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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 2015 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

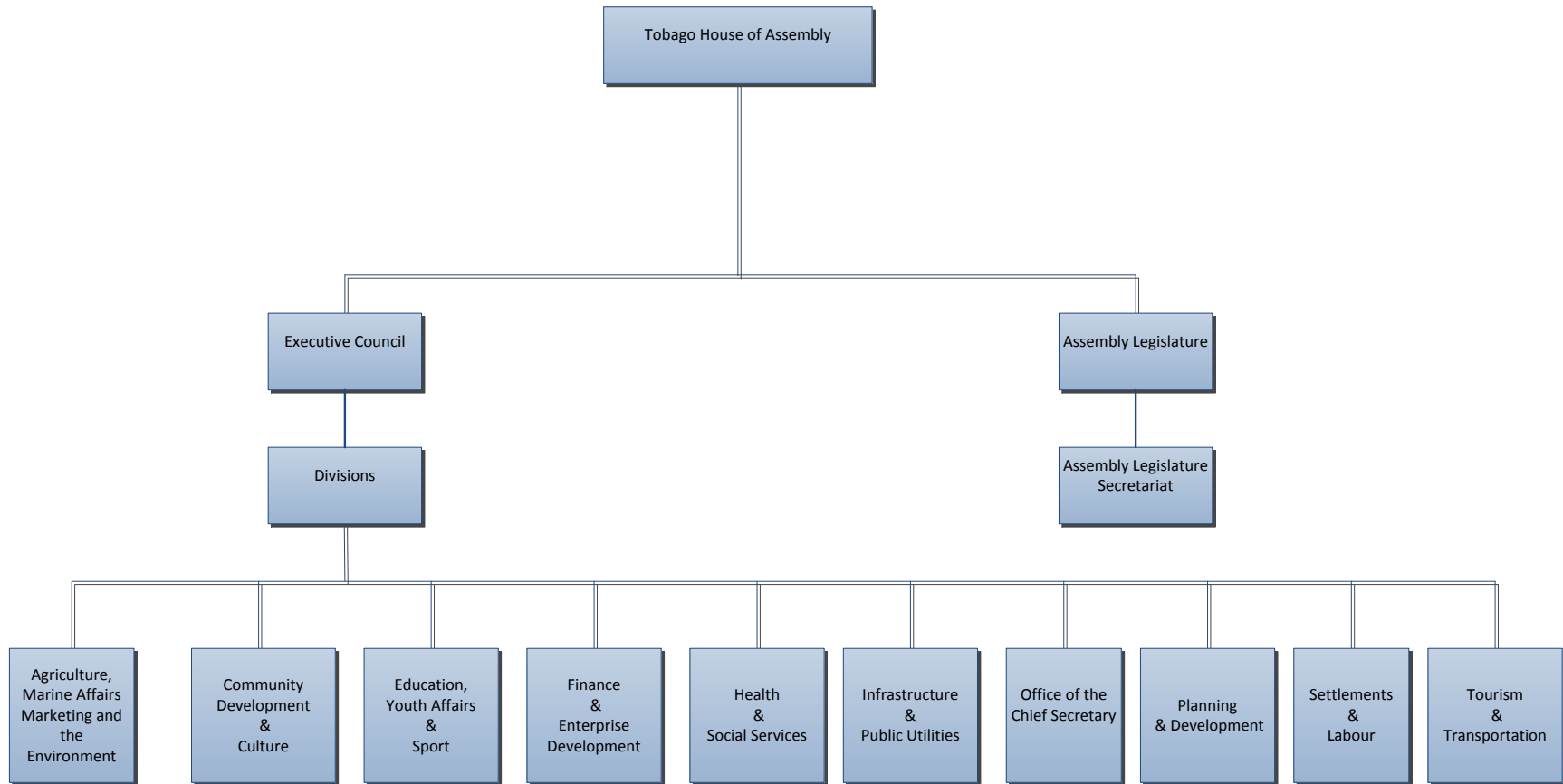
Each Division is headed by a Secretary who has the responsibility for the formulation of policies and an Administrator who presides over the implementation of Programmes and Projects within

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 2015 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.

The Report records, in detail, the accomplishments of the core functional/operational areas of each Division including the achievements of the Administrative Support Services Department. In most Divisions the Administrative Support Services 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 and operational areas.

ORGANISATIONAL STRUCTURE





***DIVISION OF AGRICULTURE, MARINE AFFAIRS,
MARKETING 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

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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, as well as 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. 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. Nevlin Renwick

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

Mrs. Ruby Warner

Technical Officer, Department of Agriculture

Mr. Garth Ottley

Fisheries Officer, Department of Marine Resources and Fisheries

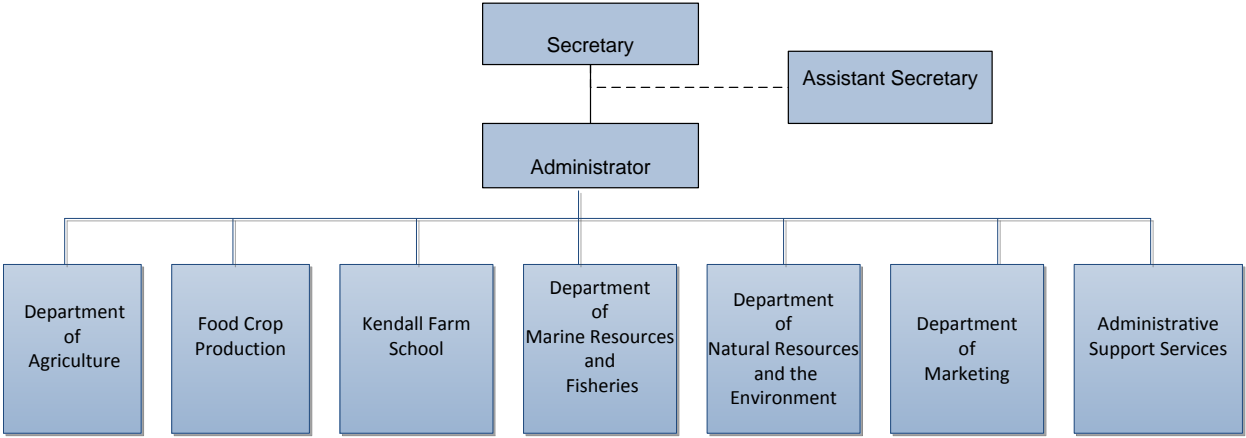
Mr. Locksly Jack

Business Development Specialist, Department of Marketing

Mr. Linford Beckles

Director, Department of Natural Resources and the Environment

Organizational Chart



STRATEGIC MANDATE

In 2015 the Division aligned its overall management thrust on the Comprehensive Economic Development Plan for Tobago (CEDP) 2013-2017. The particular Strategic Priority Area (SPA) in which our work is in congruence is Priority Areas 3, 4, 6, 7 & 8. The CEDP Goals and the Division's Mandate are presented below.

PRIORITY AREA III:

Business Development and Entrepreneurship

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. 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 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 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 VI:

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 principle.

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.

CEDP 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

- 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 2015

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	81,440,232.00	82,400,384.00	89,389,875.00
Goods & Services	59,359,187.00	63,189,771.00	56,089,368.00
Minor Equipment	905,940.00	1,694,000.00	341,519.00
Development Programme	103,274,140.00	102,520,179.00	110,107,893.00

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 and advisory services in the areas of livestock and crop production, veterinary and artificial insemination services, the production of livestock, land preparation, the administering of agricultural incentives, and also the supply of high quality seed stock and planting material for farmers. The under mentioned highlights the functions and achievements of the various sections under the Department:

- **Revenue Collected:** Collected a total revenue of **\$265,739.12** from the sale of ornamental plants, vegetable seedlings, citrus plants and other miscellaneous activities.
- **Crop Distribution:** Distributed a total of **77,051** crops and **18,735** tissue cultured plants.
- **Home Gardening:** Established 56 home gardens, and hosted a home garden competition from February to October 2015.
- **Farmer Registration and Renewals:** Processed and paid a total of **\$974,140.83** from 160 applications for incentives.
- **Celebrations/Demonstrations:** Hosted World Food Day celebration in October 2015.

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 areas. The main achievements under this Department are as follows:

- Hosted the Working Boat Tobago Commercial Fishing Tournament, and a Lionfish Derby in collaboration with IMA, a Symposium for boat owners in collaboration with NP and the 7th Roxborough Republic Day Regatta in collaboration with Roxborough Regatta Committee
- Completed user policy for the Buccoo Reef Marine Park.

Department of Marketing

Operational Mandate: The Department of Marketing 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 achieved the following:

- Commenced trial operations of the Packing Line at the Packing House.
- Installed a new Beef Chiller at the Scarborough Abattoir
- Launched a Pilot Project on a Crop Forecasting System at Goldsborough
- Commissioned the Pigeon Point Fish Facility.

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, as well as to promote the sustainable use and management of the island's air, land and water for the benefit of current and future generations. This Department is comprised of four Units namely: the Watershed and Forest Industries Unit, Parks and Open Areas Unit, the Wildlife Unit and the Environmental Management Unit.

The Watershed and Forest Industries Unit is responsible for conservation of forest resources and watersheds. The Parks and Open Areas Unit preserve areas of significant biodiversity, where recreational and cultural events occur. The Wildlife Unit is a balance between the conservation of wildlife and sensitive habitats, such as wetlands and the extraction and use of these resources.

The Environmental Management Unit is responsible for regulating the environmental integrity of development projects, public education and awareness programmes and general environmental monitoring, in support of sustainable development. Hereunder are the highlights for the period under review.

- Donated and planted a total of 3,928 forest tree species.
- Hosted a “Children and Adult Story Time” environmental education programme on Radio Tambrin for 13 weeks.
- Provided vendors booths at Main Ridge in Bloody Bay.
- Developed a documentary on the importance of forests which was aired on Tobago Channel 5.
- Commemorated World Environment Day and World Wetlands Day – primary school extravaganza.
- Hosted a Clean Schools Certification Programme for 37 schools.

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 consists 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. One of its major accomplishments for the year was the resolution of long-standing issues raised by the Office of the Ombudsman.
- **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 the required quality standards. For 2015, this Unit completed staff accommodation and security systems at Gibson Jetty, rehabilitated the Pigeon Point Fishing Facility and the

Charlotteville Fishing Facility, as well as installed and calibrated a Packing Line at the Packing House.

- **Communications Unit:** The main function of the Communications Unit is to keep the public informed about matters concerning DAMME. It facilitated the publication of the magazine 'DAMME in Action'.

Constraints

DAMME faced many challenges in 2015. These impacted on the efficient functioning of the Division. These challenges were as follows:

- Recurring financial, human resource/man-power requirements and work place attitudes.
- Lack of control over time frames for approvals by statutory bodies such as WASA and EMA.
- Ageing equipment which needs to be replaced.
- Deplorable roads leading to Agricultural Estates.
- Concerns by the Plant Quarantine Unit about the offloading of international garbage at the ANR Robinson International Airport.
- Destruction of crops by stray animals and birds as well as praedial larceny.



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 undermentioned 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. Nikisha Ottley

Accounting Executive I

Ms. Petra Beckles

Business Operations Assistant II

Ms. Alestra Alfred

Human Resource Officer I

Ms. Jacqueline Charles-Providence

Verbatim Reporter II

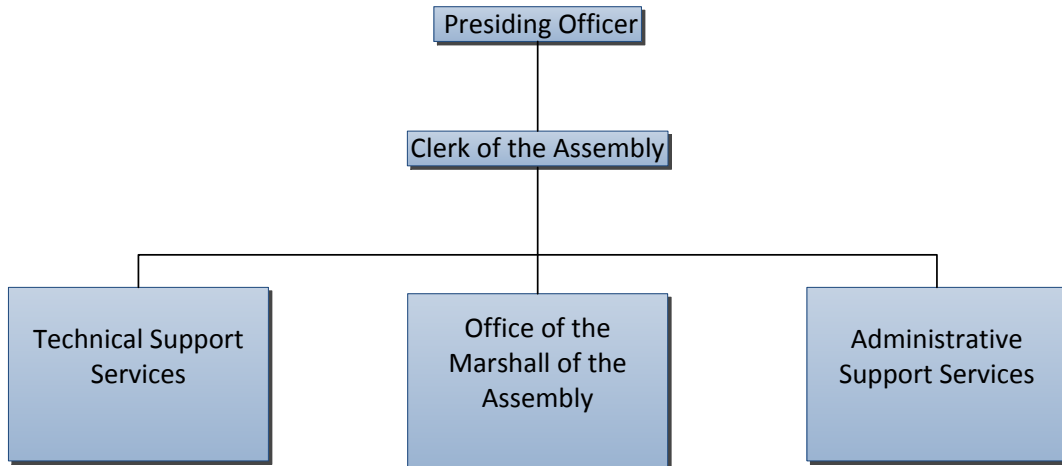
Ms. Paulette Fraser-Berkley

Library Assistant II

Ms. Yvette Hector-Granville

Pensions Coordinator

Organizational Chart



The Division's strategic mandate is linked with the CEDP Strategic Priority Areas 2 and 4 presented below:

CEDP PRIORITY AREA II

Good Governance and Institutional Reform

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

CEDP 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 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.

FINANCIAL RESOURCES

The amounts allocated to the Assembly Legislature Secretariat for the fiscal year 2014/2015 are outlined at Table 2.

Table 2

Financial Resources for the Fiscal Year ending September 2015

FINANCIALS	ALLOCATIONS \$	RELEASES \$	EXPENDITURE \$
Personnel Expenditure	5,629,770.00* 7,259,000.00	5,095,180.00	5,094,938.39
Goods and Services	9,020,056.00* 11,929,500.00	8,628,916.00	8,678,169.76
Minor Equipment	404,470.00* 252,000.00	404,000.00	403,896.18
Development Programme	741,700.00* 741,700.00	741,700.00	677,976.65

*Revised allocations after Virements and Transfers

PERFORMANCE HIGHLIGHTS

The Assembly Legislature Secretariat is comprised of seven 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 Sitzings of the Assembly and Committee meetings, as well as editing, indexing, compilation and binding of notes for reference and research by clients.

- **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 a Business Operations Assistant II and is responsible for office/property management and providing services to the constituency offices.

- **Major Achievements**

The amalgamation of all Units aided in attaining the achievements for the fiscal year 2015.

These achievements were as follows:

- Hosted wine, cheese, cocktail and conversation fundraiser to support charitable outreach initiatives.
- Provided donations to several charitable Organizations including the Tobago Council for Handicapped Children/ Happy Haven School and the Tobago Cancer Support Group.
- Hosted the A.N.R. Robinson Distinguished Lecture Series in conjunction with the Scarborough Library.
- Created the Routing List which is a monthly magazine available to all members of the Assembly.
- Hosted an exhibition – 3D Sensory Experience on Tobago’s Legislative History.
- Undertook the 1980 to 2017 – Assembly Archive and Documentary Project.
- Hosted the 2015 Youth Assembly in the Chamber.
- Undertook the Instep – Internal Stakeholders Excellence Programme, to evaluate and award staff members.
- Hosted Dr. Keith Rowley, Prime Minister of Trinidad and Tobago on October 26th 2015.



DIVISION OF COMMUNITY DEVELOPMENT AND CULTURE

DIVISIONAL OVERVIEW

The Division of Community Development and Culture is a client focused organization based on a philosophy of embracing community service and cultural preservation. Its multidimensional role and function has 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, 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 undermentioned Vision depicts an idealized representation of the future while the Mission states how the Division intends to achieve its goals and objectives, and to build and sustain creative communities. 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

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

Mr. Richie Toppin
Administrator, Community Development and Culture

Coordinator, Community Development (to be appointed)

Ms. Glenda Rose Layne
Coordinator, Culture

Mrs. Ann Marie Seenarine-Price
Research Officer II

Project Manager (to be appointed)
Building and Maintenance Services Manager

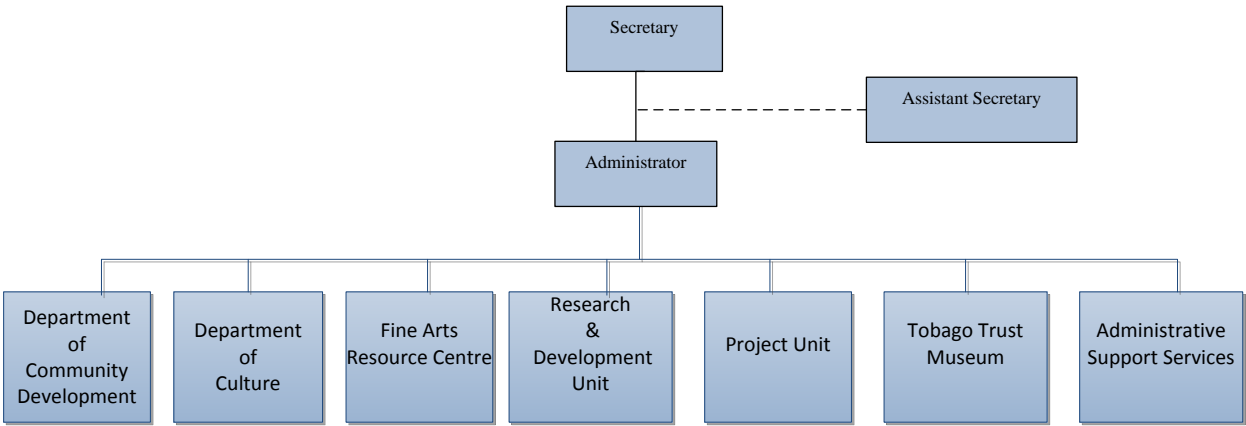
Mr. Jules Jackson
Administrative Officer II

Mrs. Stephanie Armstrong-Daniel
Accounting Executive I

Mrs. Alice Gordon-James
Human Resource Officer I

Mrs. Salisha Small-Moses
Communications Coordinator

Organisational Chart



STRATEGIC MANDATE

The Comprehensive Economic Development Plan for Tobago (CEDP 2013-2017) is the strategic framework that guides the Division's operations. As a consequence, the following Priority Areas are the Division's key drivers.

CEDP 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 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.

CEDP PRIORITY AREA III

Business Development and Entrepreneurship

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. 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.

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

CEDP 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 commitment to learning and scholarships that existed in earlier years.

CEDP PRIORITY AREA V

Social Development and Resilience

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 2015.

Table 3
Financial Resources for the Fiscal Year 2015

FINANCIALS	ALLOCATIONS \$	RELEASES \$	EXPENDITURE \$
Personnel Expenditure	17,078,687.00	16,931,493.00	16,642,781.00
Goods and Services	59,800,197.00	57,261,099.00	56,334,166.00
Minor Equipment	2,305,000.00	831,840.00	776,974.00
Current Transfers and Subsidies	16,844,176.00	12,932,012.00	13,346,591.00
Development Programme	24,315,200.00	6,551,000.00	5,032,054.00

PERFORMANCE HIGHLIGHTS

The Department of Community Development

Operational Mandate: The Department of Community Development is responsible for the development of sustainable communities through the execution of social programmes and activities and the maintenance and construction of community centres.

▪ **Achievements**

- Facilitated MACHO (Multifaceted, Assertive, Caring, Healthy and Outstanding) workshops for men in the communities, young boys and the Division. These workshops were geared towards instilling positive values in men within the society.
- Held 46 Vocational Skills Training classes in 30 communities throughout Tobago. A total of 652 persons participated in these classes which represents a 161% increase from 2014.
- Partnered with Vice Versa Fashion Company Limited to host a developmental workshop for local fashion designers. In addition, five local designers attended Fashion World Tokyo which was held in Japan.
- Hosted 1st international buyers' market at Lowlands Multipurpose Facility involving about nine international agents.
- Collaborated with the Maritime Services of Trinidad and Tobago to launch the Pre-Sea Certificate Training Programme which was successfully completed by 79% of the participants.
- Partnered with the Ministry of Community Development to implement the Community Development Partnership Fund Forum 11(CDPF-11) Exhibition and Heroes Award Food Fair 2015.
- Hosted the Cool Kids Camp 2015 in which 240 children participated.
- Hosted a luncheon for approximately 140 seniors as part of the Centenarians Awareness and Awards Programme (CAAP).

The Department of Culture

Operational Mandate: The Department of Culture 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

- Launched the second phase of Arts for the Aging (A.F.T.A) project. This project is a revolutionary concept to promote socialization and reignite memories among the elderly.
- Staged the successful Art Push Levels I and II programme which acts as a training module for emerging artists to develop the requisite artistic skills. Approximately 400 certificates were distributed to participants of the programme.
- Conducted calypso writing workshops for students as part of Calypso History Month.
- Hosted a Belle Festival Education workshop and exhibition for members of the public and schools.
- Mounted a Carnival Education Project which targeted seven schools and was geared towards edifying students on the various components of the Carnival art-forms.

Building and Maintenance Services Unit

Operational Mandate: This Unit is responsible for the construction, monitoring and maintenance of all new and existing physical structures which fall under the purview of the Division. In 2015 one of the major achievements was the outfitting and commissioning of the Bethesda Multipurpose Community Facility.

Research and Development Unit

Operational Mandate: This 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. In this regard, for 2015 the Unit completed phase one of the Division's Strategic Plan 2015-2017 and evaluated the Management Policy for Y Zones and Community Centres.

Financial Assistance Unit

Operational Mandate: This Unit is responsible for administering financial aid to NGOs, CBOs and FBOs to facilitate the execution of projects and programmes. During the year the Unit developed a draft policy for grant funding to streamline the disbursement of funds to Community and Cultural groups. This policy is geared towards ensuring greater transparency, accountability and value for money. Additionally, the Unit completed the Draft Policy on Recording Studios to facilitate applicants applying for assistance for the production or recording of a track or CD.

Human Resource Unit

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

- **Achievements**

- Recruited staff for the positions of Administrative Comptroller, Administrative Support Assistant, Business Operations Assistant 1, Multi Purpose Facility Coordinator, Finance Coordinator, Marketing Coordinator, Technical Officer and Business Operations Assistant.
- Conducted training and development workshops for staff in Customer Service; Public Sector Management Master Certificate; National Insurance; Human Resource/ Effective

Writing; Cabinet and Executive Note Writing; International Accounting; OSH and First Aid.

Tobago Trust Museum

Operational Mandate: This Unit is responsible for the identification and preservation of places of historical interest.

▪ **Achievements**

- Provided historical information to a total of 7,310 persons who visited the Museum for the year ended 2015. These visitors comprised 2,213 students, 2,097 cruise ship passengers, 3,000 adults - foreign and local.
- Hosted a two-day workshop on methods of identifying human skeleton bones. This was facilitated by Field Archaeologist & Human Osteology Specialist, Mr. Vaughan J. Wastling, BA, BSc, MSc.

Tobago Festivals Commission

Operational Mandate: This Unit provides managerial support and strategic direction for cultural festivals, expressions and activities indigenous to Tobago. The achievements are:

▪ **Achievements**

- Provided financial support to various Mas Bands at an estimated \$500,000.00 to aid in their 2015 Carnival preparations. A total of 21 Junior Bands, 20 Senior Bands and 24 Traditional Mas Bands paraded through the streets of Tobago from Carnival Saturday to Tuesday 2015.
- Distributed carnival prizes in the amount of \$4,300,000.00
- Staged the Year Round Heritage Experience 2015 which included 12 committee events and 16 village productions.
- Revised and successfully executed the Castara Heritage Production “From Cap’n to Cook”.

- Conceptualized and executed the Tobago Folk Museum and Art Exhibition at the Scarborough Library Auditorium.
- Recruited a Logistics Coordinator, Finance Coordinator, Marketing Coordinator and Technical Officer to improve the Unit's efficiency.

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. In keeping with its mandate the Unit successfully trained Daily Rated Staff in Job Safety Analysis and First Aid, and the Registry Staff in Effective Writing to enable them to apply the skills attained in the work environment.

Communications Unit

Operational Mandate: This Unit is responsible for the formulation and execution of a strategic communications plans for the Division, including public education, outreach programmes and publications on the work of the Division.

▪ Achievements

- Provided training for technical staff in Adobe Premiere, Adobe After Effects and Photoshop. This was done through interactive sessions and the viewing of tutorials. This training will be the catalyst for weekly developmental training sessions, which will be held one morning of every week.
- Provided hands-on training for officers of the Unit in writing releases and basic office coordination.
- Produced more than 75 media releases which were covered in almost every edition of the Tobago News and several editions of the Newsday. The releases have also been published on the i95.5 FM website. Additionally, highlights of the Division appeared

more than thirty times in the 'Stories of the Day' publication, produced by the Department of Information.

- Developed an archiving system for videos and photos which will provide for easy referencing in the future.

Major Challenge

The issues of Financial Resources, Human Capital, Infrastructural Deficiencies, Occupational Safety and Health, and Communication continue to thwart the Division's operations.



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 sports in Tobago. The Division operates in conjunction with the Ministry of Education, Youth Affairs and Sport, 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.

ORGANIZATIONAL STRUCTURE AND MANAGEMENT

The Division is headed by the Secretary of Education, Youth Affairs and Sport, and Assistant Secretary with responsibility for sport at the strategic level, with the Administrator at the top management level. Supporting the administration is the Senior Human Resource Officer and Accounting Executive II. There are four core Departments and several subsidiary Units. Hereunder is the listing of the senior level executive for the year 2015.

Assemblyman Huey N. Cadette

Secretary, Division of Education, Youth Affairs and Sport

Assemblyman Jomo Pitt

Assistant Secretary

Ms. Dianne Baker-Henry

Administrator, Division of Education, Youth Affairs and Sport

Vacant

Chief Education Coordinator

Vacant

Manager, Youth Development

Mr. Justin Latapy-George

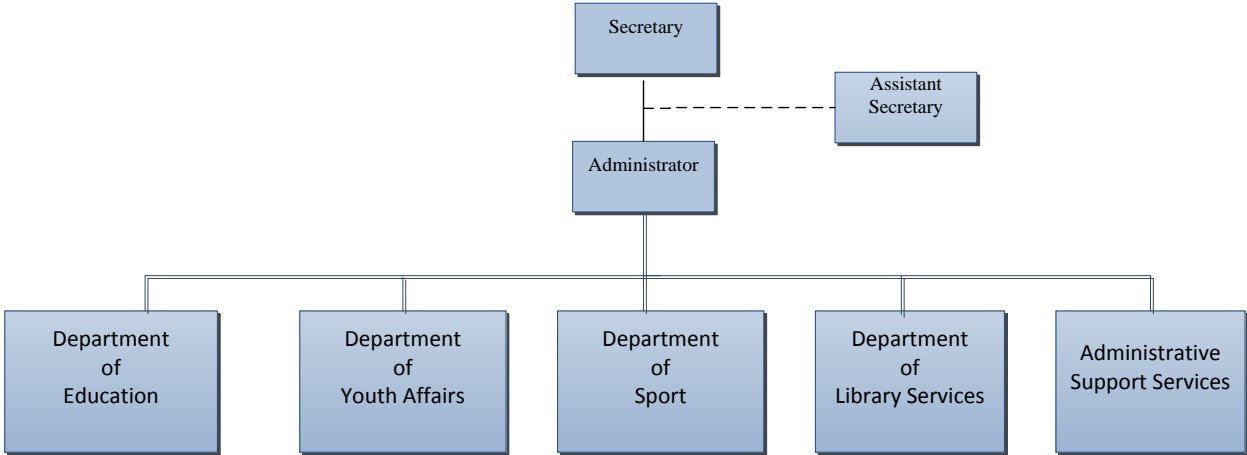
Technical Director of Sport

Ms. Helen Johnson

Librarian III

Organisational Chart

The Organizational 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:

CEDP 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

CEDP PRIORITY AREA III: *Business Development and Entrepreneurship*

GOAL: To develop a diversified, technologically advanced and competitive productive sector that is able to deliver high quality products and services and to build the entrepreneurial potential of Tobagonians, create an enabling environment for business and nurture the entrepreneurial ambitions of young, highly skilled Tobagonians.

CEDP PRIORITY AREA IV: *Human Capital Development*

GOAL: To increase human capital capacity in Tobago in keeping with its development strategies by creating an environment in which there is a thirst for knowledge, in a system that institutionalises measures that propel the vast majority of adults to upgrade their skills and those engaged in formal education to maximize the benefits of the available facilities.

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.**

CEDP PRIORITY AREA V:

Social Development and Resilience

GOAL: To improve the quality of life of residents in Tobago by providing access to high quality health and social services, led by a cadre of trained personnel, in an enabling environment that routinely measures performance and requires accountability among service providers, and ensures that all members of society are empowered to function to the best of their ability, and the vulnerable receive protection consistent with their needs.

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 2015, the Division's allocation, releases and expenditure are outlined at Table 4.

Table 4
Financial Resources for the Fiscal Year 2015

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	233,119,402.00	187,281,544.00	188,174,993.73
Goods and Services	136,669,940.00	139,075,727.00	151,018,306.56
Minor Equipment	(\$1,938,000.00)	2,394,420.00	2,009,746.28
Development Programme	86,950,000.00	44,112,309.00	85,090,289.35

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.

▪ **School Supervision Unit:**

- Conducted the vacation professional development institute training exercise and ongoing training during the term, namely:
 - Trained Principals and Vice Principals in Finance and Crisis Management as well as Protection of Children, the relevant laws and the role of the Children's Authority.
 - Trained all teachers in the areas of Creative Writing, Mathematics, the new Primary Curriculum, the teaching of Comprehension and Science.
- Hosted the Principals Conference.

▪ **Early Childhood Care and Education:**

- Held a Mediation Workshop for the staff of 17 government assisted and Servol ECCE Centres.
- Completed a survey of the status of Tobago ECCE Centres.
- Conducted training in Curriculum Implementation in the areas of micro and macro planning, assessment, infusing technology into learning and lesson planning and evaluation.

- **Primary Education:**

- Increased improvement in the SEA performance of students, particularly in the 30% and under rate. This movement was remarkable, given the steep decline in the percentage of students who scored 30% and under in the examination. This rate stood at 10.1 in 2011 and in 2015 the rate was reduced to 0.7.
- Improved safety and 24 hour security at all government and government assisted primary schools.

- **Secondary Education:**

- Filled vacancies of Safety Officers at almost all secondary schools.
- Increased percentage of students attaining five or more subjects inclusive of Mathematics and English A passes in the CSEC examination. The pass rate moved from 30.5 in 2012 to 38.3 in 2015.

- **Research:**

- **GIS Tobago School Project:** Collaborated with the University of the West Indies to deliver a one-year Geographic Information System (GIS) Training programme to a number of teachers who are now certified in the field of GIS. This initiative was intended to infuse technology into the classroom.
- **School Leadership Research Study:** Embarked upon a school leadership research study to identify challenges faced by school leaders specifically in effective school management. This study will aid to clarify factors that contribute to student outcomes.
- **Implementation of Steelpans in the Classroom:** Presented a full complement of orchestral steelpans to the Buccoo Government Primary, the Hearing Impaired and Ebenezer Methodist Schools.
- **DEYAS Vacation Experience:** Hosted the annual Pan and Music Camps whose theme was “Transforming Lives - One Note at a Time” and was attended by 389 students.

General Administration

- **Information, Communication and Technology (ICT) Unit:** The ICT Unit at the Division of Education is responsible for the management of ICT at all Schools, Sport and Youth Offices, Early Childhood Care and Education (ECCE) Centres and the Division's Head Office. The undermentioned are the achievements.
 - Installed PBX telephone system at the Scarborough Secondary School, Bishop's High School, Signal Hill Secondary School, Pentecostal Light and Life Foundation High School and Mason Hall Secondary School.
 - Upgraded Internet to 2MB (Digicel/TSTT) at all Government and Government Assisted Primary Schools.
 - Assigned Technicians on a full time basis to six Secondary Schools. These schools are Speyside High, Goodwood High, Mason Hall Secondary, Scarborough Secondary, Bishop's High and Signal Hill Secondary Schools.
 - Upgraded 11 Primary and four Secondary Schools' Laboratories, the Registry along with the Human Resource (HR) Unit to Zero Client Devices
 - Implemented an ID Card System to facilitate ID's for the Division's Staff.
 - Implemented the Biometric Time-clock System for Daily-rated and Contract Employees.
 - Established a HR Database for Contract employees and built a Database File Registry Management System (FRMS) internally.
 - Completed and operationalised the Division's website and internet.
 - Established a pilot project at seven primary schools with Caribbean e-Books.
 - Instituted a Help Desk for teachers.
 - Implemented a Management of Punctuality and Regularity (PAR) Reporter Software for Teachers.

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 achievements of the Department are as follows:

- **International Youth Day:** Held an Open Air Promotion in observance of International Youth Day.
- **Youth Awards:** Hosted the Tobago Youth Award which provides a forum to assess, highlight, recognize, and reward the exceptional achievements of Tobago's youth between the ages of 12 to 29.
- **World of Work:** Implemented the "Preparing Youth for the World of Work" (WoW) programme for two weeks in August 2015. This programme is designed to ease the transition process between the school environment and the work environment and included training in the areas of resume writing, interview skills and career planning.
- **Summer Camp:** Hosted the camp entitled "Equipping Our Youths, Securing Their Future" from August 3rd-14th 2015. The camp provided a forum for young people to participate in educational, sporting, and other meaningful activities.
- **Caravan:** Conducted caravans at various Secondary Schools and Communities in Tobago to help reduce the spread of Sexually Transmitted Diseases (STDs), Human Immunodeficiency Virus (HIV) and Acquired Immunodeficiency Syndrome (AIDS) among youth, and their impact on the individual society; reduce alcohol and substance abuse as well as promote healthy lifestyles among young people.

Department of Sport

Operational Mandate: 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.

- **Maintenance Unit:** Engaged in routine maintenance of recreation grounds, hard courts and pavilions, which included pruning of sport fields, marking of fields for related sporting disciplines, field realignments, lighting, plumbing and structural repairs as well as moss and debris control. Routine maintenance facilitated the hosting of a wide array of sporting and non-sporting events that ranged from company, divisional and community engagement initiatives.

Tobago Library Services

The Library Services Department is the designated body within the Tobago House of Assembly responsible for the management, coordination and development of library services in Tobago. The Department's responsibilities and functions are built upon a foundation of library services that stretches as far back as 1921, when the Tobago Public Library was established as a subscription library. This service was eventually replaced in 1948 by free public library service for all. Libraries are located at Scarborough, Roxborough and Charlotteville. The Department of Library Services' functions can be summed up as follows:

- To manage and/or support libraries
- To ensure the availability of information resources
- To coordinate library development in Tobago
- To promote/facilitate the effective use and application of information
- To preserve Tobago's historical and heritage documents and related material
- To collect all material written by Tobagonians and about Tobago
- To contribute towards efforts at social awareness so as to encourage social responsibility

The highlights for the Library Services are outlined hereunder:

- **Library Services:** Hosted formal opening ceremony of the new Scarborough Library Facility on Sunday February 22nd, 2015 and resumed services on Monday February 23rd 2015. One of the main features of the Scarborough Library is that it is fully automated.

Patrons have almost full control over the services they wish to utilise. The automated services which are available include:

- **The Library Management System:** Issued library cards so that patrons can access their accounts online, borrow books from any public library throughout Trinidad and Tobago, access several online databases and e-books, print and photocopy. A total of 5,595 library cards have been issued.
 - **Self-service Laptop Kiosks:** Installed kiosks and 12 laptops at the Adult and Young Adult Library. The service is unique to the Caribbean and 1,046 loans were recorded since its commissioning in May 2015.
 - **Automated book return:** Installed an automated book return which is located at the main entrance of the facility. It allows patrons to return borrowed material at any time, even outside of library hours. A total of 9,923 items were returned using this service.
 - **Self-check Machines:** Installed self-check machines at the Adult, Young Adult and Children's Library. This enables patrons to check out their items without the assistance of library staff. A total of 22,900 items were checked out using this method.
 - **Top-up Machines:** Installed Top-up machines at all library areas to allow patrons to put money into their library accounts to facilitate seamless printing and photocopying.
 - **Free Internet Services:** Established a free internet service which is available internally as well as externally and is inclusive of WiFi. A total of 45 computers are available to the public within each library area and these were accessed 11,941 times since February 2015.
- **Programmes:** In keeping with international trends there has been an increased focus on providing programmes for patrons. The following were conducted:
 - **Storytelling:** Hosted the storytelling sessions with weekly attendance of 60 children. These sessions were held by Dr Eastlyn McKenzie after whom the Children's Library is named.
 - **Vacation Programmes:** Held vacation programmes at the Scarborough, Roxborough and Charlotteville Libraries during the months of July and August. 200 children engaged in activities such as the art of makeup, art and craft, dining etiquette, road safety, music and beat production.

- **Computer Literacy:** Introduced computer classes for senior citizens in May 2015. A total of 161 persons graduated after two six-week cycles.
- **Computer Programming:** Introduced Cyber Bytes, computer programming classes for young adults and partnered with the Tobago Institute of Literacy to host Adult Literacy classes.
- **Book, Chess and Scrabble Clubs:** Launched Book, Chess and Scrabble Clubs in the Adult and Young Adult Libraries.
- **Local and International Awareness:** The library broke new ground with several other events such as:
 - Hosted a Mother's Day concert in May.
 - Observed World Teachers Day where patrons wrote notes to their teachers on a display board in the lobby.
 - Conducted a week of activities to highlight the International Day of the Girl Child; this included the creation of a video which was aired on Tobago Channel 5.
 - Held an outreach activity at the Roxborough Library with a National Poetry Day spoken word event at the Betsy's Hope/Louis D'or Community Facility.
- **Web Presence:** Established a web page at <https://library.deyastha.gov.tt>. The page was visited a total of 65,455 times thereby maintaining the library's goal of being relevant to its users. The Facebook page which was created in May accumulated 568 likes.



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 entities which fall under the purview of the Division of Finance and Enterprise Development are: the THA-Venture Capital Equity Fund Limited (THA-VCEFL), the Eco-Industrial Development Company of Tobago Ltd. (E-IDCOT), the Fish Processing Company of Tobago (FIPCOT), Tobago Cassava Products Limited (TCPL), the Tobago Cold Storage Warehouse Facility (TCOSWAF), the Enterprise Assistance Fund Committee (EAF), the 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

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, Financial Literacy Secretariat 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 was operationalized by the following team:

Mr. Joel Jack

Secretary of Finance and Enterprise Development

Mr. Paul Thomas (January-June)

Mrs. Claire Davidson-Williams (June-December)

Administrator, Division of Finance and Enterprise Development

Mrs. Dianne Baker-Henry (January-August)

Mrs. Esther Pilgrim-Soanes (August-December)

Director of Finance, Department of Finance

Ms. Shelly Trim

Budget Analyst IV, Budget Department

Mr. Thelma John (January-August)

Mr. Syed Khan (May-December)

Supervisor, Customs and Excise Division

Mrs. Helen McCall

Revenue Officer IV, Board of Inland Revenue

Ms. Virginia Huggins

Tax Officer V, Tobago Regional Office

Ms. Afeisha Melville

Ag. Programme Coordinator, Financial Literacy Secretariat

Vacant

Director, Fiscal Policy Research Unit

Mr. Ryell Davis

Systems Analyst, Data Processing Unit

Mr. Phil Edwards

Chief Executive Officer, Information Technology Centre

Mr. Langdon Phillips

Ag. Manager, Consumer Affairs

Ms. Jacqueline Job

Cooperative Officer III, Co-operative Development Unit

Ms. Sandra Alexander

General Manager, Tobago Cold Storage Warehouse Facility

Ms. Charlene Wilson

Facilities Manager, Milford Road Esplanade Limited

Mr. Dave Collymore

Chief Compliance Officer, THA-Venture Capital Equity Fund Limited

Ms. Denelle Gavi-Ann Smith (January-February)

Ms. Tricia Beckles (February-December)

Ag. Manager, Strategic Business Development (BDU)

Mrs. Shelly-Ann Baptiste

Manager, Enterprise Assistance Fund (BDU)

Ms. Annestia Warner

Accounting Executive I, Final Accounts

Ms. Shamfa Cudjoe (January-June)

Ms. Cuquie Melville (June-December)

Youth Energised for Success (YES) Programme

Ms. Natasha James

Manager, Fish processing Company of Tobago

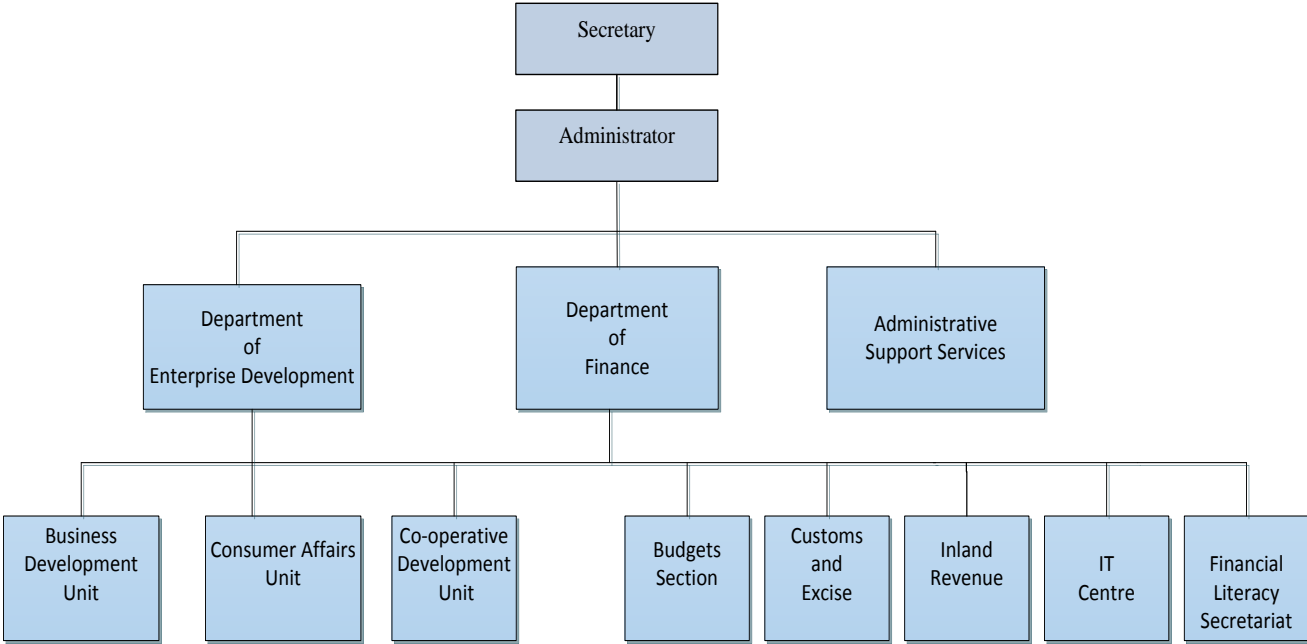
Vacant

Director, Business Development Unit

Vacant

Manager, Tobago Cold Storage Warehouse Facility

ORGANISATIONAL CHART



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 Section:** The Budgets Section 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 2014/2015:** The budget provided a gauge for performance evaluation for the year 2015. The amount appropriated by the Parliament was as follows:-

Table 5
Appropriation by Parliament for the fiscal year 2014/2015

Description	Amount Requested in Budget \$	Amount Allocated \$	Remarks
Recurrent Expenditure	3,136,298,385.00	2,311,780,000.00	Amount requested includes \$54,145,570.00 for CEPEP but none was appropriated.
Development Programme	2,546,133,942.00	384,427,000.00	
Unemployment Relief Programme (U.R.P)	78,335,623.00	23,000,000.00	
Community Based Environmental Protection Enhancement Programme (C.E.P.E.P)		8,000,000	Amount distributed by the Ministry of Housing and Urban Development
TOTAL	5,760,767,950.00	2,727,207,000.00	

- The original Recurrent Allocation was \$2,201,780,000.00 and supplementary funding was provided in the amount of \$110,000,000.00 during fiscal 2015 to meet payment of arrears of Salaries, Wages and Allowances to employees of the Tobago House of Assembly. Releases to pay arrears were made in August 2015, thereby ensuring that the majority of payments were made in 2015.
- By Executive Council Minute No. 1140 dated 26th November 2014, Divisions were requested to reduce Recurrent Expenditure to facilitate transfers to Development Programme. The net amount of \$255,726,196.00 was transferred. The revised allocation of Recurrent Expenditure was therefore \$2,056,053,804.00 and that for Development Programme was \$640,153,196.00.
- As outlined in Table 5, the Department received timely releases from the Ministry of Finance for almost all the requests made. The receipt of releases was as follows:

Table 6
Summary of Releases from the Ministry of Finance

Description	Amount Requested \$	Amount Received \$
Recurrent Expenditure	2,111,078,654.00	2,010,560,222.00
Development Programme	384,427,000.00	384,427,000.00
U.R.P	23,000,000.00	23,000,000.00
C.E.P.E.P	8,000,000.00	8,000,000.00
TOTAL	\$2,526,505,654.00	\$2,425,987,222.00

Data Processing Department

- **Data Processing Department:** The Data Processing Department aims to provide the most feasible and effective ICT solutions to all Divisions. This Department also continues to play an integral role in this Division's payroll process. The Department achieved the undermentioned:
 - Introduced Automated Clearing House to the Division of Settlements and the Office of the Chief Secretary
 - Computerised the Accounting Department Report and strengthened the IT Infrastructure of the Division
 - Provided technical support for: DFED website, EIDCOT Joint Venture Data Centre Project and an Integrated Library Management System

Customs and Excise Division

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. In keeping with its functions a total revenue of \$10,738,938.94 was collected.

Board of Inland Revenue/District Revenue Services (DRS)

This Department is responsible for the management, administration and collection of revenue and taxes on behalf of the THA. For the year under review the following were accomplished:

- Processed a total of 651 Lands and Building Returns
- Returned 70 Real Property Ordinances
- Transmitted 416 Notices to District Registrar of Marriages
- Issued 68 Special Marriage Licences and performed 69 Marriage Ceremonies
- Collected revenue totalling \$1,754,906.96.

Emergency Social and Medical Assistance Unit (ESMAU):

The ESMAU is responsible for two programmes which are the Emergency Assistance Card Programme and the Emergency Medical Alert Programme. For the year under review the Emergency Social Assistance Programme received 2,002 applications and distributed 1,448 cards. The Emergency Medical Alert Programme received 90 applications and distributed 71 emergency medical alert devices.

Communications Unit

The Communications Unit provided centralized technical support for division branding, events, website management, stakeholder management, reputation and risk management, crisis communication, corporate advertising, protocol and speech writing.

Public Private Partnership (PPP) Unit

This Unit is mandated to provide efficient and transparent procurement by including the private sector in the delivery of infrastructure with an aim to efficiently utilize resources, improve asset and quality of service, improve public sector management, and overall improvement in public sector procurement. In the year under review the PPP Unit trained 20 persons, secured technical assistance from the IADB and developed a list of potential projects.

Department of Enterprise Development

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. The under-mentioned are the achievements of the Unit.

- Commenced exporting products of two participants of Summer Fancy Food to USA
- Disbursed \$979,147.00 in loans and \$778,477.05 in grants.

Co-operative Development Unit

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

- Conducted training for stakeholders in audit readiness, delinquency control and parliamentary procedures
- Received 39 new disputes valued at \$2,524,617.20 and resolved 31 valued at \$1,535,079.69
- Conducted 6 audits for non-financial Co-operatives and 5 audits for Junior Co-operatives
- Undertook consultancy/advisory and compliance activities at 32 Co-operative Boards and Committees
- Supervised 14 Annual General Meetings
- Appointed a liquidator for the TUNICO Credit Union Co-operative Society Limited
- Undertook 52 primary schools visits to Junior/School Co-operatives.

Consumer Affairs Unit

The Consumer Affairs Unit continues to emphasise the importance of consumers being well equipped when conducting business transactions. With this in mind, the Unit came up with initiatives to captivate the consumer's attention so that they can learn and practice the information given to them.

Financial Literacy Secretariat

The Financial Literacy Secretariat acts as a facilitator and provider of accessible mediums for financial education training and awareness. The Department would have focused its efforts on establishing better relationships with its financial and community stakeholders, and as such a number of meetings were held with faith-based organisations, community groups, youth groups and financial institutions to reaffirm the Department's commitment to improving the level of financial literacy in Tobago.

Fiscal Policy and Research Unit

The Fiscal Policy and Research Unit seeks to provide macro-economic policy advice as well as social and economic research, including statistics on Tobago, to the Secretary of Finance and Enterprise Development. The Unit continues to improve the acquisition of estimates (GDP), inflation and 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. This Unit was instrumental in the preparation of the 2014/2015 budget.

Tobago Cold Storage Warehouse Facility (TCOSWAF)

TCOSWAF continues 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 business entities and facilitated storage, wholesaling and retailing of goods.

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 System (SMS) and Emergency Alert System.

Milford Road Esplanade Limited

The management of the Milford Road Esplanade Limited is responsible for providing the Tobago public, and by extension, the local and international tourism industry, with a complete taste of the Esplanade product. A diversity of local art, crafts and cultural foods is blended to maintain an attractive, visitor friendly facility and to provide a sustainable and viable company.

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

The Eco-Industrial Development Company of Tobago (E-IDCOT) Limited is a private limited liability company that is wholly-owned by the Tobago House of Assembly. The mandate is “to lead the transformation of the economy of Tobago, to be realised through effective diversification, by developing and managing eco-industrial parks throughout the island.

The following are the accomplishments of the company for the year under review:

- Completed the strategic plan and the marketing plan of the company.
- Promoted the Cove Eco-Industrial and Business Park (CEIBP) via a conference and a series of advertisements.



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

The 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

**Health
&
Social Services**

- Professionalism
- Integrity
- Client-centeredness
- Respect for all
- Teamwork

ORGANIZATIONAL STRUCTURE AND MANAGEMENT TEAM

In 2015 the Division was managed by the undermentioned officers :

Assemblyman Claudia Groome-Duke

Secretary, Division of Health and Social Services

Assemblyman Sheldon Cunningham

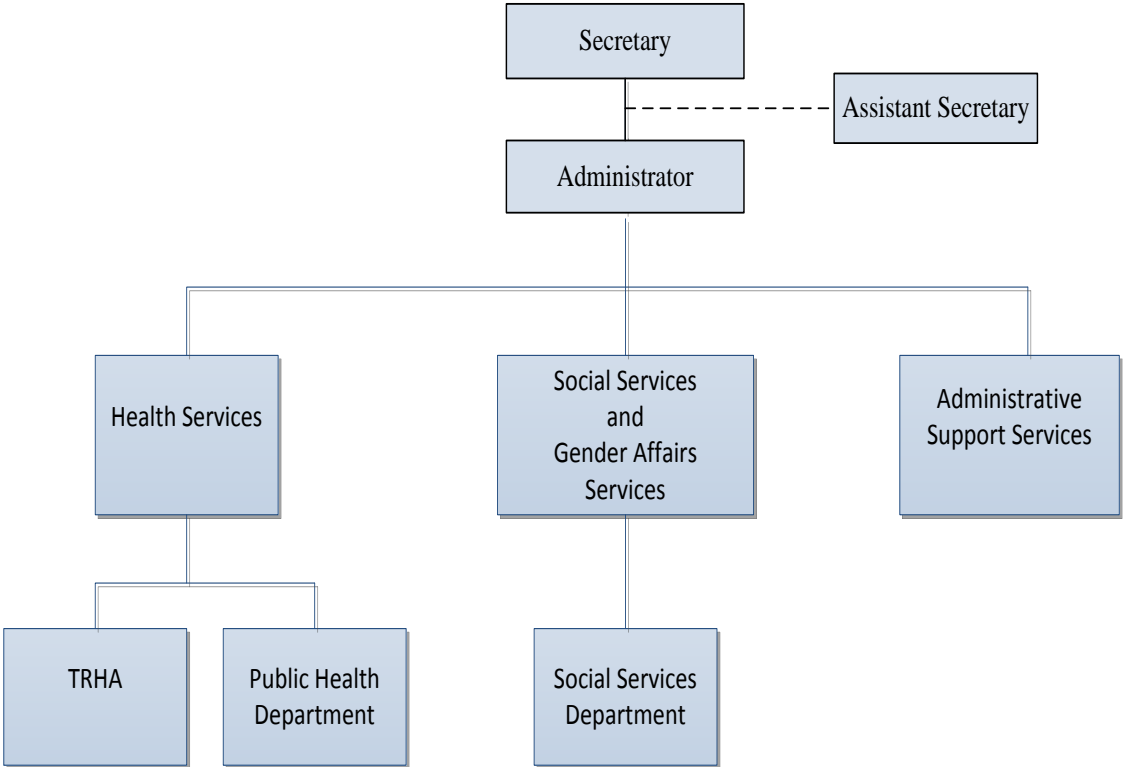
Assistant Secretary, Division of Health and Social Services

Ms. Agnes Winchester (January 2015 to July 2015)

Ms. Karen Ottley (July 2015 to December 2015)

Administrator, Division of Health and Social Services

Organisational 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

CEDP PRIORITY I

Branding Tobago: Clean, Green, Safe and Serene

GOAL: To brand Tobago 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 and will have the effect of mobilising the energies of the population for their own development.

CEDP PRIORITY III

Business Development and Entrepreneurship

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

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 improve safety and security conditions in Tobago, thus creating a stable environment for sustainable development and investment, and to achieve a Tobago society where there is no compromise in ensuring the safety and security of all.

PRIORITY AREA VIII

Environmental Sustainability

GOAL: To strengthen capacity and performance, associated with environmental management, consistent with a Tobago that is Clean, Green, Safe and Serene and with the requirements 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 was allocated to the Division is outlined in the Matrix below.

Table 7

Financial Resources for the Fiscal Year 2015

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	97,450,934.00	94,811,484.00	102,114,696.00
Goods and Services	82,588,525.00	68,367,339.00	61,895,173.00
Minor Equipment	3,398,000.00	510,369.00	231,201.00
Development Programme	26,870,500.00	21,081,426.00	17,004,511.00

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 Communications Unit, a Human Resource Unit (which includes Training), a Safety and Health Unit, an IT Unit, and a Project Implementation Unit (which includes Monitoring and Evaluation). In 2015, the office achieved the following:

- **Information Communication Technology Unit**

- Deployed a wide area network solution that forms the foundation for the deployment of enterprise wide solutions e.g. SharePoint, Disaster recovery and phone system expansion.
- Developed several databases to increase overall accounting efficiency
- Selected by IGOVTT and Microsoft to embark on a SharePoint project, which is a communications platform that will allow different Units within the DHSS to collaborate and publish information, statistics, events, etc, in addition to offering some services online.

- **Communications Unit**

- Assisted the fifteen other Units of the Division with planning, coordinating and executing a total of 37 key internal and external events. This included an Alcohol and Drug Abuse Prevention Programme Caravan, Heart Lecture, Walk and Health Fair, as well as Women in Service and Excellence Awards
- Increased social media presence by sharing all the Division's undertakings and having interactive posts. The Division amassed a total of 1,243 likes which is the second highest number of likes on its Facebook page.

- Designed graphics for various print media to publicize key health messages; designed memorabilia with key health tag lines, for example, “Be a Germ Stopper” and “Switch to Fruits and Vegetables”.

- **Human Resource Department**

- Selected and recruited key contractual positions such as Programme Coordinator, Project Implementation Unit, Senior Corporate Communications Officer, Project Engineer, five Community Social Workers, Data Entry Officer and two Business Operation Assistants I.

Tobago Regional Health Authority (TRHA)

Operational Mandate: 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. The following are the major highlights:

- Performed 1,699 cataract surgeries through the Comprehensive Integrated Eye-care Programme
- Conducted Corneal Transplant successfully for ten patients in Tobago
- Introduced inpatient Haemodialysis at the Scarborough General Hospital. This service has been further increased with the installation of ten new chairs
- Introduced an Orthopedic Surgical Team which successfully performed the first femoral bone repair surgery on a patient with a broken thigh bone
- Introduced Cardiology services
- Refurbished, activated and certified the Hyperbaric Chamber
- Established and operationalized the Community Palliative Care Programme
- Established the first Speech Therapy Unit in Trinidad and Tobago
- Conducted the first Neuro-spine surgical procedure at the Scarborough General Hospital.
- Purchased and outfitted 10 new ambulances to efficiently and effectively provide reliable emergency services to all areas throughout Tobago.

Public Health Services Department

- **The County Medical Office of Health:** The Office of the CMOH “provides public health expertise to support health surveillance, population health services, health education and disease control initiatives”. Key achievements are as follows:
 - Hosted a vaccine drive on 16th and 17th December 2015, to encourage all first responders to get the flu shot and update any outstanding vaccinations.
 - Collaborated with Emory University to implement a Salt Reduction Strategy for Tobago.
 - Collaborated with Emory University and Georgia Institute of Technology to implement 'Bringing Environmental Health Excellence' (BEHE) to Pigeon Point and Bon Accord Communities.
 - Collaborated with PAHO to improve HIV/AIDS data collection in Tobago.

- **Public Health Inspectorate:** The Unit is composed of Environmental Services, that is, Vector Control and Food Services; Waste Management, that is, Solid and Liquid Waste and Building Development - all structures and developments in Tobago. Some of the notable achievements of the Public Health Inspectorate are listed below:
 - Achieved the goal to reduce the overall mosquito index to 3.03 in Tobago, which falls under the set standard of five established by the World Health Organization.
 - Disposed over 1,700 loads of garbage to the Studley Park Landfill site.
 - Conducted three major clean-up campaigns across Tobago which resulted in the removal of 72 truckloads of white waste items throughout Tobago.
 - Removed 240 derelict vehicles in conjunction with the EMA and the Police Service.
 - Accomplished over 65 demolitions of unauthorized structures.
 - Issued 3,886 food badges to meet the demand of vendors.
 - Completed four Vector Control Cycles.
 - Commissioned the Weigh Bridge at the Studley Park Landfill in October 2015.

Community Based Environmental Protection and Enhancement Programme

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

- Trained CEPEP staff on the relevance and advantages of Agriculture, Grow Box and Horticulture.
- Assisted approximately 85 senior citizens with the maintenance and beautification of their properties through the Senior Citizens Assistance Programme.
- Carted off 8,620 loads of bulk waste to the landfill site at Studley Park.
- Continued to produce quality outdoor furniture at the Blenheim Concrete Products Facility in collaboration with URP.

Department of Social Services and Gender Affairs Services

Operational Mandate: The Department of Social Services has the core responsibility for providing social services in Tobago, in response to the needs of individuals and communities. The major highlights of the Department are outlined hereunder:

▪ Community Social Services Unit

- Launched the biggest Loser Programme in June 2015, which challenges persons to improve their lifestyles through a change in eating habits and an increase in exercise.
- Conducted the Life Management Parenting Programme at various community centres throughout the island which resulted in training approximately 200 persons in effective parenting practices.
- Showcased the "Silent Voices" dramatic presentation in commemoration of International Day for the Elimination of Violence against Women on November 25th 2015.
- Approved grants for 428 persons through the Necessitous Patients Fund.

- **The Programme for the Realization of Economic Achievement (R.E.A.C.H)**
 - Approved and distributed grants totalling \$180,000.00 to 24 applicants. These applicants now form part of the 80 new business ventures which include catering, mini marts, sewing, farming, graphic designs, hair dressing, nail technicians, productions etc.
 - Held a training programme on Costing and Pricing. Clients were given pertinent information on the topic and received a manual to guide them in their current and future endeavours.

- **Programme for Adolescent Mothers (PAM)**
 - Provided training which enabled 10 students in achieving the School Leaving Examination Certificate in June 2015. A total of 17 distinctions were received.
 - Completed the sexual education programme in six secondary schools among 1st – 3rd form students.
 - Enabled six students to be transitioned through the Programme who are now gainfully employed under the on-the-job training programme.

- **Alcohol and Drug Abuse Prevention Programme (ADAPP)**
 - Disseminated information on issues surrounding drug use and abuse to 486 persons at health centres, 798 students at schools and 540 persons at the Carnival Safety Caravans.
 - Provided counselling to 22 members of the public dealing with substance abuse or issues surrounding substance abuse.
 - Held the ‘Take it to the People Community Initiative’ in Les Coteaux where 25 persons were exposed to information on the dangers of alcohol and drug abuse.

- **Children and Family Services Unit**
 - Launched the Family Development Programme, which is a comprehensive intervention for pregnant women, early childhood and family functioning.
 - Provided counselling for thirty-four clients.
 - Distributed gas stoves, beds, glasses and other items to more than twenty persons.

- **Ageing Unit**
 - Provided care to 120 clients under the Golden Apple Adolescent Partnership Programme.
 - Held three days of activities in commemoration of International Day for Older Persons from September 29th to October 1st, 2015.

- **Probation Hostel**
 - Provided residence for children between the ages of 10 and 18 years old as mandated by the Court.
 - Held a summer camp from August 3rd to 21st 2015 culminating with a Graduation Ceremony on the final day. This was held to provide an avenue for the residents to socialise, learn different crafts and empower them to maximize their fullest potentials.

- **Tobago Rehabilitation Programme**
 - Rehabilitated and successfully reintegrated 28 substance misusers into society.
 - Conducted a six week Treatment Intervention Programme for 14 suspended youths from the Scarborough Secondary School.
 - Conducted a one week experiential training workshop for two Prison Officers in the management of substance abusers.

- **The Women's Economic and Technological Empowerment Centre (WETEC)**
 - Conducted accommodation life skills training and counselling with seven women and 22 children during the period.
 - Hosted the WISE Awards to honour 34 women who excelled in sports, education, community, politics, NGO's, young leaders and entrepreneurship.

- **Social Welfare Unit**
 - Distributed Senior Citizens Grants to 3,415 persons, Disability Grants to 280 persons, Public Assistance Grants to 613 persons.

- **Gender Affairs Unit**
 - Introduced the Gender Management System and Gender Mainstreaming Programme.

- Produced weekly articles in the Tobago News to educate the Tobago public about gender issues.
- Held Domestic Violence workshops in schools throughout Tobago.
- Held a round table discussion on “The Elimination of Violence Against Women and Children: A Tobago Perspective” in collaboration with the United States Embassy to sensitize the public on issues of domestic violence.



***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 undermentioned 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 Maintenance Services and the Studley Park Quarry and Allied Services. The other Technical Services Department comprises Electrical Inspectorate, Licensing, Unemployment Relief Programme (URP), and Monitoring and Evaluation Unit. In 2015 the management team for the DIPU consisted of a cadre of highly skilled and dedicated professionals as follows:

Mr. Gary Melville

Secretary, Division of Infrastructure and Public Utilities

Mr. Handel Beckles

Assistant Secretary, Division of Infrastructure and Public Utilities

Mr. Ritchie Toppin (January–July)

Mrs. Wendy Guy–Hernandez (July-August)

Mr. Raye Sandy (August-October)

Ms. Cheryl-Ann Solomon (October-December)

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. Kristy-Jo Sebro

Mechanical Engineer Officer, Mechanical Services

Mrs. Kelsey Toussaint-Reid

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

Mrs. Nadia Frank-John

Transportation Planner

Mr. Kevon Trestrail

Specialist Civil Engineer

Mr. Atiba Martin
Specialist Engineer

Mrs. Sharon Edwards-Alexis
Civil Engineer I

Other Technical Services:

Mr. Alphaeus Alexander
Electrical Inspector, Electrical Inspectorate

Mr. Gregory Defour
Assistant Transport Commissioner, Licensing Department

Mr. Goslyn Loraine
Programme Coordinator, Unemployment Relief Programme

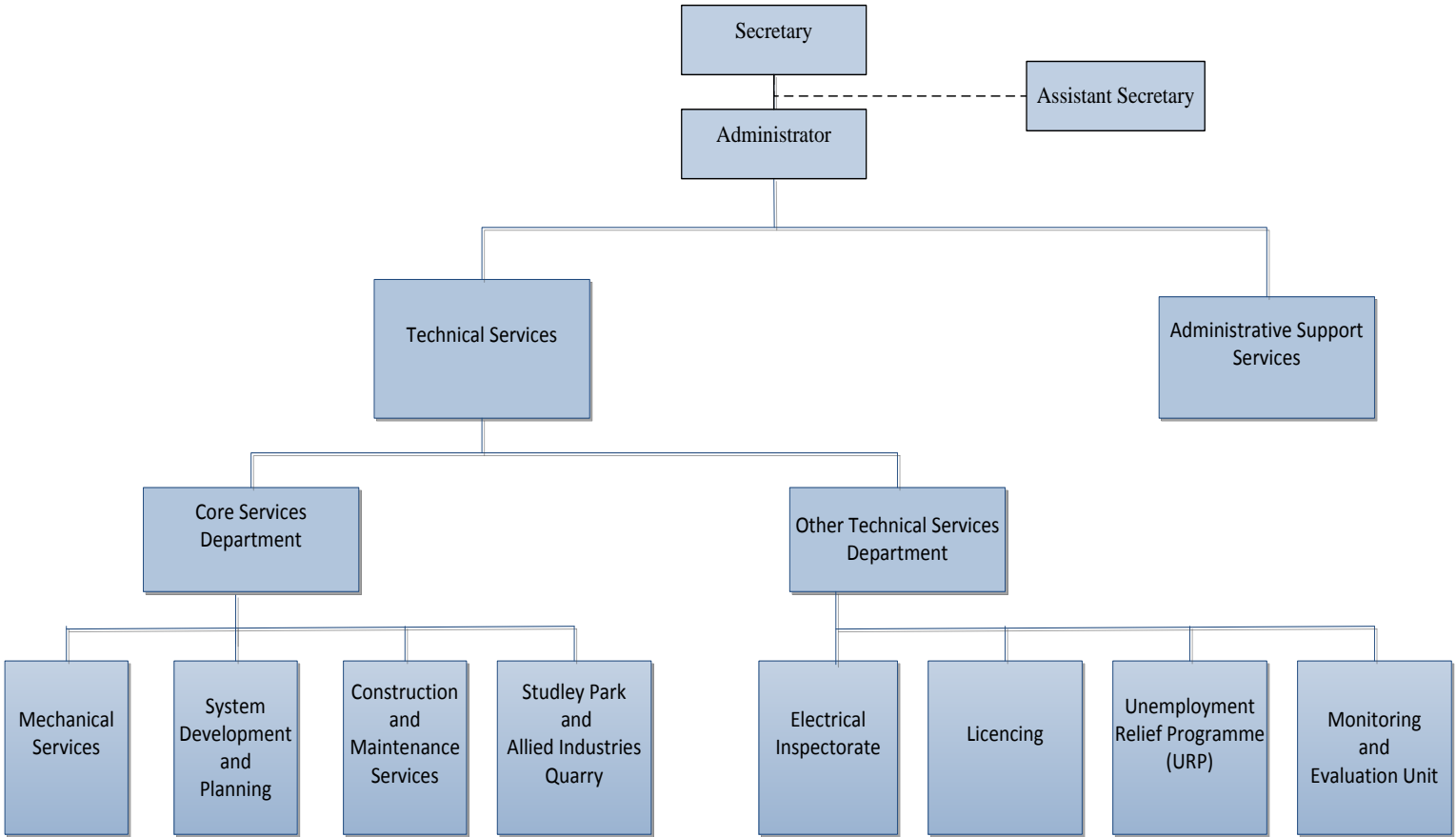
Administrative Support Services

Ms. Susan Bobb
Chief Accountant, Accounting Unit

Mr. Haynsley Trim
Senior Human Resource Officer

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 agenda enunciated in the Comprehensive Economic Development Plan 2013-2017 for Tobago.

CEDP PRIORITY AREA VI

Improved Infrastructure and Utilities

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

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**
- **Improve project delivery**
- **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 and execution of infrastructural development and maintenance programmes**

FINANCIAL RESOURCES

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

Table 8
Financial Resources for the year 2015

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	303,871,714.00	293,860,924.00	294,498,574.79
Goods and Services	121,225,825.00	116,398,226.00	113,344,133.08
Minor Equipment	2,700,000.00	-	100,205.29
Development Programme	159,585,284.00	302,860,356.00	311,196,995.80

PERFORMANCE HIGHLIGHTS

Core Services Department

Operational Mandate: The following are the functional areas within the Department and their 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. The major highlights are outlined hereunder:
 - Enhanced the Claude Noel Highway/Rockley Vale Intersection by constructing new lanes and sidewalks.
 - Resurfaced 5 major streets in Lower Scarborough.
 - Completed the Shaw Park Cultural Complex Facility, Scarborough Library, Lowlands Community Centre and Argyle Mini Mall.

- **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 major accomplishments are highlighted hereunder.

- Reduced the vehicle and equipment rent and lease cost by 50% from October.
- The batching plant produced 1,626m³ of concrete, compared to 906m³ in 2014.
- The Quarry produced 256,170 metric tonnes of raw material.
- Generated \$10,409,942.33 in revenue from the sale of products (aggregate, concrete and asphalt) produced at the Studley Park Quarry. The under-mentioned Table shows comparative monthly sales for 2012 to 2015.

Table 9
Comparative monthly sales for the years 2012 to 2015

MONTH	2015	2014	2013	2012
	\$	\$	\$	\$
January	720,765.35	1,267,253.56	1,324,329.00	1,406,195.17
February	329,985.00	854,014.00	555,976.00	3,733,460.20
March	742,188.44	902,527.00	902,175.83	867,651.44
April	1,268,559.02	1,446,783.00	387,848.00	585,567.20
May	577,310.00	2,408,815.00	746,017.50	2,585,330.63
June	954,288.50	587,707.00	1,583,163.25	466,459.00
July	510,175.25	458,899.00	591,885.50	440, 171.95
August	1,068,430.27	787,485.00	671,787.00	1,744,928.96
September	2,120,372.00	578,432.00	476,358.25	783,748.50
October	1,290,859.50	631,544.50	806,723.25	1,901,440.60
November	664,906.00	3,062,624.85	1,512,706.50	2,598,993.00
December	162,103.00	889,023.35	140,794.00	449,299.00
TOTAL	10,409,942.33	13,243,563.73	9,701,777.08	17,565,257.65

The total sales for 2015 represented a 21.4% decrease from 2014. Over the period under review the quarry performed at approximately 33% of its capacity due to chronic wear and tear of the plant.

- **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 as well as 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. This programme is now responsible for Transportation Planning to improve road user interfaces and safety. The major highlights of the Department are outlined hereunder.
 - Undertook 15 major road development projects, 13 drainage projects and 11 retaining walls.
 - Launched the Journey to Work Survey
 - Installed flood lights at Garden Side Car Park
 - Implemented the Comprehensive Road Signage Programme
 - Launched the Scarborough Traffic Study

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 industrial installations throughout the island. For the year under review the following were achieved:
 - Processed 3,713 applications for electrical inspections. Five of these applications were related to High Voltage Witnessing.
 - Processed applications for 85 Wiremen's Licenses

- Issued 864 Permanent and 1,329 Temporary Certificates
 - Received a total of \$411,290.00 in revenue from processed applications. Completed inspections yielded a total of \$302,411.00.
- **Licensing Department:** This Department falls under the jurisdiction of the Division of Infrastructure and Public Utilities and is mandated to execute the policies of the Ministry of Works and Transport as they relate to the issuance of drivers permits, the inspection of vehicles and adherence to the Motor Vehicle and Road Traffic Act. This Department also conducts required examinations for motorists. For the year under review the following were achieved:
 - Conducted a total of 1,130 driving tests and 2,132 regulation tests.
 - Registered a total of 1,468 vehicles and inspected 1,283 vehicles for road worthiness. Additionally, 151 vehicles were reclassified (change of use).
 - Collected \$5,229,186.50 in revenue.
 - **Unemployment Relief Programme:** This Department provides short term employment through training and is geared towards the enhancement of entrepreneurial skills and assists in small scale projects in communities. For the year under review the following were achieved.
 - Constructed 2,000ft. of drains and 1,000ft. retaining structures.
 - Completed 11 self-help projects.

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 Resources, the Finance/Accounting and the Information Technology Unit. These Units achieved the following for the year 2015:

- **Accounting Unit:** Attained 95% on-time payment of salaries and wages to monthly paid and daily-rated employees, and continued development and implementation of computerized payroll.
- **Information Technology Unit:** Maintained 98% systems availability and technically supported the computerized payroll system.



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 undermentioned core values as the guiding factor to enable the achievement of its activities:

CORE VALUES



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



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



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

ORGANIZATIONAL STRUCTURE AND MANAGEMENT

Honourable Orville London

Chief Secretary of the Tobago House Assembly

Mr. Raye Sandy

Chief Administrator, Tobago House of Assembly

Ms. Hayley Frith

Accounting Executive 1, Accounts Department

Ms. Joannah Bharose

Communications Director, Information Department

Ms. 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

Ms. Hazel Peterkin

Administrative Officer IV, Office and Property Management Department

Vacant

Principal Town Planner, Project Coordination Unit

Ms. Janelle Aquing

Coordinator, Protocol and Public Relations Unit

Dr. Elton Bobb

Coordinator, Comprehensive Economic Development Plan Secretariat

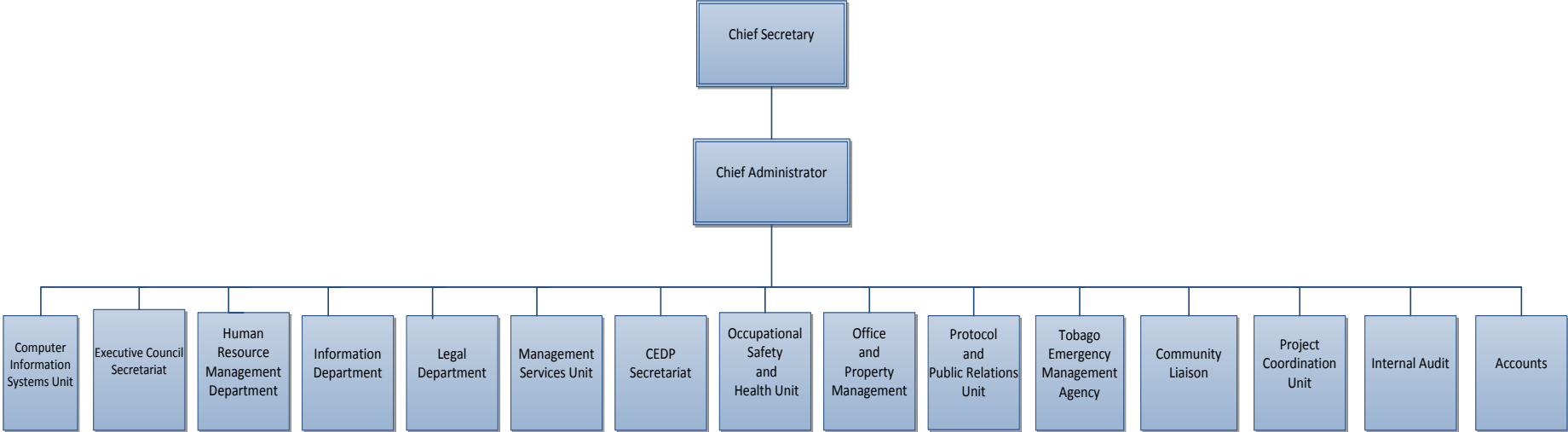
Mr. Allan Stewart

Director, Tobago Emergency Management Agency

Ms. Juliette Pope

Coordinator, Community Liaison Unit

Organizational 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.



FINANCIAL RESOURCES

Table 10 is a summarised version of the financial resources allocated to the Division for the year in review.

Table 10

Office of the Chief Secretary Summary of Financials - Fiscal 2015

Financials	Parliamentary Allocation Fiscal 2015	Releases	Expenditure
	\$	\$	\$
Recurrent Expenditure			
Personnel Expenditure	10,953,000	15,044,495	11,560,327
Goods and Services	88,171,000	68,379,181	75,960,664
Minor Equipment Purchases	7,165,000	1,437,928	1,550,680
Current Transfers and Subsidies	15,380,000	6,100,000	3,228,275
<i>Total Recurrent Expenditure</i>	121,669,000	90,961,604	92,299,946
<i>Total Development Programme</i>	9,350,000	5,481,000	5,350,353
Grand - Total	131,019,000	96,442,604	97,650,299

Accounts Department

Operational Mandate: The Accounts Department provides support services to the Divisions' 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**

- Monitored and analysed Votes in order to forecast the use of funds.
- Operated the accounting system within the regulatory framework.
- Prepared financial and management accounting reports to support senior management and provide a basis to inform decision making.
- Processed payment of donations to Churches, other NGOs and persons.
- Processed payments to students supported by the Department of Advance Training and Advisory Services.

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.

▪ **Achievements**

- Performed first level surveys to identify community needs.
- Sensitized/educated area representatives, other Departments and community groups of the Unit's mandate, officers' functions and duties thereby increasing awareness of the Unit.
- Involved officers in community events to create a mutual relationship and branding of the Unit.
- Collaborated with various Divisions and community groups to bring services to the communities.

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 2015 include:

▪ **Achievements**

- Procured new Servers and three Network Attached Storage (NAS) Servers. The servers will provide additional capacity to continue existing services and to bring new services online. The storage servers will increase storage capacity for electronic documents thereby enabling more persons to save documents electronically in a central environment where the I.S.D can backup such information thus improving availability.
- Completed internal networking at the new office of the Division of Planning and Development.
- Established a Wide Area Network link between the Administrative Complex and the new office of the Division of Planning and Development. This link facilitates access to the Internet, the Integrated Human Resource Information System (IHRIS) and also allows inter-divisional telephone calls thereby reducing overall telephone costs.

- Installed Primary Rate Interface (PRI) circuits to create additional capacity on the link between the Administrative Complex and the Spring Garden Office facility. These will facilitate the installation of fax and direct lines at the Spring Garden Office.
- Created a Website that allowed persons applying for the summer employment programme to submit applications online.
- Trained staff in all Departments in the use of Microsoft Word, Excel, Power Point and in some instances Access.
- Rebuilt the THA Website to make it a more responsive site that scales to fit the device on which it is being viewed.
- Completed data entry of all persons in the Division of Education, Youth Affairs and Sport who completed Bio data forms. The IHRIS application can be accessed and utilized by the Human Resources Department of Divisions thus facilitating Human Resource planning and forecasting.
- Modified and upgraded the Financial Assistance Management Information System (FAMIS) to meet requirements of the Department of Advanced Training and Advisory Services.
- Upgraded Server Software to Windows Server 2012 and renamed Servers as well as Computers on the Network to facilitate better management of Network resources.

Comprehensive Economic Development Plan Secretariat (CEDP)

The CEDP 2.0 Secretariat has been established to steer Tobago's development ship across recently chartered channels for advancement. Each THA Division is required to set up a Task Force to develop its programme of projects and supervise the execution of such. The Secretariat, as it moves to advance the CEDP 2.0 programme, is intended to work closely with the various task forces in order to ably shoulder the mantle to oversee the implementation of the portfolio of projects throughout the Assembly. The Secretariat will maintain and monitor the dashboard that

captures the sum of efforts across the Assembly's Divisions, provide the threads that connect divisional endeavours, deliver invaluable feedback and provide critical performance evaluation that feeds an iterative process that manages the spectrum of activities across Divisions. The achievements for 2015 are as follows:

- **Achievements**

- Initiated the first THA Green Week Challenge dedicated to environmental conservation
- Hosted the Green Hype Caravan in partnership with the Trinidad and Tobago Solid Waste Management Company Limited (SWMCOL)
- Hosted community meetings in Betsy's Hope and Hampden/Lowlands, to enlighten the public on opportunities for economic development
- Conducted a No Print Challenge for employees to celebrate Earth Day
- Hosted the 'Clean, Green, Safe and Serene Symposium' in partnership with NGOs, state enterprises, public, private, and international organisations, to highlight avenues for Tobago's development

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 a 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, as well as to ensure ultimately, the security, storage and retrieval of all Executive Council documents left in the care of the Secretariat.

- **Achievements**

- Collated Executive Council Notes and Minutes for the year 2014 for binding
- Bounded Executive Council Notes and Minutes for the year 2013
- Compiled Electronic Executive Council Notes and Minutes for the year 2014 on the database at the Executive Council Secretariat
- Conducted in-house training for two new employees
- Reviewed the structure of the Department to ascertain needs and initiated appropriate action accordingly

Human Resource Management Department

Operational Mandate: The Human Resource Management Department provides advice on human resource policies, procedures, systems and standards, and facilitates the 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**

- Conducted training and development programmes for members of staff in the areas of: Executive Presence for Women, Guidelines for Leave Administration, Customer Service, Industrial Relations Training Camp, Landmark Court Judgments, National Insurance Guidelines and Procedures, Collective Agreement for Daily-rated Workers, Frustration of the Employment Contract, Industrial Court Ruling: ‘Month to Month Contracts’, Registry Procedures, Short term (Fixed Term) Contracts [Court Judgment].
- Processed approvals for leave of absence from duty without pay (for study purposes) for 16 officers.
- Conveyed letters of first appointment to seventy-one officers and letters of promotion to 21 officers.

- Engaged 37 persons on contract and 13 persons on short term employment to meet the needs of the various Departments.
- Submitted 16 requests for confirmation of appointments to the Director of Personnel Administration; seven letters of confirmation were received.
- Submitted 61 proposals for confirmation of appointments to the Chief Administrator under authority delegated from the Public Service Commission (PSC); 21 officers received letters of confirmation.

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

- Introduced the THA Individual of the year in OSH Award Competition
- Commenced the Health Surveillance Programme in collaboration with the County Medical Officer of Health for the staff of the THA. In 2015 four Divisions started this programme.
- Completed 700 OSH Inspections, 300 Risk Assessments, 133 Training Sessions in Divisions, 71 Fire Certification Applications (approved three).
- Conducted in-house training with 550 staff members of the THA.
- Completed and submitted the Workplace Intoxicant Policy for the Tobago House of Assembly.
- Prepared Policy Documents for approval; these include the re-activation of the Marine Sport Activity Bill and the advancement in work based on the Memorandum of Understanding (MOU) with the OSH Authority.

Protocol and Public Relations Unit

Operational Mandate: To support the efficient and effective functioning of the Office of the Chief Secretary and the wider Tobago House of Assembly by providing guidance in accordance with established protocol.

▪ Achievements

- Planned and executed inaugural visit to Tobago by Prime Minister Dr. Keith Rowley in collaboration with the Office of the Prime Minister.
- Planned and executed annual events hosted by the Chief Secretary, such as the Independence Reception, Chief Secretary's Awards and end of year Staff Appreciation Function.
- Planned and executed a Retreat and a Public Speaking Workshop for Members of the Executive Council.
- Conducted "front of house" management at the Shaw Park Complex until management structure was adequately staffed later in the year.

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

- **Diamond Standard Certification:** Received certification at the inaugural Trinidad and Tobago Diamond Standard Award Ceremony held at Queens Hall on January 21st, 2015.
- **National Emergency Exercise Day - Operation Dark Storm:** Conducted "Operation Dark Storm" in collaboration with local, regional and international response agencies on March 25th, 2015. The exercise simulated a nationwide catastrophic event involving the

impact of various vulnerable hazards requiring the activation of the National Response Framework.

- **Commissioning of the Early Warning System:** Commissioned two Multi-Hazard Early Warning Systems on Thursday June 11th, 2015 on behalf of the THA, in collaboration with the Embassy of the United States of America in Port of Spain.
- Collaborated with the US Embassy through the US Southern Command for the construction of the TEMA Disaster Relief Warehouse.

Project Coordination Unit

Operational Mandate: The Project Coordination Unit was established on February 29th, 2012 to coordinate the enhancement of Scarborough and other major urban centres across Tobago. This Unit is focused particularly 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 30th anniversary of the Tobago House of Assembly. General Performance highlights include:

▪ Achievements

- **Botanical Gardens:** Coordinated the activities for the completion of the re-fencing of the Botanical Gardens, Phases I and II along the new Connector Road.
- **Amphitheatre & Plaza Area Upgrade:** Completed the restoration of the area which included general cleaning, power washing, repairing and painting of benches, repairing of roofing and landscaping works.
- **Esplanade Extension Project:** Coordinated the construction and installation of several concrete benches along Milford Road. These benches were added as an aesthetic feature, and to also provide a comfortable means of enjoying the beautiful landscape, a busy street scene and convenience for the popular Great Race event.

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.

▪ Achievements

- Reviewed and developed a report on the organizational restructuring of the Protocol and International Relations Unit
- Formalized the procedures for the creation of Contract positions across the THA
- Completed the Tobago House of Assembly's Contract Guidelines
- Completed the Salary Scale adjustment for Contract staff effective January, 2014
- Coordinated the implementation of the Office of the Chief Secretary's Strategic Plan
- Compiled the THA's Administrative Report 2014
- Rationalized the staffing for the new Scarborough Library
- Continued the management of the process for the establishment and implementation of an Asset Management System in the OCS
- Coordinated the process for the collaboration between the THA and the United Nations Development Programme (UNDP) and represented the THA on the UNDP/Global Environment Facility's Small Grants Programme
- Facilitated training for the Caribbean Regional Field Epidemiology and Laboratory Training Programme. The areas covered were Time Management, Communication and Team Building
- Facilitated the training for Community groups in Financial Management and the Methodology for accessing grant funding.

Department of Information

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 create connections with 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 Department has responsibility for internal and external communications for the OCS and by extension the THA. The achievements for 2015 are as follows:

- Launched daily news page- Stories of the Day from Jan 1st
- Produced 90% digital – TV/Radio/Communications
- Published weekly in local digital magazine OMG to more than 100,000 fans per week via Facebook and YouTube
- Handled 100% media and communications on behalf of the Office of the Prime Minister, for Prime Minister Dr. Keith Rowley’s first official visit to the island
- Ensured a 28% increase in OCS stories published in unpaid mainstream media compared with the previous year
- Issued 40% more media releases for print media on THA topics than the previous year.
- Assisted with communications crisis management for specific issues with the DEYAS, DHSS, TRHA and DOTT
- Hosted team building session for staff

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 activities undertaken by the Internal Audit Department include those that are relevant to all Divisions of the Assembly. The following were the achievements:

▪ Achievements

- Verified 755 Pension and Leave records

- Verified 526 Record of Service
- Verified 6,621 Vouchers relating to Arrears of Salary, Wages, Sick Leave Bonus, payment in lieu of vacation leave and Contract Gratuity
- Examined Vote books
- Conducted Cash Survey at various Divisions:
 - Marketing-Louis D’or, Kendal Farm School, Marketing-Shaw Park, Hope Farm which are Departments under the Division of Agriculture, Marine Affairs, Marketing and the Environment.
 - Licensing Department under the Division of Infrastructure and Public Utilities.
 - Finance and Inland Revenue Scarborough – Division of Finance and Enterprise Development
- Reviewed procurement practices at the:
 - Division of Education relating to the refurbishment of schools
 - Office of the Chief Secretary specifically the Information Department
 - Division of Community Development and Culture as it relates to Festivals
- Reviewed Revenue and Expenditure for Jazz 2014 – Division of Tourism.
- Conducted roll call on daily paid workers in the various districts of Tobago employed by the Divisions of Infrastructure and Public Utilities, Community Development and CEPEP

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

- Replaced the central air condition Units at the Administrative Complex, OCS
- Planned and coordinated events such as the Inter Department Show, Independence Parade, Remembrance Day, Assembly Day.

- Provided advice to all Divisions of the THA on appropriate record keeping and storage
- Trained staff at front desk and Clerk III to provide a more efficient and effective service to the Office of the Chief Secretary in particular and the THA in general
- Coordinated the accommodation of the Printery Department to the Jubilee Park Building, Sangster's Hill.
- Upgraded two Government Quarters.



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 also responsible for discharging the statutory obligations of the Tobago House of Assembly as the Local Planning Authority. This involves responsibility for the Applications Process, Development Planning and Development Control. 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 three Departments which include Land Management, Planning, and the Department of Advanced Training and Advisory Services (DATAS). Members of this management team include:

The Honourable Orville London

Chief Secretary and Secretary for Planning and Development

Ms. Karen Ottley (January-March)

Administrator, Division of Planning and Development

Mrs. Wendy Guy-Hernandez (March-July)

Administrator, Division of Planning and Development

Ms. Agnes Winchester (July-September)

Administrator, Division of Planning and Development

Mrs. Cherry-Ann Edwards-Louis (September-December)

Administrator, Division of Planning and Development

Mr. Umslopagaas Job (December)

Administrator, Division of Planning and Development

Mr. Bobby Andrews

Planning Co-ordinator, Department of Planning

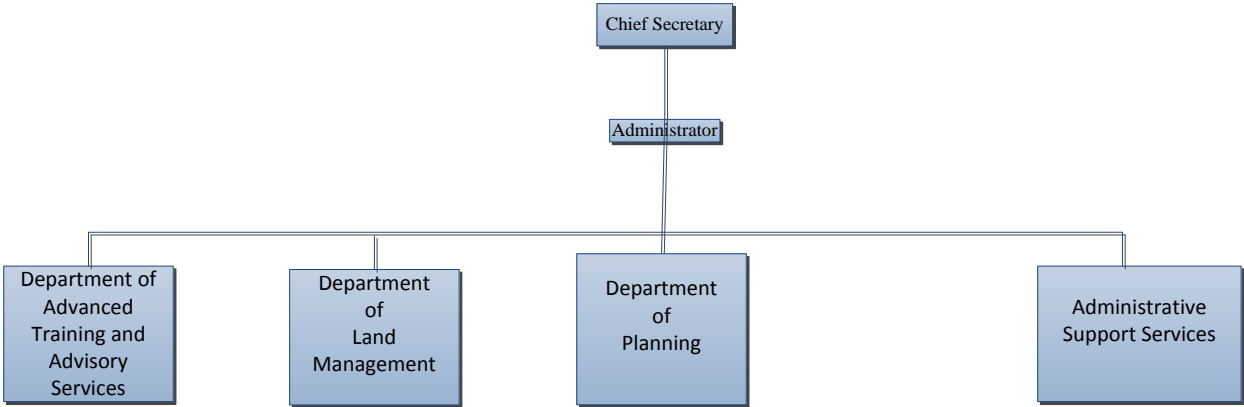
Mrs. Cherece Wallace

Director, Department of Land Management

Ms. Roxanna Hall

Director, Department of Advanced Training and Advisory Services

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 and value for money.
- 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 11 provides a summary of financials with respect to the Division for fiscal 2015.

Table 11
Planning and Development Financials Fiscal 2015

Financials	Allocations	Transfers/ Virements	Releases	Expenditure
	\$	\$	\$	\$
Personnel Expenditure	0.00		0.00	0.00
Goods and Services	6,136,000.00		4,367,989.00	4,362,804.46
Minor Equipment	470,000.00		2,963.00	6,173.00
Development Programme	2,200,000.00	7,500,000.00	9,510,000.00	5,642,355.84

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. Consequent to the passage of the Planning and Facilitation of Development Bill 2014, the Division is now responsible for the development of the Tobago Spatial Development Strategy and the transition from the Town and Country Planning regime, to the local Planning Authority regime. This is aimed at attracting foreign direct investment.

▪ **Achievements**

- Represented the Assembly on various national policy initiatives including the National Drug Council, the Citizen Security Programme, the National Spatial Development Strategy and the National Population Policy
- Prepared the Public Sector Investment Programme (PSIP) Report
- Undertook CEDP task force meetings at Divisions in conjunction with the CEDP Secretariat
- Initiated the update of the Tobago Business Register 2015
- Presented “Implementing Parkades as an Economic Development and Urban Design Tool” to the Scarborough Enhancement Committee
- Initiated the Ergonomics Management Programme which focused on analysing the effects of the working environment on the health and well-being of staff
- Developed a brochure on the Code of Conduct and standard of work within the Project Development Unit. This will form part of a staff orientation package to be given to incoming staff.

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 undermentioned are the achievements of the Department.

- **Achievements**

- Commenced the preparation of an Executive Note which would facilitate the rescinding of unutilized state lands
- Provided permission to occupants of state lands to gain access to utilities and other grant services
- Granted 18 approvals to occupy state lands.

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 Training Awards Committee (TAC):** Held 33 meetings for 2015 and interviewed 44 applicants to gain insight on their developmental plans, and provide career and financial guidance where necessary.
- **Awards:** Received recommendation from the TAC and approval by the Executive Council for a total of 141 traditional Bursaries, 15 non-traditional Grants and 140 continued commitments to existing awardees. A total of 17 CAPE and 1 doctoral scholarship were also awarded.
- **Career Guidance and Financial Planning:** Provided support to an average of 150 persons per month through consultation visits to the Department and Career Fairs/Expos. A total of 5 Career Fairs/Expos were held in partnership with the Division of Education, Youth Affairs and Sport.

Constraints

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

Table 12
Major Constraints

Unit	Constraints
Planning Department	<ul style="list-style-type: none"> ➤ Recurring financial, accommodation, human resource/manpower requirements. ➤ Revised functions of the Planning Department not fully communicated. ➤ Business process limitations in the management of the Development Programme of the THA.
Land Management Department	<ul style="list-style-type: none"> ➤ Shortage of staff. ➤ Shortage of specialised equipment. ➤ Shortage of funds. ➤ Delays in the review of land applications. ➤ Difficulty in accessing information from other

Unit	government agencies. Constraints
	➤ Public misconceptions and objections to monitoring patrols
Department of Training and Services (DATAS) Advanced Advisory	➤ Inadequate funding to facilitate the Human Resource Development Programme. ➤ Ongoing water challenges at the Spring Garden Office Facility.



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 2015 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

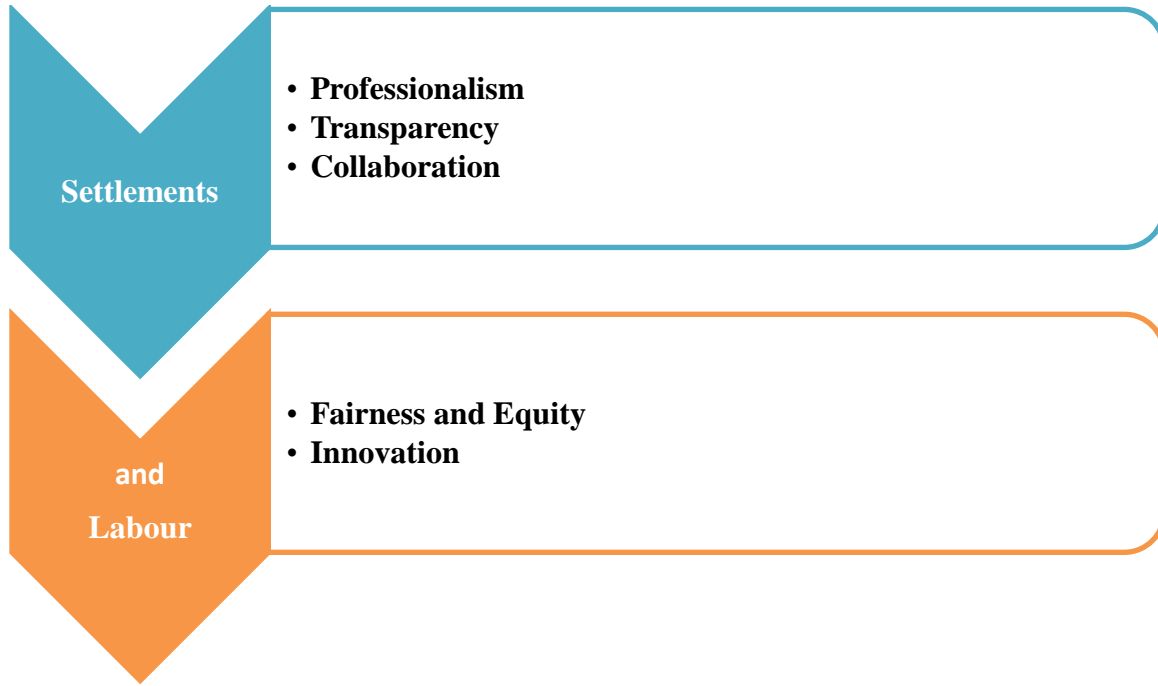
The Division's Mission enunciates how it intends to enrich the lives of Tobagonians.

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 TEAM

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. Deon Isaac

Secretary, Division of Settlements and Labour

Mrs. Wendy Guy-Hernandez/Ms. Cherryl-Ann Solomon/Ms. Deniese Williams

Administrator, Division of Settlements and Labour

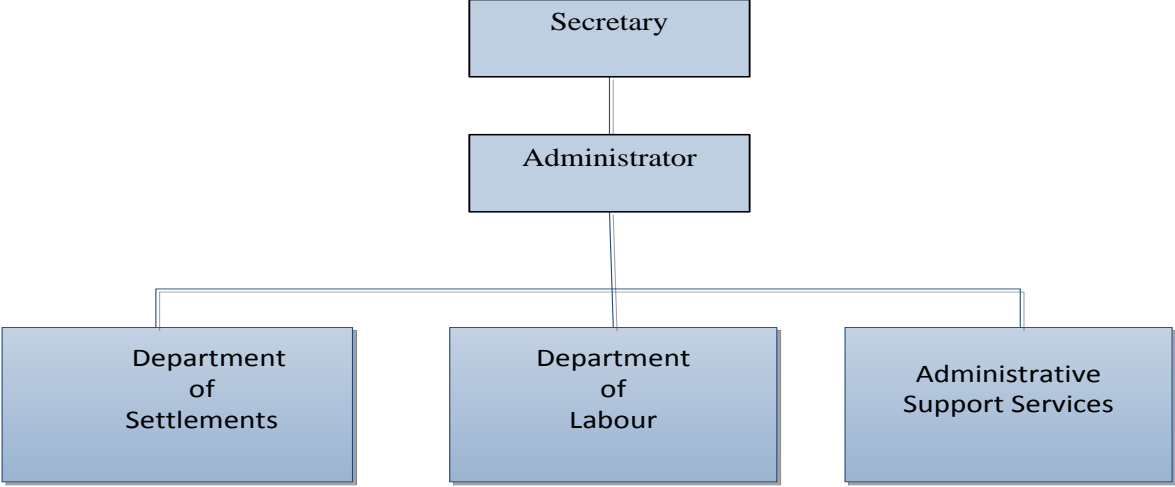
Mr. Trevor James

Director, Department of Settlements

Mrs. Joanne Bourne-Sheppard

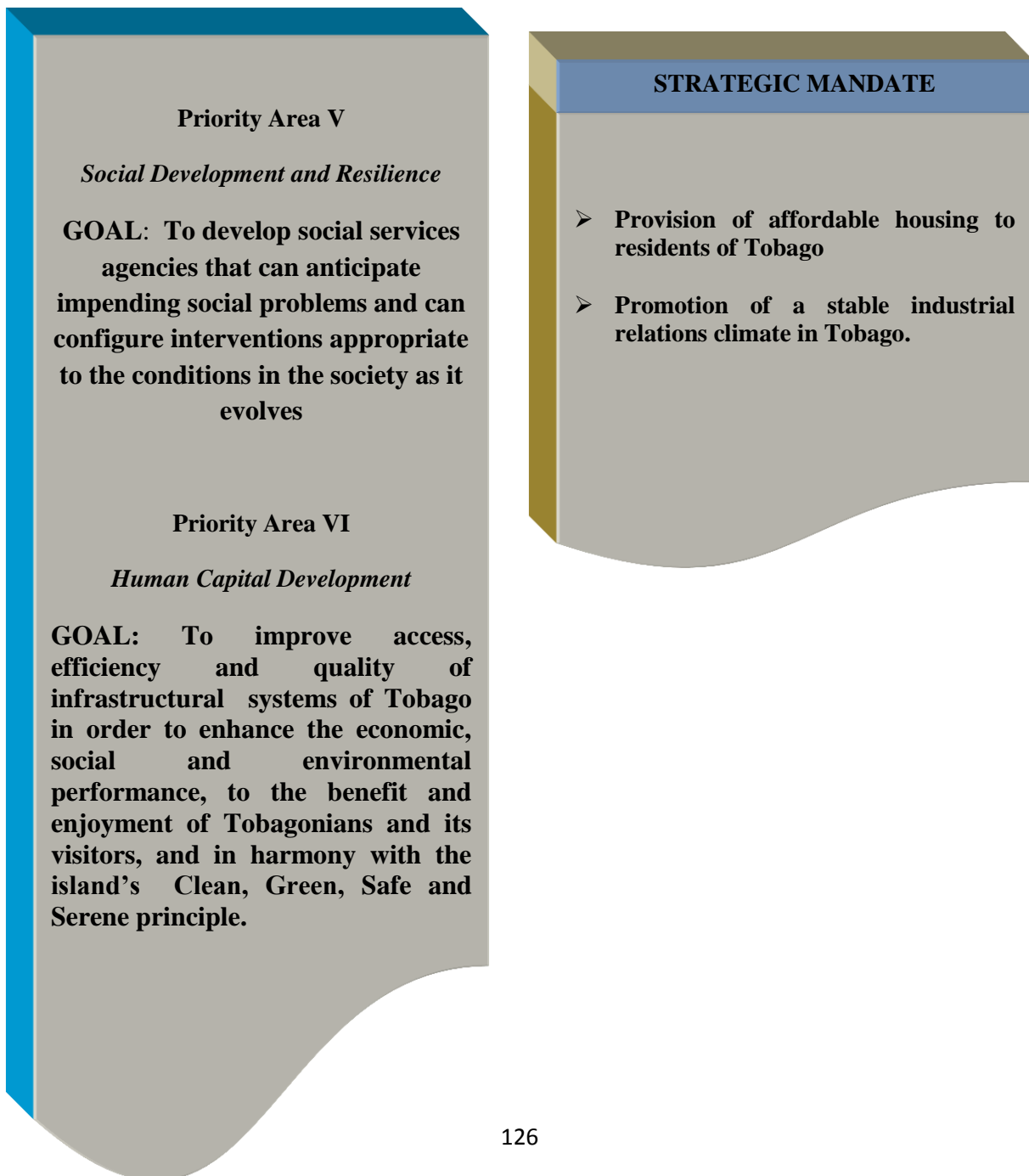
Director, Department of Labour

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 summarized hereunder:

Table 13

Financial Resources

FINANCIALS	ALLOCATIONS	RELEASES	EXPENDITURE
	\$	\$	\$
Personnel Expenditure	1,883,190.00	2,292,424.00	2,283,554.74
Goods and Services	19,399,530.00	19,349,158.00	19,061,873.00
Minor Equipment	1,098,259.00	1,020,152.00	899,316.01
Development Programme	90,680,996.00	87,143,396.00	83,599,796.14

PERFORMANCE HIGHLIGHTS

DEPARTMENT OF SETTLEMENTS

The operations of the Department of Settlements are driven by its mission which is “to establish a productive and vibrant organization, with appropriate operative 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 Programmes.

The core functions of the Department in this calendar year related to the following:

▪ **Project Oversight**

- **Courland Estate Land Development:** Continued construction of 116 serviced lots
- **Belle Garden Phase II:** Completed infrastructural works for 45 serviced lots. A snag list is to be submitted by E-IDCOT to ensure that the infrastructural works are acceptable. Outstanding works include street lighting, Waste Water Treatment Plant, tests on completion
- **Adventure Phase II:** Handed over the first set of keys to 14 homeowners in December 2015.

- **Project Development and Execution:** Within the calendar year 2015, the Project Execution Unit successfully executed a number of projects, which included the following:
 - Continued maintenance of all housing developments
 - Conducted upgrades to the lift stations at Adventure Housing Development, the lift stations were fenced upon the completion of the upgrades
 - Upgraded the office space at the Milford Court Commercial Plaza
 - Installed benching to mitigate against land slippage in two locations at Blenheim
 - Re-established boundaries in Blenheim.

- **Selection for and distribution of completed housing solution units or serviced lots:** During calendar 2015 a selection draw was held for serviced lots at Belle Garden and Courland. The Department is in the process of defining and collating the paperwork necessary to present an offer of sale to selectees. The intent is to conclude the sale in series with the completion of the projects. This will allow for a more seamless occupation of the properties.

- **Coordination of the Grants and Subsidy Programmes:** Provided the public with the Programmes listed in the undermentioned Table below.

Table 14
Grants and Subsidy Programmes

GRANTS	Applications Issued	Applications Received	Tranches Approved
HIG	894	253	646
HIS	158	26	39
HCP	234	60	172
BOL	451	46	20
HCS	418	41	9
TOTAL	2,155	426	886

- **The regularization of all issues related to the “old” NHA/HDC development:** Continued to liaise with the HDC in an effort to treat with residual matters of homeowners in the older developments. Monthly meetings are held with staff of the HDC to clarify payment and title issues as well as vacant lots in these developments.

DEPARTMENT OF LABOUR

Since the inception of the Tobago House of Assembly by Act #37 of 1980, the Department of Labour was established. For the year 2015, the Department of Labour conducted a Tobago Labour Supply Survey in 2015. A summary of the findings from the survey is as follows:

- The labour supply is derived predominantly from indigenous labour
- There is a significant incidence of primary level education only
- There is a low level of tertiary education
- There are low levels of desired and expected income
- The prime working age (19-39 years) of the labour supply is about 40% of the sample
- There is a high government employment rate of 49.44% (THA, Central Government and Government Agencies)

- **Labour Relations Unit**
 - Addressed Labour complaints
 - Provided advisory and Labour Counselling Services.

- **Manpower Development Unit**
 - Coordinated the Short Term Employment Programme, the Employment Skills Development Programme and the Labour Education and Community Outreach Programme.

- **Occupational Safety and Health and Workplace Wellness**
 - Continued the Promotion of Workplace Wellness and the HIV/AIDS Workplace Policy

- **Library**
 - Planning and Research Surveys and Analysis
 - Labour Library Service

- **Representation on State Boards, Councils and Committees:** The Department of Labour is represented on the following: Minimum Wages Board, National Labour Market Council, National Labour Market Information System Sub Committee, Social Dialogue Task Force and the Inter-Ministerial Committee to oversee the Implementation of Arrangements regarding Applications from Nationals of CARICOM Member States Pursuant to Chapter II of the Revised Treaty of Chaguaramas.

ADMINISTRATIVE SUPPORT SERVICES

- **Communications Unit:** Designed a strategic marketing plan to promote the IADB funded subsidies offered by the Department of Settlements.

- **Managed the Radio Promotion Campaign:** Produced advertisements and concepts for a series of shows on the Youth Voice Radio Show aired via Pulse 89.5fm. The following was achieved with the support of the Division's Concept Development Team:
 - **Management of the Radio Promotion Campaign**
 - Examined the show, its target audience and the quantity of information that needs to be promoted. The team determined that the best treatment of this six month radio show included guest appearances and the production of twelve informative and entertaining radio features
 - Publicized the show on a weekly basis via social media, corporate video and flyers.



CONSTRAINTS

- Limited legal status of the Labour Department. Functions of the Department are not explicitly stated in the Fifth Schedule of the Tobago House of Assembly Act
- Limited funding.



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.

The undermentioned 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 customer's 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 structure of the Division of Tourism and Transportation (DOTT) is divided into two functional areas, Tourism and Transportation. The Tourism component however, is further broken down into a sub-structure that consists of eight (8) core units, namely Product Development, Tourism, Project Implementation, Communications, Information Technology, Marketing, Research and Events. The Division's organizational structure is presented pictorially on the subsequent page.

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

Mrs. Tracey Davidson-Celestine

Secretary, Division of Tourism and Transportation

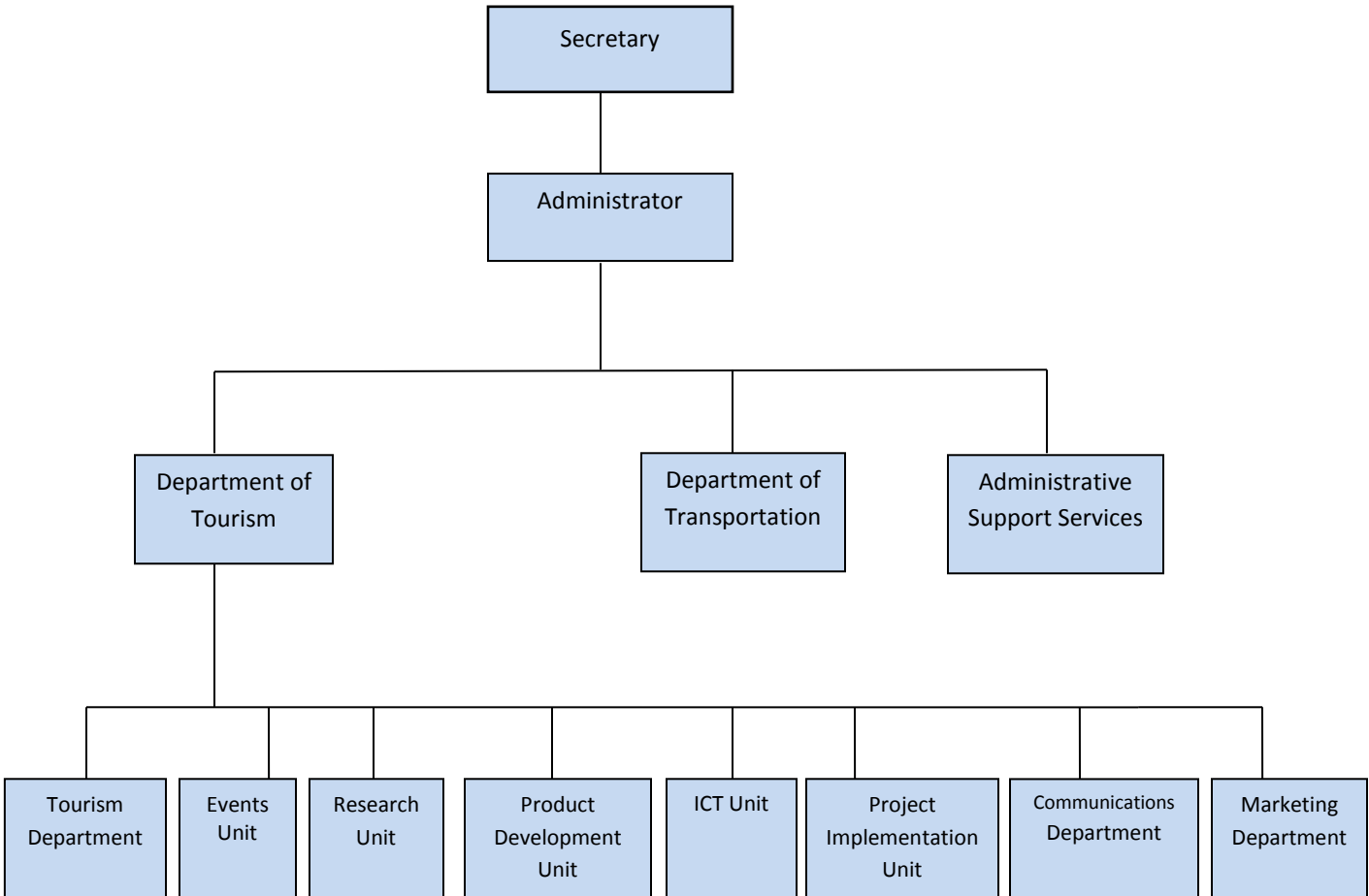
Ms. Jacqueline Job

Administrator, Division of Tourism and Transportation

Mr. Samuel Henry

Transportation 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:

Priority Area 1

*Branding Tobago: Clean, Green,
Safe and Serene.*

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

Priority Area III:

*Business Development and
Entrepreneurship*

Goal: To develop a diversified, technologically advanced and competitive productive sector that is able to deliver high quality products and services and to build the entrepreneurial potential of Tobagonians, create an enabling environment for business and nurture the entrepreneurial ambitions of young, highly skilled Tobagonians

STRATEGIC MANDATE

- **To establish and standardize the island's tourism product**
- **To market Tobago as a preferred destination**
- **To develop niche markets**
- **To maintain sites and attractions on the island**
- **To conduct research on the sector**
- **To collaborate with stakeholders in policy formulation that satisfies the sustainable development of the sector**
- **To ensure that there is an adequate supply of air and sea transport to satisfy the needs of both residents and visitors to Tobago**

FINANCIAL RESOURCES

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

Table 15
Budgetary Allocations for 2015

FINANCIALS	ALLOCATIONS \$	RELEASES \$	EXPENDITURE \$
Personnel Expenditure	30,576,765.00	27,948,664.00	26,307,236.00
Goods and Services	158,966,565.00	154,871,464.00	148,476,926.00
Minor Equipment	1,094,000.00	640,251.00	622,301.00
Current Transfers and Subsidies	-	-	-
Development Programme	17,776,700.00	10,169,730.00	9,302,154.00

The 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 2015, the following represents the varied events held in Tobago which had a direct impact on the visibility and awareness of the destination:
 - **The Tobago Jazz Experience (TJE):** Hosted the TJE event from April 18th- 26th 2015. The international line-up included Jennifer Hudson, Jill Scott, Miguel, and Kool and the Gang. Local performers included Shurwayne Winchester, David Rudder, Kes the Band, to name a few.
 - **Blue Food Festival:** Hosted the 17th year of the widely acclaimed event. The event, which attracted over 5,000 patrons, is an all-day culinary fair that seeks to highlight one of the island’s indigenous foods, namely dasheen, and it attracts a wide spectrum of visitors both locally and internationally.

- **Human Resources**
 - Trained 16 Lifeguard Instructors
 - Trained 11 Lifeguards in Microsoft Word and Power Point; additionally Lifeguards received Level II training in Open Water Scuba Diving from the Professional Association of Dive Instructors (PADI)
 - Trained two employees from the Accounts Department to use the Procurement Act Software; two employees were also trained in the use of the Collective Agreement on Wages and Conditions of Service for Government hourly, daily and weekly rated employees

- Trained 25 daily rated line managers/supervisors, namely Foreman, Charge-hands, Checkers, Handymen and Sanitation Workers in Supervisory Skills.

- **Sites and Attractions**
 - Conducted repairs and maintenance/upgrade at Mt. Irvine, King’s Bay, Bloody Bay and Charlotteville Beach Facilities, Fort King George and other Forts.

- **Product Development**
 - **Accommodation Advisory Visits:** Collaborated with the Trinidad and Tobago Fire Prevention Unit to conduct advisory inspection visits of twenty-one 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:** Assisted 64 tourism taxi drivers to acquire exemptions for the Motor Vehicle Tax on the vehicles which they imported.
 - **Community Tourism Awareness:** Piloted the Castara Project which is a community-based tourism model to be used as a model for further development of other communities. This took the form of development, branding and promotion of this community as the village is a true representation of Tobago’s culture; having a rich history and heritage.
 - **Community Awareness Program:**
 - **School Lectures:** Visited a total of fifteen 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.
 - **Main Ridge Visitors Centre:** Formed the Main Ridge Visitors Centre in collaboration with the DNRE. The main objective of the Centre is to market and deliver a better delivery of service to visitors and a well-organized tour guiding experience in the Rain Forest trails.
 - **Scarborough Heritage Trail Pilot Project:** Reintroduced the Heritage Trail in April 2015. The Heritage Trail was first introduced in 2012, and proposes to

highlight the historic buildings and sites in Scarborough and its environs. The Heritage Trail will educate Tobagonians and visitors on the great history of Tobago, as well as create employment. The Heritage Trail is expected to be launched in 2016.

- **Industry Training:** The DOTT also provides free training to stakeholders in the tourism sector. The following were conducted in 2015:
 - **Small Tourism Enterprise Project (STEP):** Conducted training in collaboration with the Tourism Development Company (TDC). Over 70 industry stakeholders benefitted from courses in First Aid & CPR, Protocol & Etiquette, Imaging and Grooming and Customer Service.
 - **Managing Online Reputations:** Conducted a two-day workshop in collaboration with TripAdvisor; 50 stakeholders from various sub-sectors in the tourism industry benefitted from this course.

- **Investment**
 - **Sanctuary Resort and Manta Lodge Rehabilitation Projects:** Purchased both properties with the intent to refurbish/renovate these properties to improve the quality of room stock on the island. Preliminary assessment of the scope of works and architectural drawings were completed for both properties.

Marketing and Promotions

The DOTT is charged with the responsibility of marketing the destination to the world. The aim is to increase visitor arrivals to Tobago and thus, increase foreign exchange.

- **Familiarization Tours:** Coordinated and hosted more than twenty-five media and tour operator/travel agent visits to the island.
- **Social Media:** Increased the number of Facebook fans on the Tobago page to 76,000 and 27,000 on the Tobago Jazz Experience fan page.

- **Advertising & Promotion:**
 - Introduced three new tour operators to sell Tobago in the Baltics Market
 - Introduced a total of 13 new Tour Operators to sell Tobago in the Brazilian, United Kingdom and German markets
 - Hosted a dedicated advertising billboard campaign in the Metro stations in Scandinavia exposing Tobago to an estimated 2.3 million persons on a weekly basis from July to December 2015

- **Market Penetration/New Markets:**
 - Conducted joint marketing programs with 16 Tour Operators across Europe
 - Supported the Cycling Classic event by promoting it in the international markets
 - Conducted a re-education workshop for the German market
 - Trained over 1,000 travel agents across Germany, UK and Baltics.

- **Reports and Publications:** Conducted the following surveys, and developed the following reports:
 - **Hotel & Guesthouses Occupancy Report:** This survey covers 70 establishments in Tobago, but 45 actively participated in the survey on a regular basis. The objective is to calculate hotel and guesthouse occupancy levels on a monthly basis.
 - **Yacht Survey Report:** The survey was undertaken to provide baseline information on the yachting sector in Tobago. The main objectives of the survey were to determine the following: visitor demographics, length of stay, average expenditure, purpose of visit and to obtain feedback from yachts on the services provided on the island.
 - **Tobago Jazz Experience Survey (TJE) Report:** This is the second report done on the TJE. The first was published in 2011. The objectives of the survey were to determine the following: visitor demographics, length of stay, average expenditure, visitor satisfaction and feedback on the venues of the events.

- **“Tobago Style” Magazine:** Launched this quarterly magazine in 2015. Two issues of the magazine have been published to date. The objective of this magazine is to provide all

stakeholders with information on Tobago's tourism industry, its challenges, its achievements and the way forward.

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 2015:

- **International Travel - Air**

- **GOL Airlines:** Commenced weekly air services from Sao Paulo, Brazil on January 31st, 2015.
- **Virgin Atlantic Airlines:** Resumed services from London Gatwick on March 29th, 2015. The services were increased from one weekly year-round service to one weekly service during the summer and two weekly rotations during the winter.
- **British Airways:** Secured increased winter services from one weekly year-round service to once weekly during the summer and twice weekly during the winter.
- **Thomas Cook Airlines:** Signed agreement to secure direct air services from Manchester, UK commencing winter 2016.
- Maintained weekly air services from the following airlines: Caribbean Airlines, Condor Airlines, to and from JFK, New York, and Frankfurt, Germany respectively.

- **International Travel - Cruise**

- Welcomed 11 new cruise ships to the destination which resulted in over 60,000 new cruise visitors to our shores
- Successfully hosted the first ever Southern Caribbean Cruise Forum which took place during the period May 12th-14th, 2015

- Initiated discussions with Royal Caribbean and Carnival Cruise Lines regarding the construction of a dedicated cruise port on the island
 - Secured the first partial turn-around operation of a cruise line in the destination. This occurred when 200 passengers joined the Costa Magica in Tobago
 - Increased the number of cruise calls by 11% from 45 to 55, when compared to the previous season.
- **Domestic Travel – Air:**
 - Collaborated with Caribbean Airlines Limited (CAL) to develop heat maps which aim to identify periods of high demand so that adequate capacity could be provided on the domestic air-bridge
 - Collaborated with CAL to establish the Domestic Air-Bridge Task Force, an entity to plan supply requirements to adequately meet the demand on the air-bridge.
- **Domestic Travel – Sea**
 - Commenced discussions with management of the inter-island ferry service towards the development of a heat-map that would assist in the provision of services to meet anticipated demand
 - Resumed quarterly meetings with management of the inter-island ferry service in an effort to address issues in a proactive manner.

Constraints

- Absence of a dedicated cruise port to adequately serve the cruise sector
- Too many sites and attractions that impact tourism are not under the control of the Division of Tourism and Transportation
- The physical condition of the City of Scarborough is not welcoming to visitors
- The physical infrastructure at the ANR Robinson International Airport is not adequate for the growth of the island's tourism industry.



CONCLUSION

The THA continued to pursue initiatives to strengthen the Assembly and to bring about improved service delivery to both internal and external customers. Despite the various challenges encountered, 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

The THA continues to be guided by the policy for Tobago and aims to work towards the goal of the CEDP 2.0, in order to transform and diversify the Tobago economy, so that the island can be better able to thrive in this dynamic environment.