tourism data and graphs was prepared for the period 2005-2012. The contents of the document included: passenger arrivals and departures to Tobago by sea and air, international weddings, room stock, listing of restaurants, tour guides, among others.

- **Development Projects:**
 - **Small Property Upgrade Programme:** In its effort to improve the tourism plant in Tobago, the Division undertook a project to assist private tourism property owners to upgrade their properties to three star standards. The project was initiated in 2010 and targeted properties with room stock of approximately 20 rooms. The status of this project is at the matrix below.

Table 21
Small Property Upgrade

Property Owners	% Completion
Arthurs By The Sea	60% Complete
Castle White Hotel	90% Complete
Old Grange Inn	75% Complete
Enchanted Waters	90% Complete

- **Blue Flag Certification:** In keeping with the Division's aim of improving standards in the tourism sector, an initiative was undertaken with the Tourism Development Company (TDC) to obtain Blue Flag Certification for the various beaches in Tobago. Blue Flag is essentially a voluntary eco-label which works towards sustainable development at beaches/marinas through strict criteria and requires compliance to 29 basic standards in four categories which are Environmental Education and Information, Water Quality, Environmental Management, and Safety and Services.

The Store Bay Beach Facility was chosen as the pilot for the programme as it is one of the most popular beaches in Tobago. There was a 95% completion in terms of the Safety and Services element, the Environmental Education and Information and Environmental Management. The aspect of Water Quality is outstanding and based on the progress the Division is expected to obtain Blue Flag Certification by 2015.

- The Division repairs and maintained tourism attraction sites and facilities at approximately thirteen locations on the island. The table below indicates the type of job done and the location.

Department of Transportation

Operational Mandate: The Department of Transportation has responsibility for international and domestic air transportation as well as international cruise and the domestic ferry service. In pursuit of its mandate, the Department recognizes the inextricable link between tourism and transportation, therefore its activities and work programs are geared towards ensuring that the tourism function is facilitated by adequate and efficient transportation services. The following are the major achievements for 2013:

▪ **Transportation Achievements:**

- Represented the Division of Tourism and Transportation at the annual World Routes Development Forum 2012 which was held in Las Vegas, Nevada, USA during the period 5th to 8th October 2013. At this event, discussions were initiated with several airlines regarding direct airlift to the destination. Some of these were West Jet Airlines, Avianca Airlines, Copa Airlines and Air Berlin.
- Concluded negotiations with Kuino/Apollo which led to the commencement of direct air services from Scandinavia to Tobago which commenced on December 3rd 2013. To date the service operates with 99% load factor. This also resulted in an increase of 34% in international passenger arrivals for December when compared to the same period last year.
- Represented the DOTT at the Latin America and Caribbean Airline Leaders Forum which was held in Cancun, Mexico during the period 13th to 15th November 2013. The forum addressed air transportation challenges facing the region. At that forum, discussions were also held with Insel Airlines regarding direct air services between South America and Tobago.
- Scheduled and participated in meetings with the management of the inter-island ferry service as well as the domestic air-bridge. Meetings were aimed at taking proactive measures to ensure that the demands of the travelling public were met.
- Managed the Cruise Visitor Guide Programme which is geared towards providing guided tours to cruise visitors who choose to walk around Scarborough.
- Represented the DOTT at Seatrade Europe which was held in Hamburg, Germany during the period 9th to 11th September 2013. At the conference discussions took place with European based cruise lines aimed at having Tobago included in future itineraries.

- Represented the DOTT at the Cruise Shipping Miami Convention which was held in Miami, USA during the period 12th to 14th March 2013 where discussions were held with US-based cruise lines aimed at including Tobago in future itineraries.
- Represented the DOTT in discussions aimed at the establishment of the Southern Caribbean Cruise Initiative. This is a grouping of some countries of the Southern Caribbean (St. Lucia, St. Vincent, Grenada, Trinidad and Tobago) that proposes the positioning of a cruise ship in the Southern Caribbean and build an itinerary among participating countries.
- Facilitated and chaired the Tobago Cruise Tourism Task Force. The task force comprises all stakeholders in the cruise industry. The Task Force plans, evaluates, lobbies and also provides timely advice and recommendations to the Administrator and 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 from Caribbean Airlines to meet peak demands during the year.
- Conducted analyses on data gathered by the Research Unit of the Division. The analyses determined the impact and trends on air and cruise transportation.
- Represented the Tobago House of Assembly on the Board of Directors of the Trinidad and Tobago Civil Aviation Authority (TTCAA) and the Standing Negotiating Committee for Air Services Agreements (SNCASA).
- Visited and held discussions with European based cruise lines which led to the commitment of over 20 new calls and over 25,000 new cruise visitors to our shores during the 2014/2015 cruise season.
- Initiated discussions with Monarch Airlines aimed at securing a second direct service from London, Gatwick to Tobago and with Condor Airlines aimed at securing direct air

services from Manchester, England to Tobago. Condor Airlines service would be provided by Thomas Cook. Discussions were also initiated with South American airlines aimed at securing direct airlift from South America to Tobago and with North American based airlines aimed at securing direct airlift from North America to Tobago.

Administrative Support Services

▪ **General Administration**

- The General Stores which was housed at the Store Bay Beach Facility was relocated to the main office in Scarborough.
- The filing system at Registry was re-organized as a means of improving the level of efficiency in the organization.

▪ **Information Technology**

- A total of 20 computers were purchased and distributed to the various Units/Departments of the Division.
- The Human Resource Unit was connected to the e-Govt IHRIS backbone.

▪ **Staff Training:**

- A total of 97 daily-paid staff were trained in customer service by the Tobago Hospitality and Tourism Institute (THTI). The staff included employees from the Castara, Store Bay, Bloody Bay and Mt Irvine beach facilities, Fort King George and Fort Bennett. Additionally, staff of the Project Implementation Unit received (FIDIC – International Federation of Consulting Engineers) training on the Conditions of Contract for Plant and Design Build (Yellow Book). The Secretaries of the DOTT attended an Administrative Professional Workshop whilst the Heads of Sections/Departments attended a training workshop on the preparation of performance appraisals.

CONSTRAINTS

The following are the constraints/challenges faced by the Division in the execution of its mandate:

- Too many sites and attractions which impact tourism on the island are not under the control of the Division of Tourism and Transportation
- Untimely release of funds, limited funds and budget cuts.

CONCLUSION

In keeping with the theme of the CEDP 2.0, “Redoubling the Effort” the Division of the THA continued to pursue initiatives to strengthen the Assembly and to bring about improved service delivery to both internal and external customers. Despite financial constraints, projects were implemented to meet the social and economic needs of the residents of Tobago.

The Strategic Mandate of the Divisions was linked to the following eight priority areas of the CEDP 2.0:

- Branding Tobago
- Good Governance and Institutional Reform
- Business Development and Entrepreneurship
- Human Capital Development
- Social Development and Resilience
- Improved Infrastructure and Utilities
- Enhanced Safety and Security
- Environmental Sustainability

It is envisaged that the Divisions will continue to work towards the goal of the CEDP 2.0 in the transformation and diversification of the Tobago economy in the next fiscal year 2013-2104, so that Tobago can be better able to compete in this dynamic environment.