

2012-2013



Trinidad and Tobago Bureau of Standards

Theodore Reddock
Executive Director (Ag)

[ANNUAL PERFORMANCE REPORT]

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EXECUTIVE SUMMARY

The Trinidad and Tobago Bureau of Standards (TTBS) is mandated by the Standards Act 18 of 1997 with the preparation and adoption of Standards and the application of these via Conformity Assessment procedures such as Inspection, Testing, Certification and Accreditation. The TTBS is also required to mould the components National Quality Infrastructure (NQI) listed here into a National Quality System.

National Quality can maximize competitiveness, innovation, technology transfer and the capability of our firms to trade, locally and internationally. Properly focused and positioned to deliver optimal service. An internationally recognizable quality infrastructure can provide the underpinning for the socio-economic advancement of Trinidad and Tobago towards the achievement of Developed country status.

TTBS' Vision is *"To be a World-Class Standards Institution, dedicated to improving the quality of life of the people of Trinidad and Tobago"*. TTBS has defined "World Class" as a *learning organization* within the context of the new mantra of *Increased Relevance and Visibility* as brought to bear by the new Board of December 1, 2011.

Organization-wide, TTBS achieved 70% of its *Mandate Effectiveness* and *Operational Efficiency Strategic Objectives* relative to Plan. With regards to *Mandate Effectiveness* this year significant improvements to the mandatory aspects of the work of TTBS were achieved with the Expansion of enforcement inspection regime to include Refrigerants. This represents collaboration with the Ministry of the Environment and Water Resources.

The AIMS online solution for the eventual integration of the Implementation Division's business process with TTBizLink and the Customs and Excise Division's border control system was also launched in this annual period. This ushered the TTBS into the realm of on-line transactions. While the national network of TTBizlink is not yet concluded TTBS has already taken the steps to ensure our own readiness for that eventuality.

The move towards greater relevance and visibility was further exemplified by the continued efforts of TTBS in support of the National Building Code Committee which is yet to receive funding from any other source. Meetings have been held at TTBS and the necessary inputs including foreign codes have been accommodated.

In respect of *Operational Efficiency i.e. Building the Organization*, attention continued to be focused on addressing some of medium-term recommendations arising out of the Strategic Human Resource Audit completed in the preceding periods by analysing and implementing solutions for some complex HR and IR issues relating to organizational structure, staffing, and work ethic/culture. Many of these issues have proven to be intractable within this time frame and will require further intervention before satisfactory conclusion.

Financially, TTBS generated an Operating Surplus of \$4.4 mil., due in the most part to an aggregated increase in Inspection and Certification services. Inspection services were driven by the growing demand in the import distribution sector.

Within the forthcoming year, a series of high profile projects and engagements are envisaged some of them are listed below;

- Completion of the new three year Strategic Plan and rollout
- National Metrology Institute Building Project
- Establishment of a long term programme for National Quality
- Pursuance of a National Building Code
- Hosting the Inter- American Accreditation Cooperation General Assembly and Conference
- Source approval from Cabinet for the formation of an Independent National Accreditation Body
- Rationalization of Organizational Structure and resolution of a series of Staff related issues
- Development of an electronic environment for the facilitation of import inspection Activities
- New focus on Mandatory Product Certification
- Activation of the first TTBS “Calidena” exercise in collaboration with CROSQ.

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Theodore Reddock
Executive Director (Ag)
Trinidad and Tobago Bureau of Standards

N.B. The Executive Director for the period of this report was Mr Deryck Omar and he resigned in September 2013.

INTRODUCTION

ROLE AND FUNCTION OF TTBS

The Trinidad and Tobago Bureau of Standards (TTBS) is the sole national body responsible for the preparation and adoption Standards and the application of these via Conformity Assessment procedures such as Inspection, Testing, Certification and Accreditation. These functions, along with Metrological services, fundamentally support the development of a National Quality Infrastructure (NQI). The Bureau reports directly to the Ministry of Trade, Industry and Investment (MTII).

A National Quality Infrastructure maximizes competitiveness, innovation, technology transfer and the capability of our firms to trade, locally and internationally. In order for Trinidad and Tobago to achieve developed nation status, it must have an internationally recognizable quality infrastructure underpinning its socio-economic advancement.

The Bureau was established by Act #38 of 1972 and became operational in 1974. During the early stage of its establishment, fifty-six (56) permanent positions were established. At this time, the Bureau was housed in the Salvatori Building and the focus was on National Standards Development (*Standardization Division*).

In 1982 the Bureau moved to the Trincity Industrial Estate and expanded its operations to include five laboratories (*Laboratory Services Division*).

With the globalization of trade in the 1990's and the enactment of the revised Standards Act #18 of 1997, the Bureau's mandate was greatly increased and included, in chronological order:

- Promotion of public and industrial welfare, health and safety;
- Protection of the environment;
- Institution of a National Quality System and the establishment, administration and operation of relevant schemes; of standardization and certification of goods (*Certification Division*)
- The examination of goods upon landing and any entries in respect to such goods (*Implementation Division*).
- Designation of test equipment for purposes of measuring, comparing and testing the characteristics of any goods or process; and
- Accreditation of laboratories (*Laboratory Accreditation Unit*)

In 2004 the Standards Regulations were declared to provide direction for the execution of the Standards Act.

Also in 2004, the Metrology Act #18 was passed; this revised the laws with respect to Weights and Measures and gave effect to the International System of Units. The entire responsibility for this new function was given to the Trinidad and Tobago Bureau of Standards out of which was born the *Metrology Division*. This Act (Section 6) speaks to the creation of a cadre of Inspectors of Metrology led by a Chief Inspector, and thus the Bureau's staffing increased again. The following are some of the functions of the Bureau as required under the Metrology Act:

- Procure and maintain National Measurement Standards
- Establish a Metrology Laboratory
- Provide Calibration Services

- Register and certify service providers in the area of measurement
- Examine patterns of measuring instruments

PREMIER QUALITY SERVICES LIMITED

Premier Quality Services Limited (PQSL) was incorporated as a limited liability company in the Republic of Trinidad and Tobago on the 4th January, 2000. It is a wholly owned subsidiary of the Trinidad and Tobago Bureau of Standards (TTBS) and the organizations share physical facilities located at Trincity Industrial Estate under a Memorandum of Understanding.

PQSL's principal activity is the provision of training and consulting services in spheres of activity that support the legislative mandate of TTBS. More specifically, PQSL is involved in stimulating significant change in the mindset and skill base of all stakeholders towards adopting a quality consciousness in the production and use of goods and services. PQSL as a body corporate, can train and consult on internationally recognized quality related management systems for organizations. TTBS as a separate legal entity *can then independently* audit and certify these companies as part of its conformity assessment programme.

CARICOM REGIONAL ORGANIZATION FOR STANDARDS AND QUALITY

The CARICOM Regional Organization for Standards and Quality (CROSQ) was created as an Inter-Governmental Organization by the signing of an agreement among fourteen Member States of the Caribbean Community (CARICOM). CROSQ is the regional center for promoting efficiency and competitive production of goods and services, through the process of standardization and the verification of quality. It is the successor to the Caribbean Common Market Standards Council (CCMSC), and supports the CARICOM mandate in the expansion of intra-regional and extra-regional trade in goods and services. Membership in CROSQ is facilitated through the National Standard Bureaux of each Member State of CARICOM

CROSQ is mandated to represent the interest of the region in international hemispheric standards work; more specifically, CROSQ is engaged in the promotion and development of standards and standards related activities to facilitate international competitiveness and sustainable production of goods and services within the CARICOM Single Market Economy for the enhancement of social and economic development. CROSQ is the premier CARICOM organization for the development and promotion of an internationally recognized Regional Quality Infrastructure.

CORPORATE STRUCTURE AND LEVELS OF AUTHORITY

GOVERNANCE STRUCTURE

Consistent with the requirements of the Standards Act, the Bureau is comprised of an Executive Director and between 9 and 14 persons appointed by the Minister to function as Members of the Board of TTBS. The composition of the Board must include a representative of the Ministry responsible for the administration of matters relating to industry and commerce (currently the Ministry of Trade, Industry and Investment), and a representative from the Ministry responsible for the administration of matters relating to food and drugs (currently the Ministry of Health). There is an appointed Chairman and Vice- Chairman. Members of the Board other than the Executive Director hold office upon the terms and conditions as the Minister may determine and for such

period as prescribed in the instrument of appointment. For the period under review, the Board comprised the following members:

Dr. Puran Bridgemohan	Chairman
Ms. Allanna Rivas	Vice-Chairman (Chair of PQSL)
Mr. Valmiki Balbirsingh	Director (Director PQSL)
Mr. Haydn Bassarath	Director
Ms. Sareeta Artee Bridgelal	Director (Director PQSL)
Mr. Dexter Hayden Daniel	Director
Ms. Attala Maharaj	Director
Mrs. Cheryl Scott Alvarez	Director
Mr. Avinash Seegobin	Director
Mr. Lennox Smith	Director
Mr. Surendra Solomon	Director (Director PQSL)
Mr. Teddy Stapleton	Director

Meetings are required to be held once per month and have been so occurring. The members of the Board are assigned to four sub-committees which generally meet monthly in preparation for board meetings consistent with the principles of good corporate governance:

- **Tenders and Finance** – to, inter alia, monitor and make recommendations on financial policy matters, financial operations and performance, and management of the tendering process; comprised of not less than three (3) and not more than five (5) Directors of the Board, one of whom shall be the Convenor; the quorum for meetings of the TFC consists of two (2) members (one of whom has to be the convenor) if the Committee comprises of three (3) or four (4) members; and three (3) members (one of whom has to be the convenor) if the Committee comprises of five (5) members
- **Technical and Marketing** - to, inter alia, monitor and make recommendations on technical policy and business development issues. The TMC shall be comprised of not less than three (3) and not more than five (5) Directors of the Board, one of whom shall be the Convenor; the quorum for meetings consists of two (2) members (one of whom shall be the Convenor) if the Committee comprises of three (3) or four (4) members; and three (3) members (one of whom shall be the Convenor) if the Committee comprises of five (5) members
- **Human Resources** - to, inter alia, monitor and make recommendations on human resource policy matters, including Industrial Relations, employee morale, conduct and performance issues; comprised of not less than three (3) and not more than five (5) Directors of the Board, one of whom shall be the Convenor; the quorum for meetings of the HRC shall consist of two (2) members (one of whom has to be the convenor) if the Committee comprises of three (3) or four (4) members; and three (3) members (one of whom has to be the convenor) if the Committee comprises of five (5) members.
- **Audit** - to, inter alia, monitor and make recommendations on matters regarding the internal control and integrity of the Bureau's operations, financial and risk management matters;

comprised of three (3) members of the Board, one of whom should be the Convenor and who must have a sufficient background in Finance or Accounting; a quorum is comprised of the Convenor and any other member.

It should be noted that consequent to a new government being elected in May 2010 and indication of changes in State Enterprises' Boards, the TTBS Board and the organization spent the majority of calendar 2010 and 2011 awaiting the appointment of a new Board, with two false starts in 2011. Pending this confirmation of appointment, the Board on directive from the Ministry, was advised of their limited decision making capacities. On December 1, 2011 the new TTBS Board (as shown) was appointed and assiduously began to get to work under the mantra of *Increased Relevance and Visibility* for the Bureau.

MANAGEMENT STRUCTURE

The Organizational structure (Appendix 1) depicts the current structural configuration of how work is divided, coordinated and controlled at the various functions and levels. The philosophy of design of the organizational structure is predicated upon the Bureau's products and services.

There are Six Technical Divisions/ Strategic Business Units (SBU).

- Standards Development
- Implementation – Inspection Services
- Laboratory Testing Services
- Certification Services
- Laboratory Accreditation Services
- Metrological Services

These core Technical Divisions are buttressed by the following Support Units (SU).

- Standards Information Services
- Finance
- Human Resources Management and Labour Relations (HR)
- Legal
- Corporate Services
- Information Technology (IT)
- Quality Control
- Marketing
- Health and Safety

The functional area managers of these 15 Departments report directly to the Executive Director and are assisted with Trade Facilitation advisory and support services from a sub-unit of the Executive Director's office established for that purpose. Additionally, due to the need to support MTII in the implementation of its national strategy for a Single Electronic Window for trade facilitation and market access, the Implementation Division had to embark on an extensive technology driven business process reengineering programme and in this respect, another sub-unit had to be formed in the Division so as to seed this endeavour – it is called the AIMS unit.

A Leadership Team (LT) consisting of the Managers of the Technical Divisions, Finance, HR and IT is in place to assist the Executive Director with strategic and integrative decision making, thus facilitating greater decentralization of authority, responsibility and accountability for faster market response as well as succession planning.

Previous to this period under review, Cabinet approved a Management structure for the introduction of new positions that are necessary for executing the strategic intent of the organization such as Deputy Executive Director, Business Development Manager, and Internal Auditor and revision of existing positions to make them more contemporary. In 2011/12, implementation arrangements took more determined root.

PRODUCTS AND SERVICES

Appendix 2 highlights the components of the product and service package that TTBS offers to industry and the public at large. A detailed description of the products and services of the SBUs and SUs are described below. The product and services are categorized with respect to Standards Development, Conformity Assessment, Accreditation and Metrological Services.

STANDARDS DEVELOPMENT & INFORMATION

The **Standardization Division** is responsible for the formulation of national standards with the ultimate objective of enhancing the quality of goods and services produced or used in Trinidad and Tobago.

The process of developing national standards involves technical and market research, drafting, and seeking consensus from a wide cross-section of national stakeholders (Appendix 3) to ensure that their relevant interests are addressed in the final document; national standards include specifications, codes of practices and test methods. These documents also form the basis of the monitoring, testing and certification activities of the Bureau.

TTBS is a participating member of ISO (International Organization for Standardization) which means that TTBS and by extension Trinidad and Tobago has voting rights in the development of international standards. TTBS also maintains Affiliate Country status on the International Electro-technical Commission (IEC) which develops electrical standards. Additionally, TTBS is a member of the regional and sub-regional standards development bodies, viz. the Pan American Standards Commission (COPANT) and the CARICOM Regional Organization for Standards and Quality (CROSQ). TTBS is also a member of the COPANT Board of Directors. Appendix 4 shows the relationship between TTBS and ISO along with the other International and Regional stakeholders.

The **Standards Information Center** facilitates easy access to standards information, thus improving the capabilities of local manufacturers to compete internationally. This centre has since become the major agency in the country for identifying, collecting and disseminating information on standards, technical regulations, and conformity assessment best practices. The Center operates on a semi-commercial basis and is also the focal point for enquiries regarding the World Trade Organization (WTO) Technical Barriers to Trade Agreement.

CONFORMITY ASSESSMENT

Assuring that products, services, materials, processes, systems, and personnel measure up to standards is essential for the efficient functioning of economies, international trade and the sustainable use of the world's resources. These can be accomplished via conformity assessment procedures. Conformity Assessment consists of any one of, some of, or all of the following: inspection, sample testing, process evaluation, management system certification (1st, 2nd, and 3rd party registration), personnel certification, product certification.

In 2012/13, the Implementation Division, Laboratory Services Division, and Certification Division placed more emphasis on integrated Conformity Assessment services under the new mantra of *Increased Relevance and Visibility*. This pioneering approach to integrated Conformity Assessment services allowed TTBS to better facilitate international exchange of goods and services, improve the support for sustainable and equitable economic growth and better protect the health and safety of consumers and the environment.

IMPLEMENTATION – INSPECTION SERVICES

The **Implementation Division** is responsible for enforcing the compliance of locally manufactured and imported goods to notional compulsory standards and technical regulations via inspections and selected testing. The Standards Act, Act No. 18 of 1997, mandates that the Bureau provide specific services, including the enforcement of national compulsory standards/technical regulations and the monitoring of practices, processes, and services that affect the health and safety of the consumer or adversely affect the environment.

The Division inspects goods at Ports of entry, importers' warehouses, and retail outlets throughout Trinidad and Tobago. Surveys of products offered for sale are also conducted. At present, the following categories of goods are inspected against national compulsory standards to determine compliance:

- Automotive Products
- Electrical Products
- Textiles Products and Footwear
- Pre-packaged goods
- Construction goods

LABORATORY TESTING SERVICES

The **Laboratory Services Division** of the Trinidad and Tobago Bureau of Standards provides testing services to the manufacturing, commercial and public sectors in the country. It is accredited by the United Kingdom Accreditation Service (UKAS) and provides these services through four laboratories: Chemical Products; Electrical Products; Fibre Products; Material Products.

Other services provided include advice in various related areas, method development, training in analytical techniques and making recommendations with respect to equipment selection and test methods. All tests are conducted in accordance with national, regional and international standards.

CERTIFICATION SERVICES

The **Certification Division** of TTBS is an independent assessor of management systems, products and services. The overall aim of certification is to give confidence to all interested parties that specified requirements have been fulfilled. These requirements are usually stated in national, regional and / or international standards but can be stated in other normative texts as well. Certification activities involve an audit of the system or service, and where products are being certified, it also involves testing, inspection and surveillance programs. Conformity with the standard is attested to by TTBS via a certificate & marks of conformity which are issued to the certified organization, where products have been certified, these marks can be placed on the product or its packaging.

The following certification schemes are currently being offered:

1. Management Systems (Voluntary)

1.1. ISO 9001:2008 - Quality management systems -- Requirements

1.2. ISO 14001: 2004 - Environmental management systems -- Requirements with guidance for use

1.3. OHSAS 18001: 2007 - Occupational health and safety management systems – Requirements

2. Products (Voluntary)

2.1. TTS 58:2010 - Sodium hypochlorite solutions (Liquid chlorine bleaches) – Specification (3rd Revision)

3. Trinidad and Tobago Tourism Industry Certification Programme (TTTIC)

3.1. TTS 22 Part 1:2012 - Requirements for Tourist Accommodation – Part1: Hotels and Guesthouses

3.2. TTS 22 Part 2:2008 Requirements for Tourist Accommodation- Part 2: Bed and Breakfast AND Self Catering Facilities

3.3. TTS 580:2009 Tour Operators Specification

3.4. TTS 579:2009 Tour Guides Specification

3.5. TTS 296:2008 Tourist Land Transport Service Providers

3.6. TTS 540:1998 Requirements for Motor vehicle Short Term Rental Operations

LABORATORY ACCREDITATION SERVICES

The Trinidad and Tobago Laboratory Accreditation Service (TTLABS), operated by the **Laboratory Accreditation Unit** operates as the sole national laboratory accrediting body for testing and calibration laboratories. Administration of the Service utilizes good management practices drawn from the *ISO/IEC 17011¹ standard – General requirements for accreditation bodies accrediting conformity assessment bodies.*

The Laboratory Accreditation Unit offers voluntary assessment and accreditation to laboratories in accordance with the following International standards:

- *ISO/IEC 17025 – General requirements for the competence of testing and calibration laboratories*
- *ISO 15189 – Medical Laboratories – Particular requirements for quality and competence*

METROLOGICAL SERVICES

The **Metrology Division** is organized into three (3) major areas: Scientific Metrology, Calibration Services, and Legal Metrology.

Scientific Metrology – Conducted through the Standards Laboratory Unit with responsibility for the maintenance of National Measurement Standards. Research and development of measurement systems and dissemination of traceability of National Measurement Standards from the SI to all measurements of significance conducted locally.

Industrial Metrology – Conducted through the Calibration Services Unit with responsibility for the dissemination of traceability through the National Standards and other equivalent measurement standard by the conduct of calibration of measuring instruments.

Legal Metrology – Conducted through the Legal Metrology Inspectorate, with responsibility for ensuring that transactional measurement is accurate, fair and legal. The LMI is responsible for the examination and approval of weighing and measuring devices to be used for trade, and to establish compliance with the requirements of the Metrology Act No. 18 of 2004.

Metrology in application fosters increased efficiency by providing an objective basis for decision making. Upon Proclamation of the Metrology Act No. 18 of 2004, the TTBS will have recognition as the National Standards Laboratory and the Legal Metrology Inspectorate will have the authority to enforce the Act.

¹ International Organization for Standardization/International Electrotechnical Commission

STRATEGY FORMULATION

The components of the Bureau's strategic foundation are as follows:

- Vision
- Mission
- Corporate Identity
- Core Values
- TTBS Corporate Strategy Map
- Divisional Strategy Map and Balance Scorecard

These elements which are fundamental to the successful execution of TTBS's Strategy are described below.

The **Vision** sets the tone to inspire the organization in a rapidly changing industry with a distant horizon. TTBS' Vision is *"To be a World-Class Standards Institution, dedicated to improving the quality of life of the people of Trinidad and Tobago"*. TTBS defined *"World Class"* as a *Learning Organization* within the context of the new **mantra** of ***Increased Relevance and Visibility***.

The **Mission** conveys our raison d'être which is *"To champion the development and use of standards and conformity assessment systems as enshrined in the Act and in a commercially efficient manner so as to ensure the highest levels of consumer protection and safety; and contribute to the international competitiveness of Trinidad and Tobago. This shall be achieved in a manner that fully leverages our core competencies and ensures the welfare of our employees and other stakeholder groups"*

The **Corporate Identity** which constitutes the Brand promise was redefined in the preceding period as:

- World Class
- Customer Caring
- Commercially Efficient
- Quality Focused
- Employee Development Oriented
- A Learning Institution

The accompanying **Core Values** which are the inviolable set of quality of work-life principles and seed standards of conduct and performance necessary to activate the Corporate Identity were also redefined as:

- Integrity & Trustworthiness
- Teamwork & Collaboration
- Respect & Commitment to People
- Excellence & Quality Consciousness
- Pioneering & Innovation
- Purpose & Enterprise

In 2006/07, the strategic elements above (excluding the redefined elements), coupled with an analysis of the internal and external environment culminated in the emergence of a **Strategy** via the formulation of a five year **Strategic Plan**. Overall TTBS' Strategy is manifested by three high-level themes that break the shared Vision and Mission into three actionable and overarching focal areas of Mandate Effectiveness, Operational Efficiency and Financial Self-sustainability:

Mandate Effectiveness – for the improvement of goods produced or used in Trinidad and Tobago which facilitates national competitiveness and consumer protection, respectively.

Operational Efficiency – to ensure the delivery of high quality products and services that a national quality institute is expected to personify.

Financial Self-Sustainability – to reduce dependence on State transfers/subsidies (especially in times of economic downturn) and increase the level of discretionary expenditure on building core competence and contributing to employee welfare.

The corporate strategic map was then formed to ensure that TTBS had a visual one page strategic reference for the period of 2013/2013. Each division would then be guided to the strategic focus of TTBS (Appendix 5).

The final component of the strategic foundation was the creation and continuous annual review of **Strategy Maps** (Appendix 6 – example from the Standardization Division), which are used to translate strategy into action. These were designed for each department to show graphically and at a strategic level how TTBS creates value for its stakeholders. The Strategy Map is the basis for ensuring that the organization's strategy is effectively communicated and executed.

Each division then chooses those objectives that are to be met in this fiscal year as outlined in the strategic map (Appendix 7).

Although the strategic plan for 2006/07-2010/11 extended into the 2011 period, the organization was inhibited in the proactive revision to a new plan, pending the appointment of a new Board of Directors in 2011; the existing Board consciously and continuously expressed the desire to give the New Board the opportunity to plan their future endeavours unencumbered. In order to bridge planning cycles therefore, the Management team, after extensive research, analysis and discourse developed a Strategic matrix (Appendix 8) which identified the potential future Strategic Themes, Strategic Results and Strategic Objectives of the organization in alignment with the new government's National Development Pillars. This was accepted by the incumbent Board with the understanding that the new Board would revisit same for finalization.

After the appointment of the new Board on December 1, 2013, a Board/Management retreat was convened in January 2012 and it was subsequently decided that attention will be placed on developing a Strategic Marketing Plan for the Bureau in order to reorient its product focus approach to business, to that of a true market focus. Further, the outputs from this marketing planning process and plan itself, will be fed into a new three year Strategic Plan to be developed in the period 2012/13.

STRATEGY EXECUTION

Since the period 2006/07, TTBS implemented a **Performance Management System (PMS)** using the Balanced Scorecard methodology as the mechanism for executing its strategy of Mandate Effectiveness, Operational Efficiency and Financial Self-Sustainability. The PMS is the foundation of TTBS' performance measurement, monitoring, control, reporting, accountability, communications and feedback mechanisms, and arises consequently and directly from the Strategy Mapping process previously mentioned.

Each functional area has a Scorecard which documents the Strategic Objectives arising from the Strategy Mapping process. For each Objective, there are SMART² Measures to be achieved for the year. Measures with specific targets evaluate at the operational/tactical level how the Objective is achieved. This is the basis for departmental measurement, monitoring and reporting (Appendix 7 is a sample Scorecard for the Standardization Division and arises directly from the Strategy Map of Appendix 6).

TTBS also simultaneously introduced a **Performance Incentive System (PIS)** in 2006/07 to compliment the PMS, consistent with the **Bonus Policy in the Public Sector** (*Cabinet Minute 26, dated 03 January, 2003*). This synergistic endeavour was made in order to demonstrate and reward the desirable behaviours as part of a change management strategy. To ensure System integrity, monthly results of performance are verified by trained PMS auditors.

Staff feedback on performance is achieved via town hall meetings and through line managers. Results are also reported to the Board of Directors and MTII on a quarterly basis.

ACHIEVEMENTS

This section will highlight TTBS achievements relative to the planned targets of the PMS. Performance will be discussed by departments in relation to the three Strategic themes i.e. Mandate Effectiveness, Operational Efficiency and Financial Self- Sustainability.

For each department, the following will be described: Overall Performance, Significant Achievements, and Way Forward FY 13/14 (*which represents the strategic intent for the next year FY13/14 inclusive of overcoming the current year's challenges and weaknesses*).

2012/13 Achievements

The Performance Management System (PMS) and Performance Incentive System (PIS) which were implemented in 2006/07 as two separate and distinct elements of an overall performance framework, have, over the years become inherently perceived by staff as being linked . In February 2011, TTBS was advised, that the new Ministerial Committee for monitoring remuneration and bonuses made the decision to defer the performance incentive bonus payment for FY 2009/10 pending the review of the GORTT bonus policy by the Ministry of Finance. The policy has still not

² Specific, Measurable, Achievable, Relevant and Time bound

been revisited, resulting in outstanding payments for 2010/11, 2011/12 and 2012/13. This resulted in an immediate and severe compromising of both Systems; and along with heightened Union activity, cultural, structural and organizational legacy issues³, there has been a decline in overall PMS performance from 87% (2009/10) to 76% (2010/11) to 74% (2011/12) to 70% (2012/13).

Relative to the period 2010/11, and the continuing uncertainty of the bonus payment system in 2010/11 to 2012/13 and that staff perceive as being inextricably linked to the PMS (despite management efforts to demonstrate the contrary), the overall PMS performance in 2012/13 is understandably affected.

STRATEGIC THEME - MANDATE EFFECTIVENESS

STRATEGIC BUSINESS UNITS

STANDARDIZATION DIVISION

The overall actual audited result relative to the plan for 12/13 was 84%.

SIGNIFICANT ACHIEVEMENTS

- The Division's work programme for the FY 2012/13 resulted in the completion of 11 new/revised national standards in the following sectors: environment, electrical, tourism, quality, garments and consumer products.
- Standards prepared for TMC approval: residential and commercial DWV pipes, CFL, cable standards, Accessibility code, funeral home standards, Solar water heaters, hollow clay blocks, bed and breakfast and pesticide packaging
- Increased emphasis on standards promotion and awareness building through various means including: Stakeholder consultations (e.g. for Accessibility, bed and breakfast standard), Newspaper articles on relevant standards/issues (e.g. Accessible Buildings for persons with disabilities, Solar water heaters, Energy management systems, Societal Security, Mobile Chimneys', Funeral Homes, fashion industry and refrigerant gases, Accessibility), Presentations (ISO 50001 at Energy Conference at HYATT, Export-TT) , Television interview on building code.
- Procedure for Fast-Track Process for development of standards completed.
- Currently working on Pre-painted roofing sheets (REVISION), Toilet tissue (REVISION OF REGIONAL STANDARD, Pesticides packaging (NEW), Chlorine bleach (REVISION), Pesticides packaging (NEW), Pest control operators (NEW), Bed and Breakfast (REVISION), Tourist Information Booths (NEW), Solar water heaters – material requirements, cable standards (REVISION), Lead acid starter batteries (REVISION), self-ballasted lamps (REVISION), labelling requirements for refrigerants (NEW), Commercial diving (REVISION), Hollow clay blocks (REVISION), Drain waste and vent (NEW).
- TTBS (represented by the Executive Director) continued holding the position of Vice-Chair of the Cabinet Appointed National Building Code Committee and TTBS (Standardization Division) provided Secretariat services to the Committee; the NBC Committee was established in April 2012.

³ See Appendix 9

- Work continued on the National Accessibility Code (for the differently-abled) and the revision of the National Plumbing Code and National Electrical Wiring Code; these Codes support the National Building Code Project.
- Due to the heavy workload occasioned by the national Building Code project, the Division was constrained in its standards promotion and awareness building activities. However, the following were nevertheless engaged in: Stakeholder consultations (e.g. for Bed & Breakfast and accessibility), Newspaper articles on relevant standards/issues (e.g. accessibility, societal security, funeral homes), Newsletter articles on pertinent standards-related issues (e.g. garment construction) and TV interview on National Building Code.
- Work on a database for standards information was initiated and is continuing; this will address the need for timely standards information to be made available to internal/external stakeholder.

WAY FORWARD – FY 13/14

- Validation of certain standards will be pursued to assist in determining whether the standards fulfil their intended purpose.
- Complete the pilot project for the development of a technical regulation
- To increase stakeholder engagement, a plan is to be developed, mapping the national economy and establishing priority sectors/sub-sectors to target for standardization; an engagement plan will be developed for the targeted sector.
- A recognition programme will be developed to honour the contributions of stakeholders in the development of national standards.
- Internal audits will be conducted by trained internal auditors within the Division to ensure compliance to the QMS.
- Training modules will be developed and executed to strengthen the competencies of standards writers.

IMPLEMENTATION DIVISION

The overall actual audited result relative to the plan for 12/13 was 66%.

SIGNIFICANT ACHIEVEMENTS

- Revenues earned continue to meet and/or exceed set targets.
- Expansion of enforcement regime – Refrigerants.
- Completion of the Implementation Division's Customer Charter.
- Gap analysis aimed at the Division gaining accreditation to ISO 17020 completed.
- A Risk Assessment model has been developed.
- Launched the AIMS online solution for the integration of the Implementation Division's business process with TTBizLink and the Customs and Excise Division's border control system.
- Upgrading of DMS workflow to NINTEX (Share Point) work flow solution.

WAY FORWARD – FY 13/14

- Develop strategy to improve enforcement regime in Tobago
- Implement Risk Assessment model and Inspection regime and rollout of the Customer Charter
- Complete mechanism to monitor local manufacturers

LABORATORY SERVICES DIVISION

The overall actual audited result relative to the plan for 12/13 was 72%.

SIGNIFICANT ACHIEVEMENTS

- Built capacity for cable testing through the purchase and installation of water bath, purchase of microscope and refurbished and rewired testing room, local and regional promotion of capability achieved.
- Built capacity for testing of CFL and LED bulbs
- Increase stakeholder awareness sessions via hosting of four open days for specific functional areas.
- Increased scope of accreditation for cable testing
- Partnered with TDC to continuously monitor water quality of two beaches in Trinidad
- Assessed quality of coatings tendered for pipeline protection resulting in reduction in number of tenders from 27 to 4.

WAY FORWARD – FY 13/14

- Gain clients for CFL testing
- Leverage on coatings testing to other companies tendering for coatings

CERTIFICATION DIVISION

The overall actual audited result relative to the plan for 12/13 was 76%.

SIGNIFICANT ACHIEVEMENTS

- Implementation of a Revenue generating SLA with TDC
- Engaged several stakeholders (local and foreign) such as Children's Authority, Ministry of Education, ministry of Public Utilities, Export-TT, CARIRI, CFDD, TTMA, USFDA and Standards Council of Canada to determine opportunities for market and product development ;
- Chair of the Technical Committee involved in the adoption of the Caricom Regional Standard, Requirements for good management practices for micro, small and medium enterprises;
- Number of new certified clients increased in the area of construction-Roofing Sheets
- Increase the scope of auditor competence in areas such as Education and Construction
- An Interim Service Level agreement was signed on 19th September 2013. This allowed the re-establishment of the TTTIC programme on the island of Trinidad.
- A business plan was developed for HACCP certifications and is being rolled out.
- A strategy for the use of mandatory product certifications to enforce compulsory standards was developed and approved by TTBS management. A pilot project has commenced for the enforcement of TTS 69:2012 - Steel Sheets- Zinc and Aluminium Zinc Alloy Coated- Profiled for Roofing and General Purposes.

WAY FORWARD – FY 13/14

- Explore product development strategies primarily by improving on the relevance of conformity assessment via compulsory certification
- Advance Accreditation project in the coming year through implementation of critical milestones
- Officers to be qualified in HACCP
 - TTBS is investigating the possibility of performing inspections on behalf of the United States Food And Drug Administration (US FDA). The US FDA indicated that the possibility exists however TTBS would need to improve its competence in HACCP and food safety.
 - TTBS is investigating the possibility of performing inspections on behalf of 'National Schools Dietary Services Limited'
- Continued negotiations with the Tourism Development Company (TDC) and the Tobago House of Assembly (THA) for full re-establishment of the TTTIC programme.
- Capacity issues to be reviewed particularly in regard to: (i) progression of the project for accreditation (ii) on-time audit execution and reporting.

LABORATORY ACCREDITATION UNIT

The overall actual audited result relative to the plan for 12/13 was 79%.

SIGNIFICANT ACHIEVEMENTS

- Conducted two pre-assessments, completed four (4) assessments for accredited labs and one initial assessment for a lab and held 12 meetings for information on accreditation.
- Increased the number of PT programmes offered locally in the area of health (Digital PT for medical labs)
- Sector specific stakeholder meetings held in areas such as food and water safety and produced a report arising out of the discussions on World Accreditation Day 2012 "Accreditation, supporting safe food and clean drinking water" and follow up workshops. This report was disseminated to all relevant stakeholders.
- Presentations made on digital PT for medical labs, Presentation on TTLABS and accreditation made at TIC to business entities and government agencies ,
- National Stakeholder Workshop hosted at IAAC Assembly meetings , NQI
- Conducted three (3) training sessions on ISO/IEC 17025, one (1) on Internal Auditing for Labs and one (1) on Digital PT training for medical labs.
- Hosted an Assessor meeting and luncheon for TTLABS assessors and Laboratory Accreditation Committee members in Dec 2012
- Hosted 18th IAAC Annual General Assembly meeting which took place in Trinidad on 16th to 23rd August 2013.
- Training of staff members to improve on competencies in areas of root cause analysis and other related disciplines.

WAY FORWARD – FY 13/14

- Training of new assessors to enable the expansion in the national expert pool
- Completion of review of QMS
- Approval of cabinet note for Accredi-TT (Cabinet note submitted)

- Continue to work towards the achievement of International Recognition through conformity to the standard ISO/IEC 17011.

METROLOGY DIVISION

The overall actual audited result relative to the plan for 12/13 was 73%.

SIGNIFICANT ACHIEVEMENTS

- The Division continues to participate in regional and international activities to support our development. There were a number of training activities the Division participated in 2012/13. These training initiatives have contributed to the development of staff and measurement disciplines in Metrology:
 - Introduction to Temperature Calibrations Laboratory Practices;
 - Renewable Energy Sources and Energy Efficiency in Latin America and Caribbean;
 - SIM Metrology School – this programme provides new staff with an all-round perspective on different disciplines in metrology;
 - Basic Electrical Energy Metering;
 - Intermediate Mass Training;
 - Communication Plan Training for Metrology Division.
- Torque calibrations were launched.
- Facilities Upgrade (Building and Equipment)
 - Equipment Purchased:
 - Electric Energy Meter Verification System;
 - Fluke Calibration Cell, Triple Point Water;
 - Automated Hydraulic Pressure Controller.
 - Participation in Comparisons, pilot studies or proficiency testing
 - The Division facilitated the PT Programme Trace Metals in Waste Water from June 2012 – August 2013
 - The MOU with INMETRO continues to be active.

WAY FORWARD – FY 13/14

- The Metrology Act is still to be proclaimed. It is hoped that this would be accomplished in the coming year.
- Development of the Calibration Reference Laboratory for Temperature for the region. This involves increasing the competency and capability of this area.
- Achieving accreditation for the calibration of Liquid in Glass thermometers.
- Upgrade length calibration equipment.
- Procure a Humidity Calibrator.

PREMIER QUALITY SERVICES LIMITED

During the year under review, new training offerings together with increased opportunities in training and consulting engagements supported by strong rentals revenue and associated charges

resulted in revenue over \$ 1 mil., for the financial period 2012/2013. Strategic partnership initiatives and new product development are planned to maintain momentum in the next fiscal year.

PQSL	No. of Engagements	No. of participants	Revenue (TT\$)
			Total
Training - 2012/ 2013	21	146	771,391
Consulting - 2012/ 2013	13		682,980
TOTAL			1,454,371

CARICOM REGIONAL ORGANIZATION FOR STANDARDS AND QUALITY

As previous Chairman, TTBS voluntarily took on the specialist role of pioneering the conceptual design of a Caribbean Cooperation for Accreditation (CCA) Scheme for project financing. The detailed design was accepted by CROSQ Council by the end of the financial year 2010/11 and during 2011/12 implementation commenced with the signing of the necessary documents, execution of the relevant training courses and establishment of the requisite procedures.

Accreditation is the third party independent assessment of a conformity assessment body (certification, testing or inspection organization), for determination of compliance and competence to perform a set of tasks against relevant and internationally recognized standards. As such, accreditation is the pinnacle of any national or regional quality infrastructure and any country that wishes to have its goods and services recognized for quality in global markets, has to ensure that its technical competency can be demonstrated and verified. Developing a capacity and capability for accrediting conformity assessment bodies does not come cheaply, easily or quickly though, and thus the objective of the conceptual design and implementation strategy was to formulate and execute a regional methodology for accreditation that could achieve the following objectives:

- For Conformity Assessment Bodies, their clients and National Accreditation Focal Points (NAFP) in each CARICOM Member state: internationally recognized accreditation services that are economical, affordable, convenient and accessible.
- For regional located National Accreditation Bodies (NABS) – Jamaica and Trinidad & Tobago: Opportunities to be afforded for market expansion and new product development, thereby assisting their growth and development in a sustainable manner.

STRATEGIC THEME – OPERATIONAL EFFICIENCY

SUPPORT UNITS

STANDARDS INFORMATION CENTRE (SIC)

The overall actual audited result relative to the plan for 12/13 was 70%.

SIGNIFICANT ACHIEVEMENTS

- The re-designed website completed
- Web store developed awaiting e –transaction capability to be fully functional
- Project steps to operationalize access to SIC's knowledge base have begun
- Facebook page implemented
- Promotion and sale of standards e.g Tourism
- Support the work of the National Building code committee

WAY FORWARD – FY 13/14

- Introduction of online sale of Standards
- Continued involvement in roll out of CROSQ MIKE Regional Information Network (RIN)
- Upgrading of library information management software and system

FINANCE

The overall actual audited result relative to the plan for 12/13 was 50%.

SIGNIFICANT ACHIEVEMENTS

- Completed draft procedures-purchase to pay cycle, credit card policy, disposal of fixed assets (draft)
- Reduced instances of Debt collection over 90 days
- Implemented tracking system for accounting documents.

WAY FORWARD – FY 12/13

- Improvements needed for compatibility between Peachtree and AIMS
- Complete procurement process pending MTII approval for staffing

HUMAN RESOURCE (HR) MANAGEMENT AND INDUSTRIAL RELATIONS (IR)

The overall actual audited result relative to the plan for 12/13 was 68%.

SIGNIFICANT ACHIEVEMENTS

- Developed policy for management of Sick leave and Administration, Acting, medical policy , vacation leave and Extra duty allowance; PQSL consultancy and Employee Engagement
- Improved completion rate of Performance appraisal from an average of 84% to 90%

- Regularization and Rationalization of temporary staff
- Training and Development framework monitored
- Designed organizational structure for the next 5 years and completed a needs assessment and manpower planning
- Development of the AIMS Unit within the TTBS organisation Structure

WAY FORWARD – FY 13/14

- Communication plan for approved policies to be rolled out
- Promotion of Standards Officers system to be streamlined and rolled out
- Resolution of legacy IR issues
- Further implementation of HR audit recommendations
- Job Evaluation Charter process to continue
- Completion of Collective Agreement Negotiation
- Process for the modernization of the management structure initiated with CPO and RRCB
- Seek final approval for AIMS Unit structure

CORPORATE SERVICES

The overall actual audited result relative to the plan for 12/13 was 78%.

SIGNIFICANT ACHIEVEMENTS

- Productivity procedures/processes selected for monitoring; strategies successfully implemented.
- Short and medium term recommendations from the new Air Quality report implemented.
- Implemented recommendations from electrical audit.
- Health, Safety and Environmental corrective actions addressed.
- Infrastructural Projects completed: project office modular furniture installed, roof replaced in printery, Modular furniture for Records and HR, shelving for records and HR office refurbished.

WAY FORWARD – FY 13/14

- Strengthening of building maintenance policies and process and Archives rationalized.
- Design Implementation of Air Quality Preventive Management System
- Institutionalization of staff wellness programmes
- Assessment and improvement of building security; secure offsite storage facility

HEALTH, SAFETY, ENVIRONMENT (HSE)

The overall actual audited result relative to the plan for 12/13 was 70%.

SIGNIFICANT ACHIEVEMENTS

- Improve awareness and visibility of HSE-Site Visits, workshops delivered and attended
- Annual Risk assessment completed
- Air quality surveys conducted

- Completion of the TTBS Contractor Management Policy
- Successful attendance at two events showcasing the HSE elements of the activities of the TTBS.
- Establishment of safety committee and support infrastructure.

WAY FORWARD – FY 13/14

- Increase awareness of the employers nationwide to the support offered by the TTBS in managing HSE within the organization through the available suite of HSE related standards and as well the testing and metrology divisions.
- Continue with internal OSH compliance requirements.
- Increase the visibility of management commitment to ensure the Health, Safety and Welfare of all the employees.

INFORMATION TECHNOLOGY

The overall actual audited result relative to the plan for 12/13 was 65%.

SIGNIFICANT ACHIEVEMENTS

- The Standards Information database, tested, verified and validated
- Installation of Microsoft exchange 2010 and migration of mailboxes to E-server to enable the upgrade of E-mail systems
- Purchased and installed the backup software to ensure business continuity with respect to our mission critical servers
- Completely Rewired Data Network – network now operates at 1Gbps
- Received training on Microsoft Exchange 2010

WAY FORWARD – FY 13/14

- Launch standards information system
- Launch the Service desk aspect of ITIL (now known as Foundations of Information Technology Service Management)
- Rollout ICT Policies
- Develop and implement intranet site
- New information system solution for metrology (calibration information system)
- Integration of TTBS AIMS solution with TT biz link-SEW platform
- Develop Help Desk
- Procure Voice over IP telephone system
- Develop Calibration Information system
- Implement high capacity storage systems for disaster recovery
- Implement high performance storage system for use with Virtual Server Infrastructure

QUALITY MANAGEMENT

The overall actual audited result relative to the plan for 12/13 was 71%.

SIGNIFICANT ACHIEVEMENTS

- External knowledge sharing with key stakeholders
- External surveillance audit completed with zero nonconformities
- Improved in the use of Q-pulse e-learning capability

WAY FORWARD – FY 13/14

- Ensure readiness for recertification audit in March, 2014
- Continue implementation of Q-pulse
- Train staff organization-wide on citing observations and O.F.I's
- Improve mandatory elements of QMS – revision of policies and procedures for prioritised Divisions/Units

MARKETING

The overall actual audited result relative to the plan for 12/13 was 51%.

SIGNIFICANT ACHIEVEMENTS

- Facilitated the Stakeholder awareness campaign-Tourism standards, Who's Who advertisement, T&T Business publication and International conferences national quality conference
- Supported the initiative for compulsory Product Certification- Zinc and Aluminium steel sheets (Roofing Sheets)
- Newsletter layout redesign completed
- Collaborated with line Ministry to organize TTBSs participation in TIC

WAY FORWARD – FY 13/14

- Implementing marketing Services objectives and activities coming out of strategic marketing plan-support for communication plan, receipt of the final SMP
- Addressing measures not achieved in FY 12/13 e.g.:
 - Operationalized relational database
 - Enhanced newsletter issued
- Support of sustainable programmes for tertiary and vocational institutions

STRATEGIC THEME – FINANCIAL SELF-SUSTAINABILITY

REVENUE & EXPENDITURE FY 12/13

Salient features of the **operating accounts** arising from the **Revenue & Expense Statement** for the fiscal year are as follows:

	12/13	11/12
	Draft Audited	Audited
	Actual (\$M)	Actual (\$M)
Revenue		
Inspection and Testing	36,530,837	34,825,063
Subvention & Grant	18,949,570	16,710,848
Operating Revenue	55,480,407	51,535,911
Operating Expenses	51,034,904	48,388,576
Operating Surplus/Deficit	4,445,503	3,147,335
Other Income (PQSL etc.)	1,672,083	1,944,352
Net Surplus/Deficit	6,117,586	5,091,687
Net Non-Cash Items (Amort., Depr.Pension Plan)	2,159,190	4,468,961
Net Surplus for the Year	8,276,776	9,560,648

Operating Revenues

Relative to fiscal 2011/12, TTBS' Operating Revenue increased from \$51.5 mil., to \$55.5 mil.; a gain of 8%. This was driven by an increase in Service Revenues from \$34.8 mil., to \$36.5 mil., or \$1.7 mil., and an increase in Subvention from the Government from \$16.7 mil to \$18.9 mil., or \$2.2 mil.

Government grants consist of subvention of \$12.4 mil as well as capital grant of \$6.5mil for fiscal 2012/2013. In 2011/2012 subvention received amounted to \$12.9 mil and capital grants totalled \$3.8 mil.

In respect of the \$1.7 mil., or 5% increase in Service Revenues in 2012/13 relative to 2011/12, Inspection and Testing Services income accounted for 97% and Certification Services income for 3%. The main drivers of the Inspection and testing services came mainly from the growing demand in the import distribution sector.

Operating Expenses

There is an increase in net Operating Expenses between the two periods shown of \$2.6 mil., a detailed analysis behind the expenditure Note of No. 17 reveals the following:

- *Personnel Remuneration* decreased from \$34.2 mil in 2012 to \$31.3 mil in 2013, or \$2.9 mil. This is due in part to the inclusion of payment of arrears of remuneration for the period 2008 to 2010 in the 2012 financial statements
- *Arrears of remuneration of \$1.2 mil included in the year 2012/2013 represents a provision made for settlement of arrears of salary arising from 2011/2013 Public Sector Collective Agreement Settlement*
- *General expenditure increased by \$4.4 mil in 2012/2013. This is due to the inclusion of \$4.1 mil in non-capital expenditure incurred under the PSIP programme.*

Operating Surplus

Based on a combination of improved performance on the Service Revenue base, effective management of Controllable Costs and additional grants, TTBS produced an Operating Surplus of \$4.4 mil., relative to an Operating Surplus of \$3.1 mil in the prior year.

CAPITAL EXPENDITURE PROGRAMME FOR 2012/13

There were 6 projects financed using PSIP funds in FY12/13. The current projects are summarized as follows and details on each project can be found in Appendix 10.

Upgrade of TTBS Building -To provide facilities of an acceptable standard for existing staff and new personnel and new equipment resulting from the Bureau's expanding mandate.

Procurement of Testing Equipment and Materials - To facilitate trade and increased competitiveness of manufacturers by the provision of testing and verification services supported by qualified and competent technical personnel and appropriate calibrated equipment.

Providing Reliability to Quality Infrastructure -To facilitate trade and increase competitiveness of small and medium enterprises through the removal of non-tariff barriers to trade resulting in easier access to regional and international markets.

Central Services -To upgrade the TTBS Website to facilitate the exchange of information and ideas between TTBS and its stakeholders and sale of additional products and services; facilitate business customer satisfaction by providing a more efficient business process (faster processing of customs import documents, more rapid clearance of goods, greater accuracy of data and increased compliance to compulsory standards). Increase efficiency of Inspections, to modernize and retool the Printery department in order to better serve our clients.

Implementation of the Metrology Act - Through the development and establishment of the National Metrology System and the establishment of the International System of Units (SI Units) as the National System of Units; Improvement in the competitiveness of Trinidad and Tobago as a result of the application of Metrology in business; improvement in the quality of life due to visible improvements in the fairness of trade and the reliability of measurements.

Building Capability for Export-led Growth- Project designed to strengthen the Trade Institutional Infrastructure with respect to Technical Barriers to Trade in Trinidad and Tobago. Activities are planned under this project include the development of Good Regulatory Practices from a sector specific perspective, capacity building and knowledge sharing among other things.

PROCUREMENT OF RESOURCES

Procurement of goods and services is conducted in accordance with the Board approved Procurement Policy and Rules which stipulates authorities, procedures and controls necessary to provide accountability for the use of public funds.

- 3.4.1 The Tenders and Finance subcommittee of the Board provide the oversight for this policy and has the authority to award contracts of not less than **\$250,001** but no more than **\$500,000**. The Board of Directors has the authority to approve purchases above **\$500,001-\$5,000,000**. The Management Tenders Committee consists of the Technical Heads and has the authority to approve purchases between **\$75,001**, and no more than **\$250,000**. The Executive Director shall have the authority to enter into contracts for the provision of goods and services where the stated value is **not more than \$75,000.00**.

CONCLUSION

Organization-wide, TTBS achieved 70% of its *Mandate Effectiveness, Operational Efficiency and Strategic Objectives* relative to Plan.

In regards *Mandate Effectiveness i.e. Building the Business*; this year significant improvements to the mandatory aspects of the work of TTBS were achieved with the Expansion of enforcement inspection regime to include Refrigerants. This represents collaboration with the Ministry of the Environment and Water Resources.

The AIMS online solution for the eventual integration of the Implementation Division's business process with TTBizLink and the Customs and Excise Division's border control system was also launched in this annual period. This ushered the TTBS into the realm of on-line transactions. While the national network of TTBizlink is not yet concluded TTBS has already taken the steps to ensure our own readiness for that eventuality.

The move towards greater relevance and visibility was further exemplified by the continued efforts of TTBS in support of the National Building Code Committee which is yet to receive funding from any other source. Meetings have been held at TTBS and the necessary inputs including foreign codes have been accommodated.

In respect of *Operational Efficiency i.e. Building the Organization*, attention continued to be focused on addressing some of medium-term recommendations arising out of the Strategic Human Resource Audit completed in the preceding periods by analysing and implementing solutions for some complex HR and IR issues relating to organizational structure, staffing, and work ethic/culture. Many of these issues have proven to be intractable within this time frame and will require further intervention before satisfactory conclusion.

Financially, TTBS generated an Operating Surplus of \$4.4 mil. This increase is mainly due to increased activity in the importation of goods and follows on from the experience of 2011/12

WAY FORWARD (OUTLOOK INTO 2013/2014)

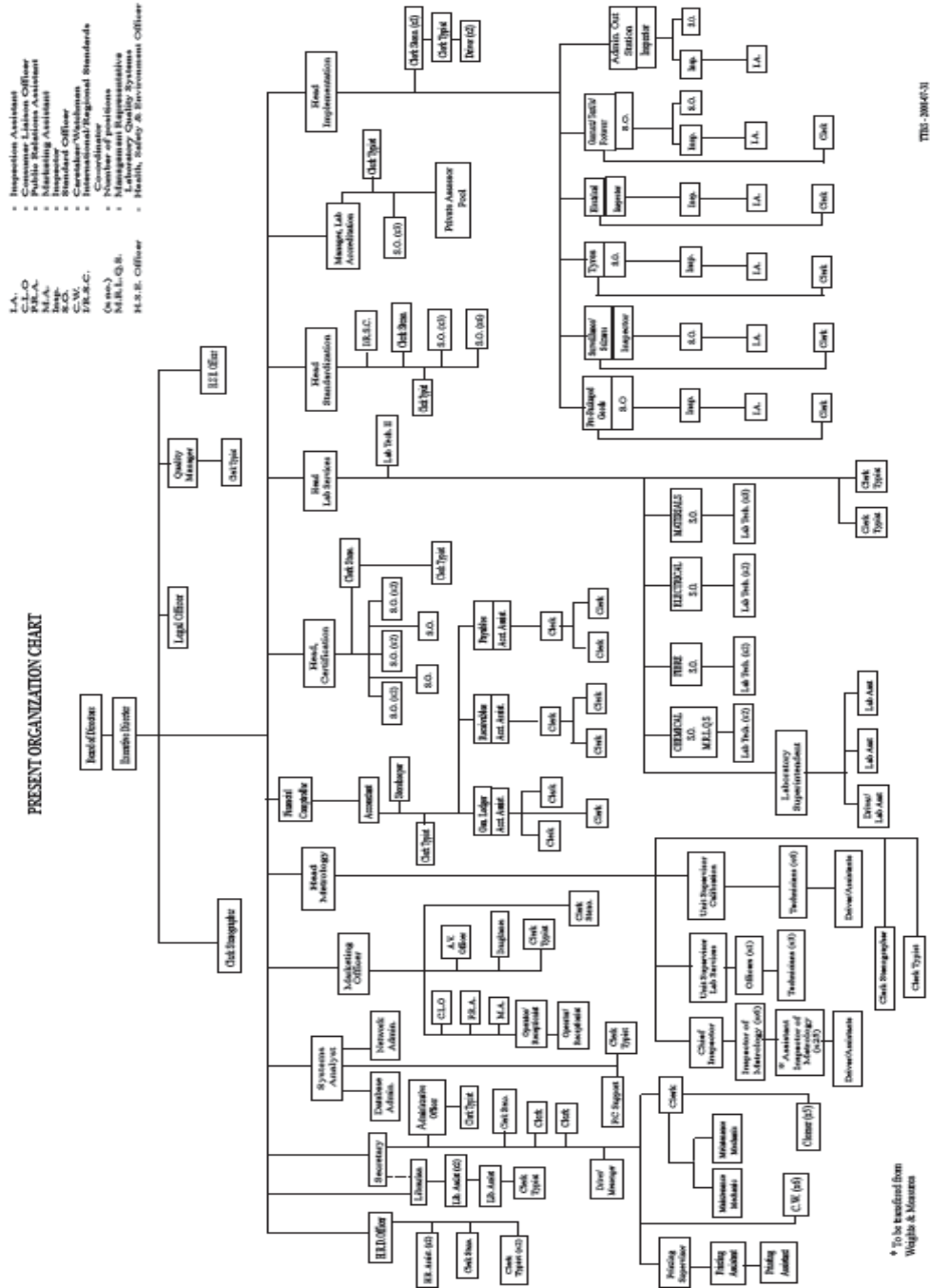
Increased Relevance and Visibility has been projected as the augmenting guideline for the approach of TTBS within the next year. This strategic planning cycle which was extended from its original conclusion date of fiscal 2010/11 will be closed off this year. It should be noted that the development of the new strategic plan and its integration with the strategic marketing plan which was completed earlier this year remain outstanding even as the year is ended. These issues will have to be adjusted within 2013/14.

The forthcoming year will see TTBS focus on rationalisation of the Strategic Planning process while shifting the focus of the organisation externally to feature the interests of national stakeholders both in the public and private sectors to a greater extent. Some of the projected activities include;

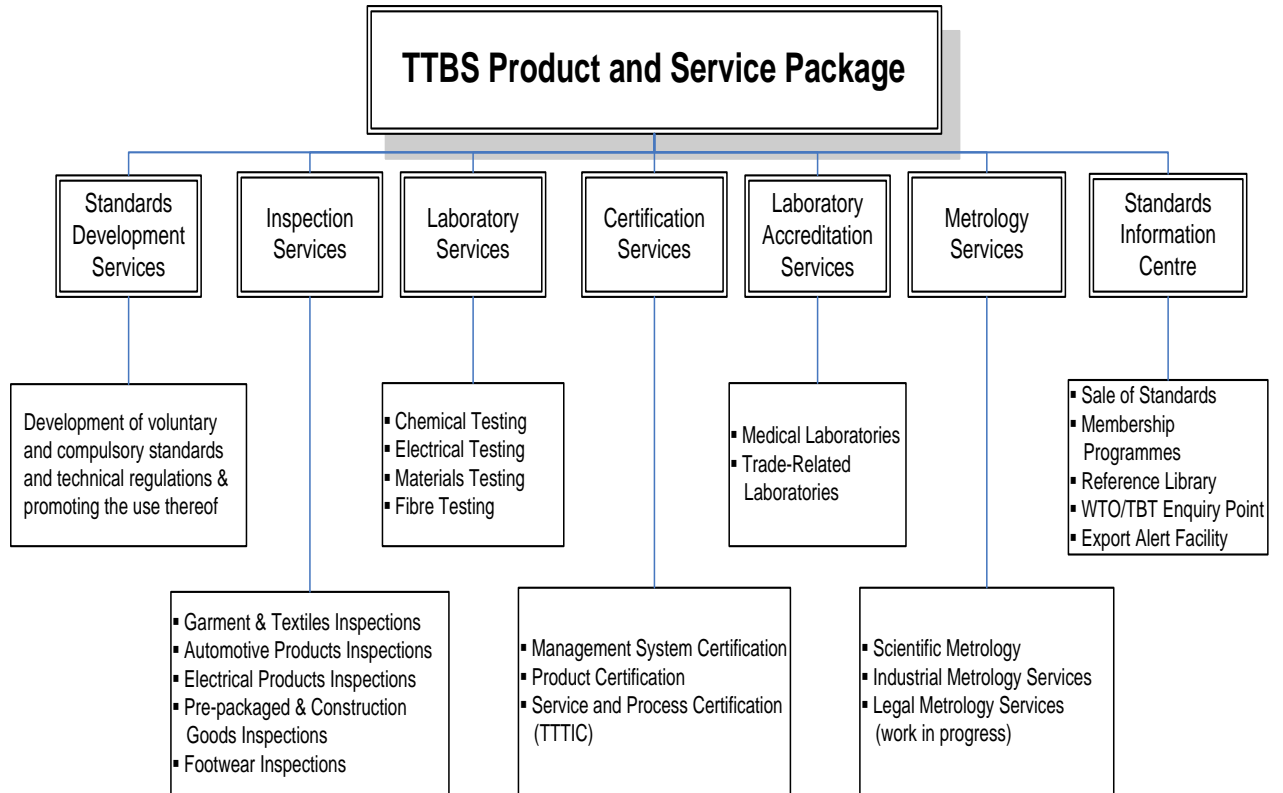
- Completion of the new three year Strategic Plan and rollout
- National Metrology Institute Building Project
- Establishment of a long term programme for National Quality
- Pursuance of a National Building Code
- Hosting the Inter- American Accreditation Cooperation General Assembly and Conference
- Source approval from Cabinet for the formation of an Independent National Accreditation Body
- Rationalization of Organizational Structure and resolution of a series of Staff related issues
- Development of an electronic environment for the facilitation of import inspection Activities
- New focus on Mandatory Product Certification
 - Activation of the first TTBS “Calidena” exercise in collaboration with CROSQ.

APPENDIX 1: ORGANIZATIONAL STRUCTURE

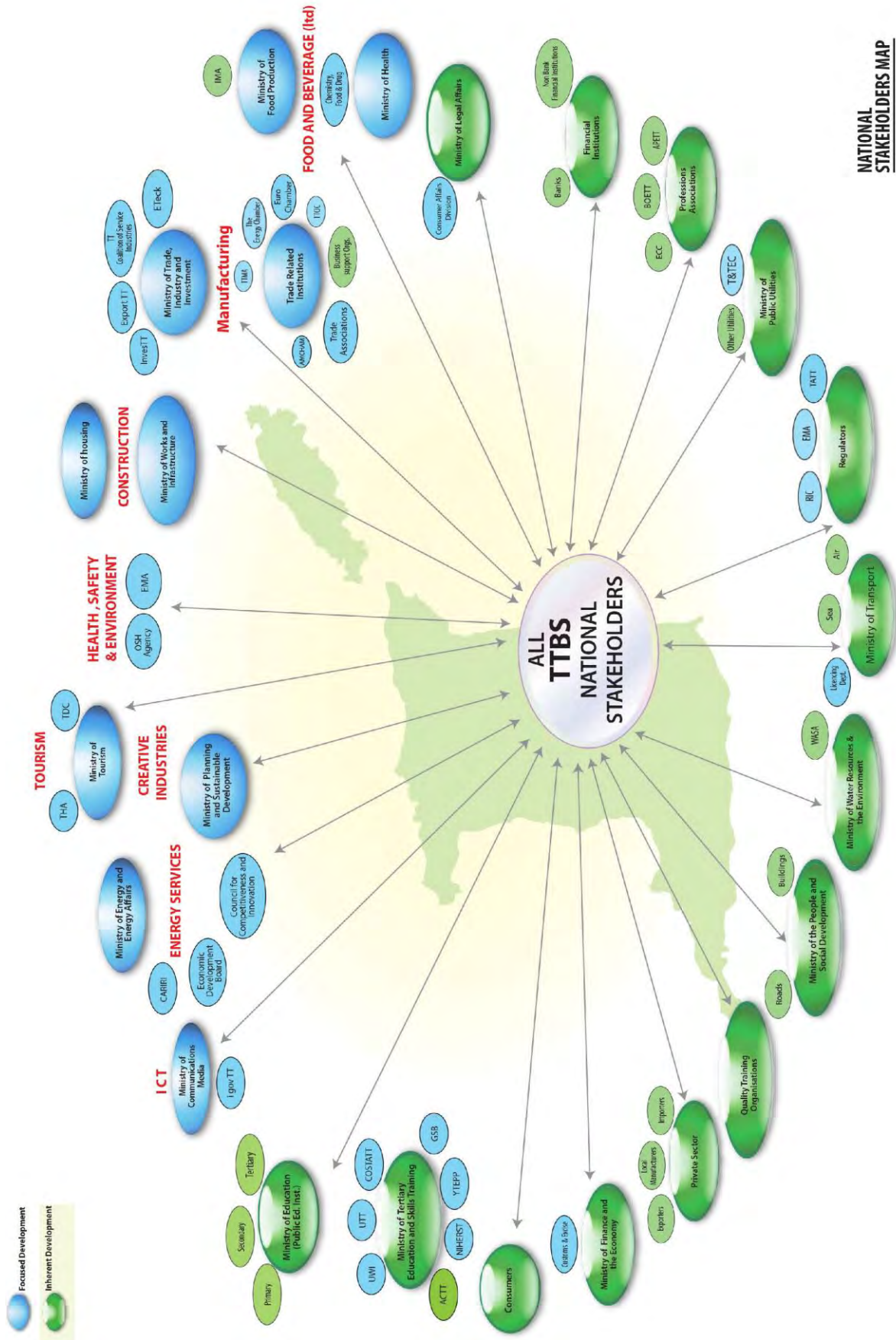
TRINIDAD AND TOBAGO BUREAU OF STANDARDS PRESENT ORGANIZATION CHART



APPENDIX 2: TTBS SERVICES PACKAGE

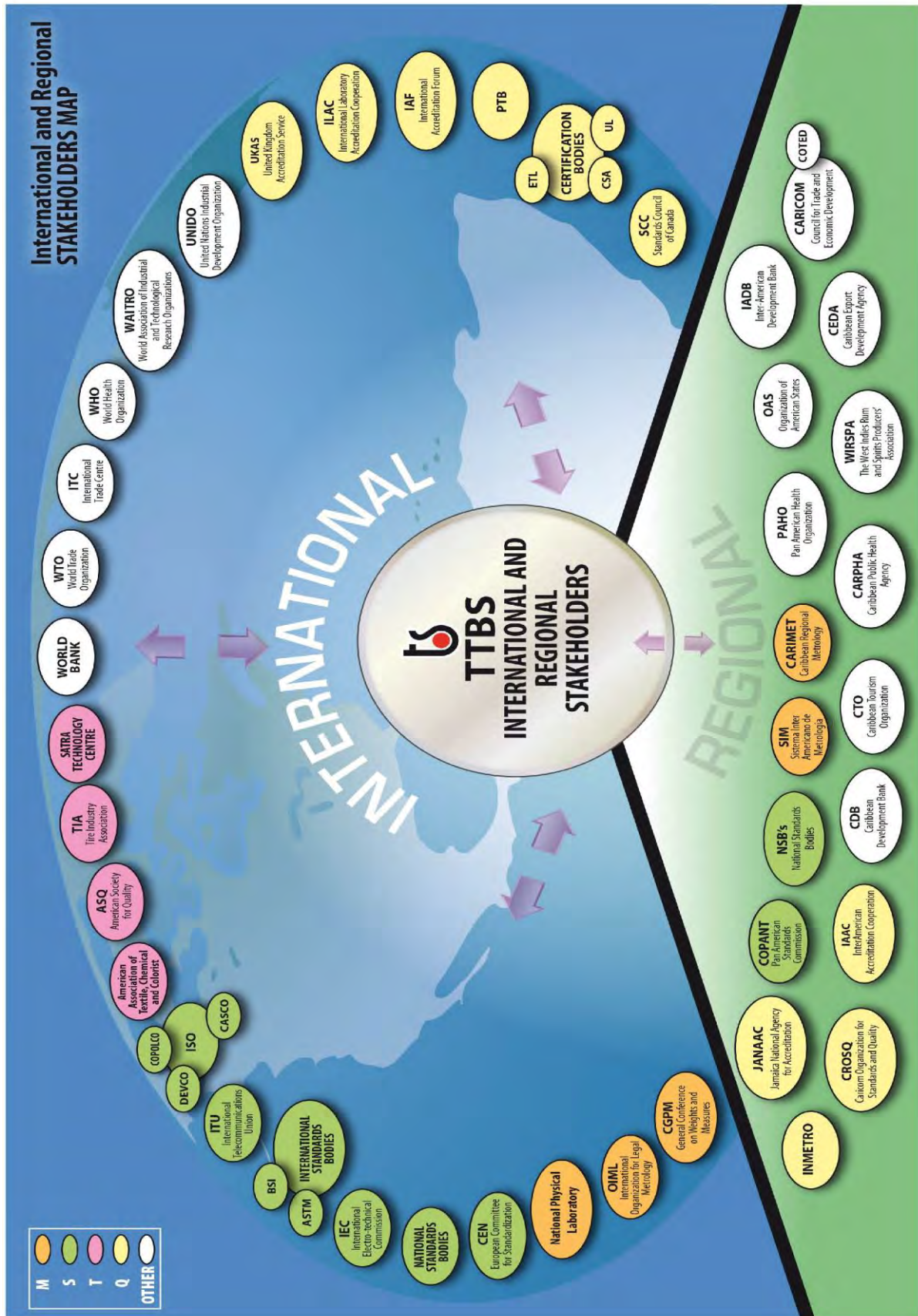


APPENDIX 3: NATIONAL STAKEHOLDER MAP

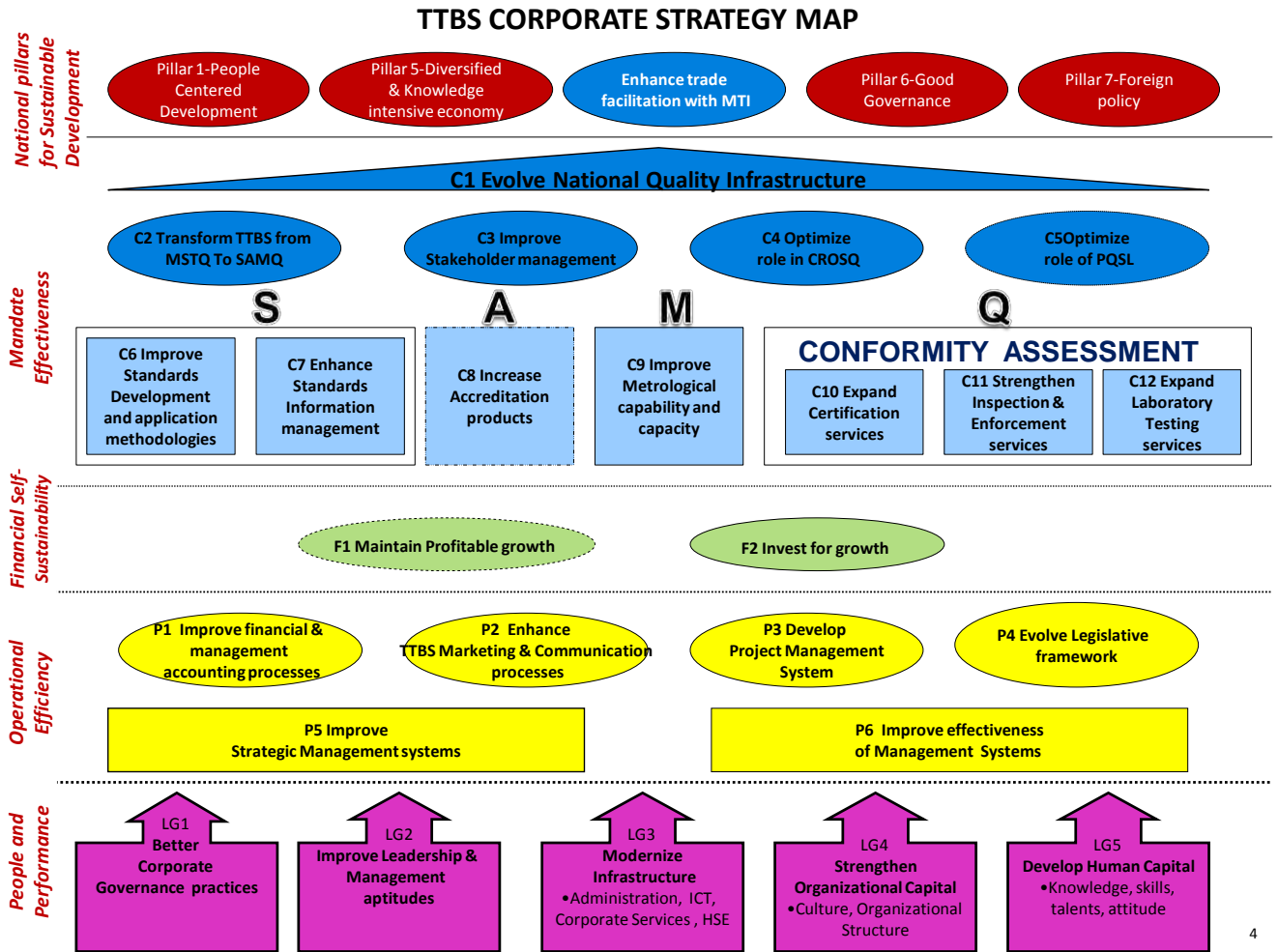


NATIONAL STAKEHOLDERS MAP

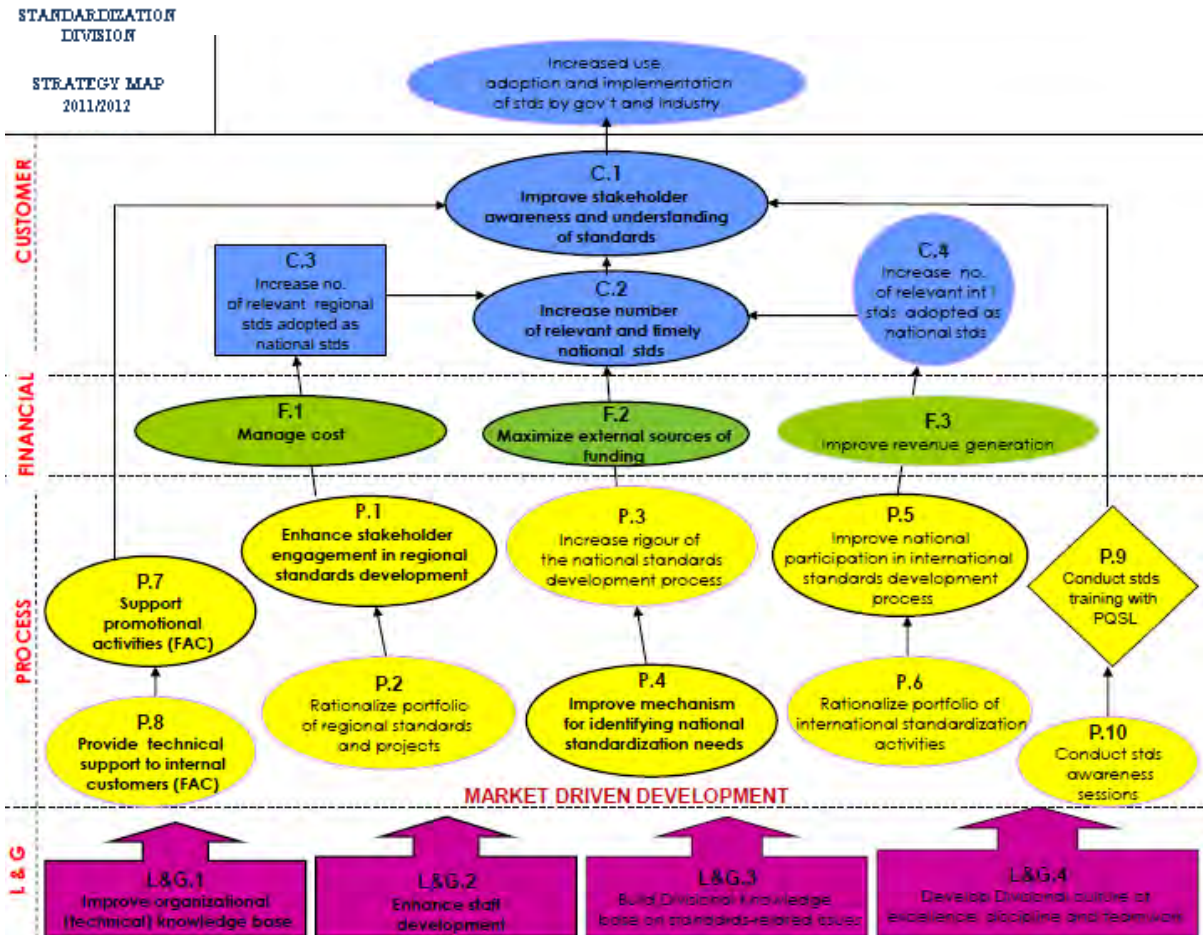
APPENDIX 4: INTERNATIONAL STAKEHOLDER MAP



APPENDIX 5: CORPORATE STRATEGY MAP



APPENDIX 6: STRATEGY MAP- STANDARDIZATION



APPENDIX 7: SCORECARD- STANDARDIZATION

Measurement Table

Name of Division/Unit: STANDARDIZATION		Planned Measures Achievements	Unit	Baseline	Days to complete	Annual Target	Target Q1			Target Q2			Target Q3			Target Q4			Project Initiatives	
							Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul 13	Aug 13	Sep 13		
C1	Increase stakeholder awareness and implementation of standards	National standards promotion/training activities conducted	#	8		12			4										12	Conduct standards promotion/training activities to include articles (8 min), workshops/consultations/radio/TV (4 min)
C2	Increase number of relevant/timely standards in support of industry and regulators	New revised stds prepared for T&M approval	#	17		8			0										8	Areas include: Consumer, Agriculture, Environment, Tourism (reduced work programme for 2012/13 is due to focus on National Building Code and supporting Codes)
C3	Support Government Policies, Initiatives and commitments via standardization inputs	Committee Drafts developed for new/revised Codes of Practice	#	0		3			0										3	Codes to be developed: Building Accessibility, Plumbing, Electrical in support of National Building Code Project initiated by Ministry of Housing
C4	Improve stakeholder engagement in standards development	Targeted stakeholder engagement plan developed	%	0		100			25										100	25% - Sector/subsectors acc to GSIP - mapped; 50% - ID subsectors export potential and HSE risks; 75% - develop engagement plan; 100% - execute for targeted sector(s)
C5	Improve stakeholders' accessibility to standards information	Internal database developed for updating of standards information	%	0		100			25										100	25% - work with IT to develop database; 50% pilot test and do refinements; 75% verify information and upload; 100% - roll out to internal stakeholders and website
F1	Manage cost	Actual cost Vs budgeted cost managed	%	100		100	100	100	100	100	100	100	100	100	100	100	100	100	100	
F2	Maximize external sources of funding	Actual PSIP expenditure vs planned PSIP expenditure managed	%	100%		100	100	100	100	100	100	100	100	100	100	100	100	100	100	
P1	Refine standards development process for greater effectiveness	Pilot project on the development of a Technical Regulation	%	0		100			25										100	25% - Research methodology incl. legal issues for TR development; 50% - Produce the draft document; 75% - Get LI and legal feedback and refine document accordingly 100% - Final document issued for approval by TMC
P2	Minimize delivery time in particular/special stakeholder needs	Pilot project for Fast-track method developed and tested	%	0		100			25										100	25% - Define process, identify standard and initiate pilot test 50% - completion of Committee draft; 75% - approved final document issued to stakeholder; 100% - Conduct post mortem -final review/refine/documentation of process
LG1	Build Divisional knowledge base in standardization issues	TTBS training workshops on standards and quality	#	0		4			1										4	Structured training workshops in various aspects of standardization and quality by Divisional and TTBS Staff

APPENDIX 8: STRATEGY MATRIX

ATTACHMENT 1: TTBS STRATEGY MATRIX

COMPETITIVENESS & SUSTAINABLE DEVELOPMENT					
PILLARS OF NATIONAL DEVELOPMENT PLAN					
Diversified & knowledge intensive economy	Foreign Policy		Good Governance	People-centred Development	
STRATEGIC THEMES					
Quality & Innovation architecture	Trade Facilitation	International Participation	Stakeholder Engagement	Societal Sustainability	TTBS organizational Transformation
STRATEGIC RESULT					
Internationally accepted products, services and processes	Increased quality and quantity of exports.	Heightened influence and impact of T&T in the regional and international standardization, metrology, accreditation and trade communities	Standards are widely accepted and effectively applied	Sustained economic, social and environmental growth and development	A financially stable, high performance, market drive & knowledge based- learning enterprise
Enhanced quality in innovation	Improved quality of goods sold locally		Quality conscious society		
STRATEGIC OBJECTIVES					
Champion the development of National Quality Infrastructure (NQI)	Increase usage of standards in trade	Align international and regional participation with national goals	Increase number of effective partnerships	Enhance National Health, Safety, Security Systems	Improve Financial Performance
Participate in the development of the Regional Quality Infrastructure (RQI)	Increase utilization of conformity assessment instruments	Enhance the effectiveness and consistency of TTBS participation	Increase stakeholder involvement in standardization processes	Promote best practice in maintaining infrastructure and optimizing natural resources	Maximize Information Capital
Ensure international recognition of conformity assessment procedures	Improve Regulatory framework		Increase the level of acceptance and advocacy of the value of standards among stakeholders, customers and the general public.		Develop Organizational and Human Capital
Facilitate and promote the use					Build Brand

APPENDIX 9: TRAINING ARRANGEMENTS

The development of human capital through training and various types of interventions was critical this year given the organization's need for *increased relevance and visibility*. Some of the training interventions undertaken are outlined below.

Technical training to support Building the Business 2012-2013

COPANT SME Workshop
ISO CASCO Regional Workshop 17024 & Plenary Meeting
CARTF Workshop & First Meeting of Enquiry Point of Americas
Model Standards for Children in Alternative Care Review Workshop
WTO Advanced Trade Policy Course
WTO Regional Workshop: Technical Barriers to Trade for Countries of the Caribbean
Intermediate Metrology Seminar
E Learning Series: Fabric Preparation
HACCP Auditor Certification
Energy Conference 2013
38th Annual Graphic of the Americas Expo and Conference
QMS Internal Auditor
Standardization and Quality Assurance
Rocky Mountain Meter School
15th Annual Caribbean Conference on Sustainable Tourism STC14
Stakeholder Symposium on Development of Standards for the Regional Health and Wellness Tourism Sector
Cooperation between National Standards Bodies and Universities ISO/ABNT Regional Workshop
Technical Report Writing
Checkpoint Security Administration & Expert R75 CCSA & CCSE
MSCA SQL Server 2012
2013 World Conference on Improvement -Manage Change
ISO/FAO/CODEX/OIE/GFSI Regional Workshop on Food Standards and Trade
Introduction to Temperature Metrology Workshop and Symposium
ISO Regional Course on Good Standardization Practice
35th ISO COPOLCO Plenary Workshop and Meeting
Attachment on Legal Metrology (Fuel & Water Meter Verification)
ISO course on Marketing and Promotion of International Standards
The Role of standardization in strategy, innovation and entrepreneurship ISO
ICT Legislation Seminar
PMI Scc's 7th Biennial International Project Management Conference

Training to support Building the Organization 2012-2013

The Professional Certificate in Supervisory Management
ICATT Conference 2012 Themed "Staying ahead of the Curve"
Managing Relationships with Trade Union
Team-Building Workshop
Pensions Training Seminar
Customer Service
Corporate RIM Governance Policies Training - Developing Records & Information Procedures
Business Etiquette for Finance Professionals

Workshop on the NIS Amendments
Labour Law & IR for Accounting
Understanding Constructive Dismissal
Industrial Relations Management
Project Accounting
Project Management Essential Workshop
Strategic Cost Analysis for Managers
Competency Certification Programme
SHRM 2013 Annual Conference
Industrial Maintenance
Women in Leadership Conference 2013
Conducting Employee Performance Appraisal Meetings

APPENDIX 10: PSIP 2012-2013 ANNUAL REPORT

CROSQ	Caribbean Regional Organization For Standards And Quality
HSE	Health, Safety And The Environment
HVAC	Heating, Ventilation, Air Conditioning
IAAC	Inter American Accreditation Cooperation
ISO	International Organization For Standardization
PQSL	Premier Quality Services Limited
RQI	Regional Quality Infrastructure
SCC	Standards Council of Canada
TTBS	Trinidad And Tobago Bureau Of Standards
WTO	World Trade Organization

	PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
UPGRADE OF TTBS BUILDING	<p>Description:</p> <p>This project seeks to provide facilities of an acceptable standard for existing staff, new personnel and new equipment resulting from the Bureau's expanding mandate</p> <p>Time Frame:</p> <p>Oct 2003-Sept 2014</p>	<p>1 HSE Infrastructural works</p>	<p>The refurbishment of the cable testing room including the rewiring and HVAC works was completed in this fiscal year. This would allow TTBS to expand its regime of testing services as the facilities can now accommodate the equipment required to conduct the testing. The upgrade of the airconditioning systems will allow the laboratories to maintain the proper temperatures required to conduct testing according to specifications.</p>	<p>Upgrading of the physical infrastructure will improve morale and productivity and set in place a facility which complies with the accommodation requirements of OSHA</p> <p>Explanation of variances from the planned programme:</p>
		<p>2. Internal Facilities Expansion</p>	<p>TTBS completed the renovations to the IT and HR Units with the installation of new modular furniture and the refurbishment of the Metrology Meeting Room. New offices were constructed to house the Projects and Trade Units.</p>	<p>TTBS made alternate arrangements regarding the archiving of documents which caused planned works to be deferred.</p> <p>The Project Manager retired during the fiscal period and a new Project Manager was appointed. This caused some delay in the planned programme.</p>
PR C	<p>Description:</p>	<p>1. Testing the Safety and</p>	<p>The procurement of the hot and cold water baths for the</p>	<p>The Division has been able to</p>

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
<p>This project seeks to facilitate trade and increase competitiveness of manufacturers by the provision of testing and verification services supported by qualified and competent technical personnel and appropriate calibrated equipment.</p> <p>The project also seeks to expand the testing regime required for the regulatory activities mandated by the Standards Act No. 18 of 1997, to improve the quality of goods on the market and to ensure the health and safety of the national population</p> <p>Time Frame: Oct 2003-Sept 2015</p>	<p>Performance of Electrical Products</p>	<p>testing of electrical cable allowed for the lab to expand the range of testing services to satisfy those required by national compulsory standards as well as external clients.</p> <p>The Electrical Laboratory was also able to procure an appliance tester for testing the electrical safety of household appliances and was also able to refurbish the lighting sphere used for testing of light bulbs. Training for 4 persons was conducted on the use of the integrated sphere which is also used in the testing of Compact Fluorescent Lamps. The Lab was also able to showcase its capability in the testing of electrical products at its open house and at the CARILEC Conference held at the Hyatt in July.</p>	<p>improve its level of assistance to internal and external stakeholders through the provision of testing and verification services supported by qualified and competent personnel. The Division has been able to maintain its accreditation for its tests and has served a wide range of clients from 2002.</p> <p>Explanation of variances from the planned programme:</p> <p>Planned procurement of equipment was hindered by 1. Lack of a functioning authority to approve the procurement (i.e. delay in appointment the Board of Directors earlier on in the year) 2. Access to required foreign exchange to make the payments once</p>

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
			<p>the approval for the procurement of the equipment was obtained has delayed the receipt of the equipment. The planned increase in the scope of accreditation of the Electrical Products lab was delayed due to a planned change in the requirements of the standard, which would have required new systems to be developed.</p>
	<p>2. Testing of Materials</p>	<p>The Materials Products Laboratory was able procure a piece of equipment which is used in the evaluation of coatings (e.g. paints).</p> <p>Receipt of the Elemental analyzer has been delayed due the unavailability of foreign exchange.</p>	
	<p>3. Testing of Fibre Products and Footwear</p>	<p>TTBS was able to procure the launderometer and the weatherometer. TTBS was able to showcase its capability in the testing of fabrics through the TTCSI magazine.</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
	<p>4. Laboratory Upgrade-Chemical Products Laboratory</p>	<p>The Atomic Absorption Spectrophotometer was received and commissioned. Five members of staff were trained in its use. The Gas Chromatograph was ordered and TTBS is awaiting delivery at the end of September. The procurement of equipment for the Microbiology Lab was approved and ordered. Awaiting delivery in Oct.</p>	
<p>PROVIDING RELIABILITY TO QUALITY INFRASTRUCTURE</p>	<p>Component 1: Assuring traceability in metrology through regional cooperation</p>	<p>1 Development of internationally recognised traceability for basic physical and Chemical quantities</p> <p>TTBS received the susceptometer, weights, thermometer, humidity and temperature meter and barometer and handtruck trolley in December from PTB which would allow the Metrology Division to improve its quality of measurement. One officer participated in a Regional Workshop on Metrology: Temperature and International Quality Symposium on May 13 - 16, 2013, in Santo Domingo, Dominican Republic.</p> <p>The training was coordinated by the CARICOM Regional Organisation for Standards and Quality (CROSQ) in conjunction with the</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
		<p>Direccion General de Normas y Calidad (DIGENOR) with support from the Physikalisch-Technische Bundesanstalt (PTB). The workshop entitled “Introduction to Temperature Metrology.” was hosted by DIGENOR in Santo Domingo, Dominican Republic on May 13 & 14, 2013. This training was aimed at increasing TTBS competencies in the area of Temperature Calibration in preparation for applying for recognition of Calibration Measure Capability in that field.(See 216)</p>	
	<p>Component 2: Development of regional calibration, testing and verification services.</p>	<p><i>Participation in OAS-FEMCIDI Quality Infrastructure Project -</i> TTBS was able to work with NIST and CROSQ in the submission for approval of a project to the OAS intended to interalia enhance conformity assessment services within the region. The proposal was subsequently approved and the first programme on conformity assessment under this proposal is intended for May/June 2014 and for a followup in the same period in 2015.</p> <p><i>Implementation of CA strategy - e.g. roofing sheets</i></p>	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
		<p><i>etc</i></p> <p>TTBS was able to develop and get approved by the Board of Directors a Conformity Assessment Policy for TTBS. In rolling out the policy and strategy, TTBS began with the development of programme for enforcement of the standard for roofing sheets through a mandatory product certification scheme. Three (3) stakeholder consultations were held to discuss the programme and the pilot project launched with six (6) companies.</p>	
	<p>Component 3: Development of regional accreditation structure</p> <p><i>1. National Accreditation Body (International Recognition of TTLABS)</i></p>	<p><i>International Recognition of TTLABS - TTLABS Business Plan, which includes its divesture from TTBS was submitted to the Ministry of Trade, Industry and Investment. It is currently being reviewed.</i></p> <p>TTLABS also hosted the 18th Inter American Accreditation Cooperation (IAAC) General Assembly at the Hyatt from on 16th to 23rd August 2013. Participants from the Americas as well as the Region (CROSQ) attended the different committee meetings and workshops. There were a total of 138 delegates attending the</p>	<p>Project activity continue into 2011-2012.</p>

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
		<p>General Assembly. During this time TTLABS also hosted a National Conference: Quality and Accreditation in National Development on the 21st and 22nd August 2013. The attendees of this conference represented organizations such as WASA, Angostura Ltd, TCL, T&TEC and UTT. The Honourable Dr Rupert Griffith gave the feature address.</p> <p>Eleven private and eight public medical labs participated the One World Accuracy proficiency testing programme. Proficiency testing schemes are quality assurance tools for laboratories to compare their performance with other similar laboratories, to take any necessary remedial action, and to facilitate improvement. A laboratory participating in proficiency testing schemes helps the laboratory to demonstrate its competence to a third-party.</p>	
	<i>Accreditation of National Certification Body</i>	The Certification Division of TTBS was visited by Mr Leonardo Machado Rocha of Inmetro from 07th to 09th May 2013 whilst the organization reviewed its conformity assessment programs. During his visit, some of the key topics discussed were Conformity	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
		<p>Assessment and Enforcement of Regulations and The use of Product Certification in Conformity Assessment Programs.</p> <p>Two officers from the Certification and Standardization Divisions participated in the ISO Technical Committee Meeting on Tourism and Related Services 26th -30th May 2013 in Portugal. ISO/TC 228, Tourism and related services, is the ISO technical committee responsible for developing standards in this area. Attendance of this important international meeting was intended to build capacity within TTBS. It allowed both attendees to learn about international standardization trends in the area of tourism which is one of the areas targeted by the Government of Trinidad and Tobago for diversification. Also, it facilitated direct participation in the formulation of International Standards in the area of Tourism to ensure that our national positions/perspectives are voiced and taken in account. Learnings from this meeting will be translated to our key stakeholders in the tourism sector via presentations.</p>	
	Component 4:	TTBS in collaboration with	Explanation of

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
	<p>Implementation of standards and technical regulations</p> <p><i>Standards development</i></p>	<p>the Ministry of the People and Social Development hosted a stakeholder consultation to obtain comments on the draft national Accessibility Code which is a proposed adoption of CC A117.1-2009, Accessible and usable buildings and facilities, with national deviations. TTBS in collaboration with the Cabinet Appointed Committee for the Development of the National Building Code also continued preliminary work on the National Building Code.</p>	<p>variances from the planned programme: –</p> <p>Non Approval of budget for Cabinet Appointed Committee for the National Building Code by Ministry of Housing is causing delays. The assumption was that the budget would have been approved in October 2013 and that the main activities would have begun</p>
	<p><i>Implementation of compulsory standards/ technical regulations</i></p>	<p>A stakeholder consultation was held on Monday 23rd September 2013 for TTS/BS5467 Electric Cables – Thermosetting Insulated Armored Cables for voltages of 600/1000volts and 1900/3300volts.</p> <p>TTBS also hosted a stakeholder consultation in collaboration with the Ministry of the Environment and Water Resources on the monitoring scheme being implemented to regulate the importation of refrigerant gases. This scheme commenced in September.</p>	<p>Explanation of variances from the planned programme:</p> <p>TTBS is awaiting MTII's roll out of the AFT Strategy</p>

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
	<p><i>Component 5: Coordination of national quality infrastructure</i></p>	<p>TTBS Organizational Transformation - TTBS Strategic Plan for 2013-2016 was approved by the Board of Directors. It has been submitted to MTII for review.</p> <p>Incorporate Quality Infrastructure elements into the Curriculum of national academic institutions - One officer participated in an ISO/ABNT Regional Workshop on “Cooperation between National Standards Bodies and Universities” which was held from 15th-17th April, in Sao Paulo, Brazil. Several presentations and roundtable discussions were held to discuss the ways of improving collaboration between National Standards Bodies and Universities, aimed at increasing awareness of standardization.</p> <p>Improve Stakeholder Engagement and Awareness Raising of the nature and application of Quality Infrastructure topics - On July 23rd, 2012 the TTBS hosted a Stakeholder Workshop entitled “The Missing Link to Sustainable Development and Competitiveness: National Quality Infrastructure” at Hyatt Regency Hotel in Port of Spain. There were 25 participants from academia, business support organizations and various</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
		<p>ministries.</p> <p>TTBS Strategic Marketing Plan was finalized and approved by the Board of Directors</p> <p>Strengthen the CROSQ/ISO network and implement further regional/ international frameworks by participating in regional/ international activities - TTBS as the representative for Trinidad and Tobago was elected to the Board of COPANT for the next 2 years.</p> <p>The Executive Director participated in the ISO Regional Course On Good Standardization Practice</p> <p>13-14 MAY 2013 held in La Paz, Bolivia. The overall objective of the programme was to provide training, tools and support to ISO members in order to raise their awareness and develop skills in the field of good standardization practice. The programme hoped to assist participants to understanding what good standardization practice is, and why it is important that National Standards Bodies follow these practices and implement systems to ensure that they do so continuously.</p> <p>He also participated in the ISO Workshop in</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
		<p>Washington, DC entitled “The role of standardization in strategy, innovation and entrepreneurship”. This programme was a highly interactive gathering of academia, industry strategists, government policy makers and standards executives, aimed at promoting standardization practice, policy, and skills through management education and research.</p>	
CENTRAL SERVICES	<p>Description: This project seeks to facilitate the provision of technical and other supporting infrastructure for TTBS’ operations.</p> <p>Time Frame: Oct 2003-Sept 2015</p>	<p><i>1. Automated Information Management System Phase 3</i></p> <p>The AIMS solution: Import Inspection Income Data was integrated with the Peachtree accounting package reducing the duplication of data entry and thereby increasing the accuracy and timely reporting of inspection income as well as facilitating the timely payment of refunds to external customers, thus resulting in an improved level of service.</p> <p>One of the six units of the Implementation Division - the Automotive Unit was able to successfully pilot the use of the web application when carrying out inspections. The other units will be brought online in the upcoming financial year.</p>	<p>Explanation of variances from the planned programme: The web based submission of associated import inspection documents through TTBizLink and the integration of TTBS Compulsory Standards Implementation Solution with TTBizLink are dependent on the launch of MTI’s TTBZLink Declaration Module. TTBS currently awaits the launch of MTI’s TTBizLink Declaration module.</p> <p>Clients / Customers</p>

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
			submitting e-payments for fees and services provided by the TTBS, online is dependent on Government Legislation and would be launched six (6) month after official legislation is finalized
	<i>2. Upgrade of ICT Infrastructure</i>	The Firewall device, Equalogix Storage Area Network System Array and Anti Virus mechanism was installed. This device will contribute to the strengthening of the ICT network and infrastructure in TTBS which is required to support TTBS increasing use of ICT systems both internally and externally. The network was upgraded by rewiring with Cat 6 plus (Unshielding Twisted Pair) UTP Copper cable and Gigabit Ethernet Switches with POE Plus Switches which will facilitate higher speed, bandwidth and to facilitate future growth and expansion. One officer gained competency in Microsoft SQL Server which is used for the development and design of TTBS databases.	
	<i>3. Upgrade of</i>	TTBS new site was launched in October. Minysis - the	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
	<i>TTBS Website</i>	Library Management Software was upgraded to facilitate better record keeping. Two officers were able to attend a training course offered by ISO (International Organization for Standardization) on marketing and promotion of standards. As a result, TTBS has signed a contract with ISO to be a part of their ISO online store initiative. This enables TTBS to sell ISO standards via its website without the hassle of actually managing the store. TTBS's ISO online store can be found at: isostore.gottbs.com .	
	4. Upgrade of the Printery	TTBS able to improve the quality of its finished printed products (standards, notepads etc) with the acquisition of a Perfect Binding Machine. TTBS was also able to increase the range of print services by the acquisition of the Foil Stamping Machine (used for such items as call cards, certificates, invitations).	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
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Description:

1. Implementation of the Metrology Act through the development and establishment of the National Metrology System and the establishment of the international systems of Units as the National System of Units locally

2. Improvement in the Competitiveness of T&T due to the effect of application of Metrology. Improvement in the quality of life due to visible improvements in the fairness of trade and the reliability of measurements

Time Frame:

Oct 2003-Sept 2015

The purchase of the following equipment has allowed the Metrology Division to improve the range and quality of services offered to its clients in the areas of dimensional, electrical, time and frequency calibrations: Function/Arbitrary Waveform Generator, Transconductance Amplifier, Universal Counter 225 Mhz, Brannan Thermometers and Gauges, Gauge Blocks, Thermohygrometer for Humidity and Temperature, Hygrometers, Portable Conductivity Meter. TTBS is awaiting delivery of an upgrade to the Gauge block Comparator, Electrical Energy Meter Verification Unit and Humidity Generation Standard .

TTBS was also able to finalize work with a consultant on conceptual plans for the construction of a NMI building.

Three officers participated in Intermediate Mass Calibration conducted by NIST in US which has allowed them to build greater competencies in this area. Two members of the LMI staff V Tota and W Inglesbirth completed a two week attachment at the Bureau of Standards Jamaica – the programme was a hands on view of the Jamaica flow/volume verification programme for fuels and

Explanation of variances from the planned programme:

The proclamation of the Metrology Act remains outstanding. The early proclamation was an assumption of this project. This has had a detrimental effect on all the mandatory activities that were anticipated and which should have already commenced. It has also affected the status of preliminary arrangements that were made. TTBS continues to work with Ministry of Trade and Industry and Ministry of Legal Affairs towards the proclamation of the Act.

	PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
BUILDING CAPABILITY FOR SUSTAINING EXPORT-LED GROWTH IN TRINIDAD AND TOBAGO BY STRENGTHENING THE TRADE INSTITUTIONAL INFRASTRUCTURE FOR TECHNICAL BARRIERS TO	<p>Description:</p> <p>The project is intended to assist the organization to fulfill the requirements of the TBT Chapters of trade agreements by developing an enabling environment through improved infrastructure and increased competence and capability in four main areas:</p> <ul style="list-style-type: none"> • Addressing gaps in the legislative framework to improve compliance with the requirements of the TBT Agreement; 	<p>1. Legal Framework</p>	<p>Hosted a workshop on "Applied Regulatory Impact Assessment" in conjunction with the USAID/ CARANA. Forty persons were trained including officers from six external institutions e.g. Chemistry Food and Drugs Division of the Ministry of Health, Ministry of Tourism, Ministry of Energy, TTCIC, TTMA, exporTT. Participants were exposed to a more streamlined and comprehensive approach to developing regulations. Received consultant's report on aligning Standards Act and Regulations to requirements of WTO TBT Agreement.</p>	
	<ul style="list-style-type: none"> • Strengthening the administrative framework for the National Coordinating Mechanism; • Facilitating export-led growth in sectors identified for development; • Increasing the understanding of 	<p>2. Administrative and Infrastructure Framework</p>	<p>Two members of staff completed training courses on the role of the WTO in the international trading system and its agreements and were able to gain a better understanding of its influence on Trinidad and Tobago's participation in the international trading system. At least ten staff members participated in the WTO Online Training Courses Participated in and made presentations at national trade related fora hosted by such stakeholders as TTCIC and exporTT</p>	<p>Explanation of variances from the planned programme: Administrative arrangements for the formalizing of the Trade Unit related to infrastructure, organizational structure and staffing are not as scheduled since approvals are needed from agencies outside of</p>

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
<p>issues related to TBTs on trade though communication and networking with key stakeholders</p> <p>Time Frame: Oct 2010-Sept 2017</p>		<p>Two members of staff participated in the "First Meeting of the Inquiry Points of the Americas under the World Trade Organization's Agreement on Technical Barriers to Trade (WTO TBT)" hosted by Standards Council Canada, NIST of the US and INMETRO of Brazil in Brazil. One of the aims of the meeting was to plan the establishment of a regional communications network among the inquiry points of the Americas.</p> <p>The International Trade Center hosted a stakeholder briefing session to discuss the findings of the study of Non Tariff Measures in Trinidad and Tobago which began in August 2011. This session allowed participants to suggest the way forward in addressing some of the measures raised in the study. This study will also assist TTBS to focus its efforts in promoting export competitiveness in selected sectors.</p>	<p>TTBS. However activities are being undertaken.</p>
	<p>4. Communication and Networking</p>	<p>One brochure developed - Jan 2013 Participation in WTO TBT Committee Meetings - November 2012 and June 2013 Visit to CROSQ with TTMA representative - Apr 2013 TTBS participation in Trade Mission to Canada hosted by exporTT - May 2013</p>	

PROJECT DETAILS	RELATED ACTIVITIES (2012-2013)	COMMENTS/ PROBLEMS	REMARKS
	<p>Component V - 10th European Development Fund – Caribbean Regional Indicative Programme: Economic Partnership Agreement – Technical Barriers To Trade Component</p>	<p>TTBS hosted and participated in the first Technical Implementation Group meetings for the Standardization and Information groups in Nov 2012. TTBS also facilitated a Knowledge Management Workshop for the TIG - Information Group which will allow us to build the discipline of Knowledge Management and improve user understanding of the quality infrastructure discipline and its influence on national and regional development.</p> <p>TTBS also participated in the TIG - Accreditation in Barbados in December and the TIG - Conformity Assessment held in Grenada in Mar 2013 where the workplans for the upcoming year were finalized.</p>	

Projects	Y/E 30 Sept 2013(2012-2013)	
	PSIP funding Released \$	PSIP funding Expended (Including commitments)\$
Upgrade of TTBS Building	\$ 500,000	\$805,622.66
Procurement of Testing Material & Equipment	\$1,500,000	\$3,084,571.61
Providing Reliability to Quality Infrastructure	\$3,000,000	\$2,365,301.00
Central Services- TTBS	\$1,000,000	\$1,142,833.49
Implementation of the Metrology Act 2004	\$1,000,000	\$3,460,711.23
Building Capability For Sustaining Export-Led Growth In Trinidad And Tobago By Strengthening The Trade Institutional Infrastructure For Technical Barriers To Trade (TBT)	\$1,000,000	\$412,034.87
TOTAL	\$8,000,000	\$11,271,074.86
*Excess expended funds are from residual balances from previous year.		

APPENDIX 11: AUDITED FINANCIAL STATEMENTS - 2012/2013