



**TRINIDAD & TOBAGO
ENTERTAINMENT CO LTD**

ANNUAL ADMINISTRATIVE REPORT

TRINIDAD AND TOBAGO ENTERTAINMENT COMPANY LTD.

FISCAL YEAR 2008-2009

1. MISSION STATEMENT

The Trinidad and Tobago Entertainment Company Limited (T&T ENT) will contribute to the building of a sustainable, globally competitive entertainment industry, empowering and exporting national talent, and indigenous products and services related thereto.

2. VISION STATEMENT

Through solid investment and institutional support, we shall foster the growth and development of globally competitive entertainment industry that would: build the cultural confidence of our society; promote sustainable sources of income for our artists and cultural entrepreneurs; and contribute to the growth of our economy.

3. STRATEGIC PLAN

In order to meet its mandate to facilitate the development of a globally competitive Entertainment Industry (inclusive of music, dance, theatre, visual arts, carnival arts and steel pan) T&T Ent strives to meet the objectives of:-

- Facilitating the international exposure of our local entertainers;
- marketing and promoting the national creativity;
- ensuring that Trinidad and Tobago is identified not only as the home of Steel Pan but also the home of Soca, Chutney and Calypso;
- assisting local entertainers and artists in accessing funding for projects;
- facilitating private sector investment both locally and abroad into the entertainment industry; and
- ensuring proper documentation and archiving of our creative and cultural works.

The key projects are the Revolving Investment Arrangement, TT Ent Online, Entertainment E-Registry, Marketing and Promotion, Familiarization Tours, Joint Venture Projects, International Promotional Music Concert, International Promotional Theatrical Production and Archiving, Research and Development.

The strategic direction of T&T Ent from inception to date has been to focus on the Revolving Investment Arrangement, Familiarization Tours, International Promotional Music Concerts, TT Ent Online, the Entertainment E-Registry and the provision of Workshops and Seminars in areas to facilitate the development of capacity within the Industry.

4. FINANCIAL OPERATIONS

Budget Formulation

T&T Ent's budget formulation is guided by its strategic direction and the allocation received from the Government of Trinidad and Tobago, through the Ministry of Trade and Industry.

Expenditure versus Budget

T&T Ent's position regarding expenditure versus budget for fiscal 2008-2009 can be gleaned from the Project Status Report at Appendix 1.

5. HUMAN RESOURCES

Performance Measurement Tools

Annual Appraisals are utilized to measure the performance of T&T Ent Employees. An example of the Appraisal form is attached at Appendix 2.

Recruitment and Selection Procedures

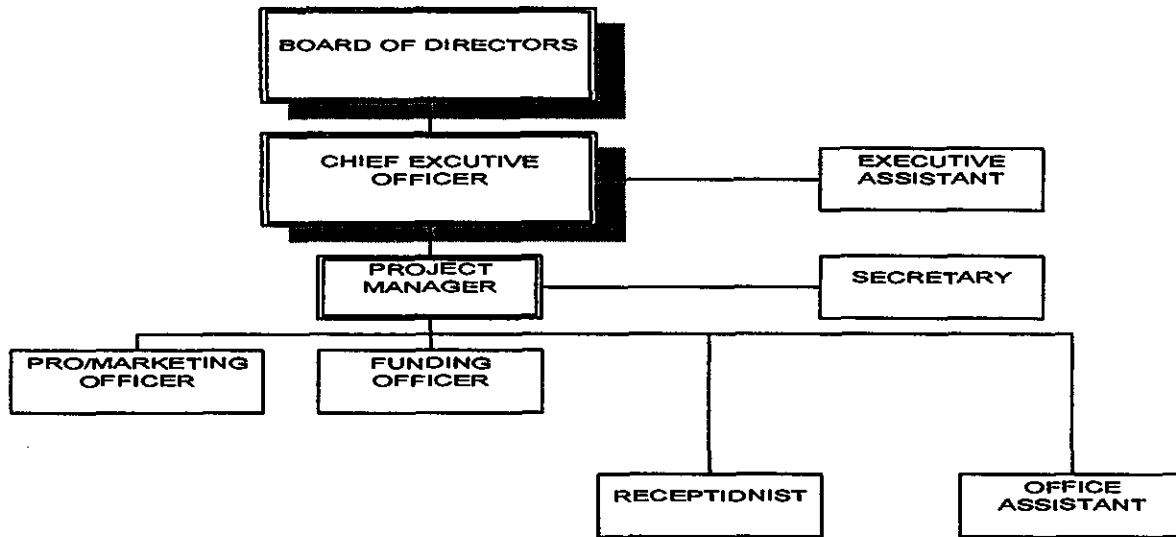
T&T Ent employs broad based advertising (daily newspapers and online services), and or employment and human resource agencies to source, screen and select candidates for selection. Shortlisted applicants are then interviewed by a panel of selected members of the Board of Directors.

In the main, employees are contracted for a two year period (based on employment contracts approved by the Public Sector Negotiating Committee). Consultants are employed from time to time with the duration of their contracts dependent on the skill or service provided.

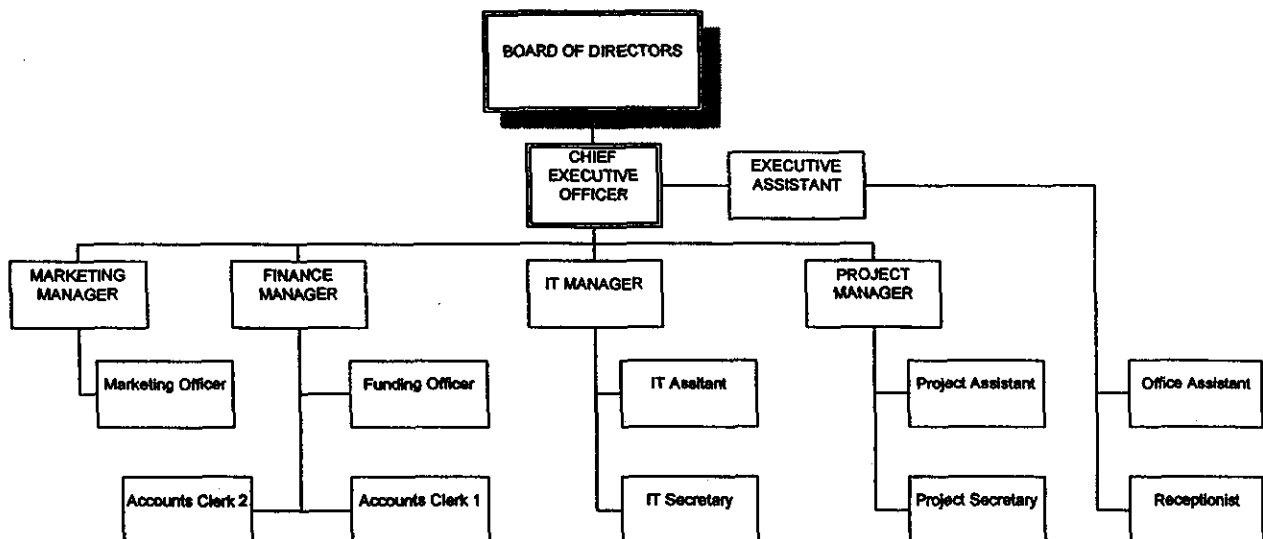
6. ORGANIZATIONAL STRUCTURE

Corporate Structure

CURRENT - Chart 1



PROPOSED - Chart 2



Services/Products Provided

Information relating to the services/products provided by T&T Ent is attached at Appendix 3.

Levels of Authority

The levels of Authority within the current corporate structure can be gleaned from the Chart 1 above.

Conditions of Employment

Employees are contracted on a biannual basis currently, with remuneration and benefit packages approved by the Public Sector Negotiating Committee.

Where consultants are engaged, their engagement is specific to the skill and or service that they provide.

Employment Practices

T&T Ent employs persons based upon the positions approved by the Public Sector Negotiating Committee and engages consultants from time to time as the need arises after going through the relevant recruitment and selection process.

T&T Ent also utilizes interns and on the job trainees from time to time.

Training Programs

T&T Ent provides training (whether outsourced or internal) to existing staff where it would further enhance the employee's performance, and encourages employees to engage in continued education.

7. PROCUREMENT OF RESOURCES

Tendering Procedures

T&T Ent follows the procedures outlined in the Standard Procedures for the Acquisition of Goods and Services attached at Appendix 4.

Contractual Procedures

Where T&T Ent engages the skills or services of a Professional, a contract of service is entered into. The terms of the contract will vary depending on the skill or service engaged.

8. REPORTING FUNCTIONS

Departmental Reports

Reports are requested from the various departments and sub-committees for presentation at the Meeting of the Board of Directors and as necessary from time to time.

Reports to Ministries, President/Parliament

T&T Ent is required to submit Project Status Reports to the Ministry of Trade and Industry on a monthly basis, as well as midway through the fiscal year and upon the end of the fiscal year.

Project Definition Reports are also required on a quarterly/annual basis. Reports on Work Plans and the revision of same are also requested and required from time to time by the Ministry of Trade and Industry and or the Ministry of Finance.

9. PERFORMANCE ACCOMPLISHMENTS VERSUS GOALS

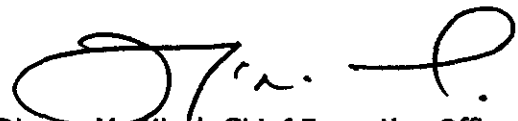
Remedial plans

While T&T Ent has met some of its objectives, and are making inroads in meeting more, such as breaking into new markets, the thrust must continue in order to reap real benefits. Towards this end, T&T Ent will emphasize on international marketing endeavours, enhancing its online presence, and increasing revenue generation.

Some submissions for areas of general improvement of the Entertainment Industry are:

- Clarification on the procedure to facilitate the necessary certification of persons and or organizations who, under the Finance Act No. 17 of 2007 (Sections 10 (j), (k), and (n) in particular) are entitled to deductions for sponsorship of Art & Culture and Sport to 150% of the actual expenditure incurred by an enterprise, with such expenditure limited to \$1M in any given year;
- Bridging the information and training gap to develop professionals in the Entertainment sector – such as Managers (Personal, Business, Events etc.), Publicists, Brand Managers, Accountants, Tax Experts and Attorneys at Law to name a few. It is also necessary that entertainers, artists and cultural entrepreneurs are seen and treated as professionals, and that financial institutions should be educated on the value of intellectual capital and methods of exploiting same.

- An apprenticeship programme is suggested as a means of passing on traditions in our local entertainment sector (In particular Carnival Arts, and Indigenous Cultural practices) so that our heritage is not lost;
- It is submitted that it is necessary to establish a quota for local/national content on our airwaves through radio and television channels. This will not only foster and enhance our national pride, through the constant reminder of who we are by hearing and seeing our diverse selves, but will also encourage participation in the Entertainment sector through increased investment and revenue generating opportunities. Economies of countries such as Canada, Sweden and France have benefited from such policies.
- The Entertainment sector enjoys linkages with almost every other service sector, including, Professional Services, Computer and Related Services, Consultancy Services, Telecommunication Services, Wholesale and Retail Trade and Tourism Services. However, the economic impact of the Entertainment sector is not (and arguably has not been) adequately monitored and or tracked. It is submitted that a framework and funding for this is urgently needed.
- It is submitted that a national policy which would treat with the issue of pensions and health plans for entertainers, artists and cultural entrepreneurs is required.



Prepared by Dionne Mc Nicol, Chief Executive Officer



APPENDIX I
ANNUAL ADMINISTRATIVE REPORT

**2008 PUBLIC SECTOR INVESTMENT PROGRAMME
MINISTRY OF TRADE AND INDUSTRY
REVISED PROJECT STATUS REPORT
September 2009**

Date: 7 October 2009

Project Name: Promotion, Product Development and Sector Analysis/Studies for the Entertainment Industry

Project Number: 48/ 09/ 003/ 11/ R/ 003

Implementing Agency: Trinidad and Tobago Entertainment Company Ltd. (T&T Ent)

YEAR TO DATE (YTD)

IMPLEMENTATION PLAN \$ '000 (YTD)	ACTUAL RECEIVED \$ (YTD)	EXPENDITURE THIS MONTH	EXPENDITURE YTD	COMMITMENT	VARIANCE
2,000,000.00	\$1,850,000.00	\$144,555.25	\$1,784,746.06	\$298,679.85	-\$233,425.91

CHANGES FROM THE PLAN THIS MONTH:

N/A

MILESTONES ACCOMPLISHED THIS MONTH:

WORK ACCOMPLISHED THIS MONTH:

Revolving Investment Arrangement (RIA)

- The Siparia Deltones Steel Orchestra completed their six (6) week Canadian tour from 10 July to 25 August to promote the steel pan and provide pan tuition with youth summer camps and Canadian steel pan orchestras. Some of the highlights of their itinerary included:
 - o Performed at Caribana's media launch at Ontario Place, Toronto
 - o Performed at the One World Drumming Festival, Barrie, ON (10,000-12,000 persons)
 - o Performed during the Caribfest Parade, Barrie, ON (35,000-40,000 persons)
 - o Cultural exchange visit to the Wasaking First Nation Peoples
 - o Performed on Toronto's Citi-TV morning show "Breakfast Television", a first for a local steel orchestra.
 - o Featured on Rogers TV for an entire hour on Friday 7th August during which the band performed live on set, was interviewed and lectured on the instrument. This broadcast was aired live in South Africa, Japan and Australia and aired in Canada on Channel 10 as a re-broadcast running daily for two weeks.
 - o Performed at several other events including Afropan's annual steel band concert (500-800 persons), Pan Fantasy's annual steelband concert (800-1200 persons),

boat rides, blockos and barbecue events during Caribana week, and at Barrie City Hall for the Mayor's welcoming of the band to that city.

- Several members conducted workshops for 70 students at St. Mary's Catholic School in the Brampton area. The exercise was successfully carried out over a three-week period, from Mondays through Fridays, with many of its participants performing with the Brampton Steel Orchestra at PAN ALIVE (Toronto's Panorama). Other workshops were conducted in Barrie, Ontario for a youth camp and also with the Barrie Steel Orchestra.
- Visited and performed at the Orillia Youth Centre for at-risk youth
- **Summary:**
- The Deltones delivered many impromptu concerts and tutorials as a result out of their popularity in Canada from their scheduled performances and workshops.
- The Deltones have made critical links and in-roads into the Canadian market and have been invited to return by many of their newly established contacts such as the Orillia Youth Centre and the Wasuking Peoples.
- Importantly, the Deltones held four meetings with the Culture Ministry of Barrie, Ontario concerning the initiation of a pan in school programme for the Simcoe country area. The Deltones are currently awaiting confirmation from the Ministry as to an exact date some members of the steel band can return to Canada to make presentations to the Board and principals in that educational district.

Contract Follow-up:

- Follow-ups have been ongoing in order to retrieve outstanding reports and payments from RIA projects.

Marketing

T&T Ent Participates in Labour Day Carnival

- T&T Ent tested its live streaming capabilities for the first time ever! The Company successfully aired Labour Day carnival from New York on its website on Monday, September 7th.
- Sold out concerts with Machel Montano and JMC 3VenI at the Moka and Maracas nightclubs were recorded for re-broadcast on T&T Ent's website and the WIN TV network. T&T Ent signage was shown visibly in the clubs and T&T Ent's TV ad was rotating on the club's monitors throughout the events.
- T&T Ent's banner appeared on NY club websites: www.maracasny.com and www.mokany.com as part of the WIN TV, Labour Day project. The company's banner also appeared on WIN TV and WIN Radio websites, <http://www.wintvworld.com/main.html> and <http://www.winradio101.com/>, respectively. The banner was originally supposed to be up to promote T&T Ent as a sponsor in the few days leading up to and including the New York Labour Day event on September 7th but has been extended to October 6th as a gesture of good faith on the part of WIN Communications.

Advertising Campaigns:

- On September 1st T&T Ent began a month-long radio blitz campaign to get the company's name and good work out into the public consciousness. This radio blitz involves T&T Ent's sponsorship of major newscasts on WACK Radio 90.1 FM every Friday evening at 6:15 and on WIN Radio 101.1 FM at 11:00 AM from Monday through Friday. T&T Ent also sponsors newscasts from Monday through Friday on Radio

Central 90.5 FM at 6:00 PM, on Trini Bashment 91.9 FM at 12:00 noon, and on CNMG Radio stations - Talk City 91.1 FM and Sweet 100.1 FM at 5:00 PM. T&T Ent's recently produced two, thirty-second radio commercials, one of which is being aired in conjunction with all newscasts on the aforementioned radio stations. The other commercial targets our website and will be aired after the company's website has been revamped. The Marketing Department will determine the results of this campaign to ascertain its impact on the company.

- As part of our sponsorship of their mid-day newscast with them, TriniBashment 91.9 FM has offered us a free banner spot on the news page of their website. Our banner will run for one month.
- T&T Ent's magazine advertisement will appear on the back cover of WIN Communications' magazine at no charge to T&T Ent. This magazine is published seasonally to advertise WIN's events. WIN has indicated that it will print ten thousand (10,000) copies in the next issue and a copy will be sent to T&T Ent.

Marketing Recruitment:

- The Company conducted interviews and hired Phillip Lopez as the Company's new Marketing Officer.

Website

- Artist contracts for music downloads have been created and signing of artist's catalogues have begun.
- Assistant to IT Manager is being used to coordinate with the artist's for the signing of contracts and cataloguing the CD cover information (composer of lyrics, music, arranger etc).
- Phase 1 of the re-vamped website is close to completion and the office has daily interaction with web contractor
- T&T Ent staff and Board met with Faluma, the German third-party entity that will be conducting the online downloads of tracks. Faluma advised that downloads will be ready in October.
- Website is scheduled to re-launch October 29th at Movietowne.

Music Trade Fairs, Festivals and Events

International Concert and mini-tour in India

- The Trinidad and Tobago High Commission will be celebrating forty years of diplomatic representation in India in November 2009. The work of the Trinidad and Tobago High Commission in New Delhi is indispensable as it is the main point of contact for potential Indian visitors to Trinidad and Tobago.
- As part of the celebratory events, the High Commission has asked Trinidad and Tobago Entertainment Company Limited (T&T Ent) to send a delegation of entertainers which can showcase the diversity of the culture of Trinidad and Tobago through performances in several cities in India over a fourteen-day period. Meetings with members of the Indian Film Industry are also carded in the itinerary.
- T&T Ent has consented to sending a delegation of entertainers to the Indian capital and to other cities within the Indian sub-continent from November 4th to November 15th 2009

and is presently ironing out arrangements with the entertainers who comprise that delegation. The troupe will be accompanied by one (1) representative of T&T Ent.

- The events in India have been sanctioned by the Government of the Republic of Trinidad and Tobago and the Trinidad and Tobago High Commission in India is working assiduously to prepare for the delegation's visit. All related expenses are being funded by the Trinidad and Tobago High Commission in India and T&T Ent.
- T&T Ent has also approached the Tourism Development Company (TDC) to partner in this event.
- Trinidad and Tobago stands to gain invaluable promotion from this venture as, in addition to the performances and meetings, television appearances in New Delhi and Mumbai have also been scheduled.

Commonwealth Heads of Government Meeting

- Over the past month, T&T Ent has been working intensely to coordinate The Commonwealth Resounds project, one of the official activities taking place before and during CHOGM. T&T Ent has been liaising with The Commonwealth Resounds organisation (London) and the Commonwealth Secretariat to prepare an itinerary and a budget for the sixty (60) international entertainers and music business specialists who will be visiting Trinidad and Tobago for a 7 day period from November 22 – 28, 2009.
- The schedule of activities over the seven day period will be intensive and include workshops, seminars, performances and networking activities between the local and international musicians throughout the country.
- T&T Ent is exploring the possibility of hiring the management team of Shiv Shakti Dance Company to assist in the coordination of this project since they have experience managing local and international events of this magnitude and have a reputation for professionalism and attention to detail.
- T&T Ent has been meeting fortnightly with the Commonwealth Secretariat and will continue to work closely with them to manage an effective programme for CHOGM.

CHOGM Village

- Preparations continue for the operation of a T&T Ent booth at CHOGM village for a three week period in November.

Movietowne Media Event

- T&T Ent is preparing for a media event at Movietown on October 29, 2009. The purpose of this event is to present our website and some of the Company's major activities to the media, major stakeholders and specially invited guests. The evening's itinerary will include:
 - Cocktail reception at Movietowne's playroom where the Company will showcase the website on a touch screen and participants can navigate through the website.
 - After cocktails in the playroom, participants will convene in one of the theatres where short speeches will be given on the Company's activities and the new CEO will be introduced.
 - The major event of the evening will be a viewing of the fifty (50) minute documentary which has resulted from the Company's recent participation in the

European tour project which involved multi-country performances by Maximus Dan, Marlon Asher and Jamelody.

Miami Music Festival

- The Company has begun preparing a proposal to the Board for T&T Ent's involvement in the first annual Miami Music Festival for emerging artists. T&T Ent proposed to host a Trinidad and Tobago night and showcase approximately six (6) young artists between the ages of 18-30.
- Meetings have been held with the festival manager and potential partners and a draft budget has been developed.
- If implemented, this activity will fulfil our mandate to promote T&T's artists at international festivals.

IMPACT

Report on Achievement of PERFORMANCE INDICATORS per said document

1. Performance Indicator:

- At least 5 T&T Ent sponsored artists **per annum** penetrating new markets (India, Europe, Japan, Africa, USA) through performances, product promotion and/or sales commencing 2008.

Impact:

- 18 T&T artists have penetrated T&T Ent's identified target markets to-date (as listed below).
 1. Love Circle – Kenya, Africa (primary activity in new market: performance)
 2. Joseph Williams – London (primary activity in new market: performance)
 3. SAVANT Ltd – international distribution for Insatiable Season documentary via www.amazon.com (primary activity in new market: sales)
 4. Nadia Batson – Los Angeles, US (primary activity in new market: performance)
 5. Marlon Asher – international distribution for his CD on international tours of Europe (multiple countries), US and Africa (primary activity in new market: performance and CD sales)
 6. Rainmakers – Houston, Texas (primary activity in new market: performance)
 7. Andrea de Silva – London (primary activity in new market: product promotion and sales)
 8. Diego Martin Footprints Folk Performers (primary activity in new market: performance)
 9. Indar Kanhai – Mumbai, India (primary activity in new market: product promotion and development)
 10. 3 Canal – multiple countries, Europe (primary activity in new market: performances)
 11. Mighty Poser – London (primary activity in new market: performance)
 12. Jointpop – multiple countries, Europe (primary activity in new market: performance)
 13. The Love Circle – Kenya (primary activity in new market: performance)

14. Euro tour with Maximus Dan, Marlon Asher and Jamelody spanning over six European countries (performances)
15. D'Big Apple Calypso Revue Tent (multiple calypsonians and comedians performed in NY calypso tent)
16. Calypso Rose - filming of documentary in Africa
17. Two performances with Iwer George and Black Stalin in London for T&T Ent's International Concert
18. JMC 3Veni performed at NY clubs and Brooklyn carnival as part of T&T Ent and WIN TV's joint marketing venture

2. Performance Indicator:

- Promote at least 3 local artists' attendance at international trade fairs, festival, per annum commencing 2010 and continuing.

Impact:

- 0% to-date. Planned for in 09/10

3. Performance Indicator:

- At least \$100,000TTD generated per annum as a result of RIA funded artists commencing 2009.

Impact:

- \$9720 received in 07/08 fiscal year
- \$45,787.75 received in 08/09 fiscal year

4. Performance Indicator:

- At least 2% increase per annum in revenue generated from EI by sector commencing 2009.

Impact:

- Unable to measure due to lack of research available.

5. Performance Indicator:

- At least 1% increase per annum in employment by sector in the EI commencing 2009.

Impact:

- Unable to measure due to lack of research available.

6. Performance Indicator:

- At least 2.5% increase per annum in employment by sector in the EI commencing 2012.

Impact:

- Unable to measure due to lack of research available.

7. Performance Indicator:

- At least 0.4% increase in the EI's contribution to GDP per annum commencing 2010.

Impact:

- Unable to measure due to lack of research available.

8. Performance Indicator:

- At least 15 applicants provided funds through RIA that support projects for the export market per annum commencing 2008.

Impact:

- 33 RIA projects funded to date, 11 RIA projects funded in 08/09 (8 for export markets)
- Overall, 26 RIA projects were directly for export markets (other 7 were building export potential at the national level)

List of RIA funded projects to-date:

1. Copyright Organisation of Trinidad and Tobago (COTT) Awards 2007
2. TT Film Festival 2007 (Workshop, making a music video to international standards)
3. 3 Canal (to perform at Womex world music trade Fair)
4. Joseph Williams (to compete in Gospel Gathering UK)
5. T&T Spectacular, Toronto showcase (headline acts: Spreadpal Crew, Learie Joseph)
6. Choc'late Allen (Rebel Salute 2008 showcase 35,000 attendance)
7. Choc'late Allen (Africa Unite activities and UNESCO Youth Symposium, 2008)
8. Choc'late Allen (Recording and Development Campaign)
9. Savant Ltd. (Reprint of carnival documentary, "Insatiable Season")
10. Nadia Batson (CD production, Caribbean Girl video and LA showcase)
11. Sonja Dumas (choreography competition, Cuba)
12. Marlon Asher (international CD project)
13. Carlton Louison and the Prayze project (Barbados Gospel Fest)
14. The Rainmakers (showcase at Percussive Arts Society International Convention, Houston, Texas)
15. Diego Martin Footprints Folk Performers (performance at Folkmoot International Folk Festival)
16. Andrea De Silva, ("In My View", photo exhibition at the Trinidad and Tobago High Commission, London)
17. 3 Canal (International CD Project)
18. TT Film Festival 2008 (Sound for Film workshop)
19. Silver Stars Steel Orchestra (60th Anniversary events)
20. Indar Kanhai (CD collaboration project, India)
21. Mighty Poser (performance at Carnival Village, London)
22. Jointpop (European Tour)
23. Copyright Organisation of Trinidad and Tobago (COTT) Awards 2008

24. Skiffle Bunch Steel Orchestra (Moods of Pan Festival, Antigua)
25. RASH Productions (fashion design workshop with international designer)
26. The Love Circle (Easter concert, Kenya at Kenyatta International Conference Centre)
27. Rapsofest – Women of the Oral Tradition (concert and workshop for local poets and spoken word/Rapso artists by Toronto based artist, “Amani”).
28. CNMG – coverage of Atlanta carnival launch
29. CNMG – Atlanta carnival coverage
30. European Tour project showcasing Maximus Dan, Jamelody and Marlon Asher in over six European countries (e.g. Switzerland, Finland, Germany, Netherlands, Austria, Norway)
31. Siparia Deltones Steel Orchestra Canada steel pan promotion project which included a six week tour with performances and pan tuition workshops
32. D’Big Apple Calypso Revue Tent, NY (multiple performances by a variety of calypsonians and comedians)
33. Calypso Rose Documentary “Calypso Diva” – filming and production of documentary for international distribution

9. Performance Indicator:

- At least 5 confirmed and documented new international contracts/opportunities afforded to T&T Ent artists per annum as a result of T&T Ent sponsored activities (RIA, Trade Fairs, Festivals and Events or Familiarization Tours) commencing 2008.

Impact:

At least 25 new international contracts/opportunities afforded to artists as a result of T&T Ent sponsored activities (as listed below):

- **Choc’late Allen has been booked for international concerts as result of T&T Ent sponsored activities in Jamaica (major performances listed below):**
 1. Manifesto stage show, North York, Toronto Sat, Sept 20, 2008.
 2. Manifesto Music and Arts Festival, Nathan Phillips Square, Toronto, Sept 23, 2008.
 3. Tribute to Peter Tosh Concert, Jamaica, October 18, 2008.
 4. Anthems of Love concert, Trinidad, Sept 27, 2008.
 5. Reggae Sum Fest, July 18, 2008.
 6. Rebel Salute 2009
 7. Rebel Salute 2010
- **As a result of the T&T Ent sponsored, *Trinidad and Tobago Spectacular* held in Toronto, Canada on November 24, 2007 a number of employment opportunities were created for the “Spreadpal Crew” and Learie Joseph:**
- **Spreadpal Crew received bookings for:**
 1. 2008 New Year’s show in New York
 2. Mother’s Day weekend tour in Miami, Orlando, Washington and New York.
 3. New York producer bought out the rights to Spreadpal’s next CD.
 4. Invited back to Toronto in 2008 for “Chutney Extravaganza”.
- **Learie Joseph:**

5. Invited back on 2008 tour with full comedy team to Toronto, Montreal, Boston.
- **3 Canal, Womex showcase:**
 1. A deal was sealed with European booking agent, *Azimuth Productions*, to embark on a European tour in 2008.
 - **Carlton Louison, Barbados Gospel Fest**
 1. Invited to perform at a St. Lucian music festival in November 2008.
 - **Sonja Dumas**
 1. Invited to work with African choreographers in Tunisia, Africa.
 2. Invited to work with Brazilian dance team.
 - **Marlon Asher was able to undertake a European tour as a result of T&T Ent support for his international album**
 1. Invited back on a second European tour by German promoter, Superlock Shows as a result. The tour will be even more expansive than the last entering Italy and Russia for showcases.
 - **Andrea De Silva**
 1. Exhibition at Novas Gallery, Liverpool.
 2. Exhibition at Windsor Races, London.
 - **Diego martin Footprints Folk Performers**
 1. Performed in Atlanta and Washington
 2. Key members of Footprints contracted temporarily by Universoul Circus (US based)
 - **Indar Kanhai**
 1. Invited to sing a playback song in a Bollywood film while recording his CD in India. If released, Indar will be the first Trinidad national to sing in a Bollywood film – a market that has proven to have extensive barriers over the years.
 - **Maxmius Dan**
 1. As a result of participating in the European Tour conceptualized by HOTT Records, Maximus Dan received numerous invitations and bookings for work in Italy, France, 2 Sweden gigs and return trip to Germany. Many of these invitations resulted from his performances in Germany.
 - **Love Circle Tour –**
 1. The band has been invited on another trip to Africa and Nehilet Blackman and her all-female gospel band received an invitation to perform at a Women's Conference/Seminar in Kenya.
 - **Siparia Deltones Steel Orchestra:**
 1. Orillia Youth Centre in Canada has expressed almost definite interest in having the Deltones make a return trip in May 2010 for a specific pan tutoring workshop and a full-length concert collaboration.

ISSUES AND PROBLEM AREAS:

In keeping with Vision 2020's objective to diversify the economy, T&T Ent has been mandated to contribute to the development of a sustainable entertainment industry. In order to track the Company's progress towards this goal, T&T Ent has been given indicators relating to: employment, revenue, contribution of the sector towards GDP, and private sector investment. However, budgetary confines have negated the conduct of research and data gathering and T&T Ent has not been able to report on these indicators to-date. Owing to the expansive research that is necessary, the Company proposes to seek alternative funding and partner with agencies such as the National Training Agency and University of Trinidad and Tobago.

Prepared by: Tania Parrott/Wade Mills/Dionne McNicol

Date: October 6, 2009



APPENDIX II
ANNUAL ADMINISTRATIVE REPORT

SECTION B

PERFORMANCE REVIEW AND APPRAISAL

List, in order of priority, the duties/responsibilities of the employee with the corresponding objectives/targets which were to have been achieved during the period under review. *(You may add as many sheets as you require).*

Duties/Responsibilities	Standards/Targets Set	Targets Achieved (Yes/No)

Special Assignments/Other related Duties

Duties/Responsibilities	Standards/Targets Set	Targets Achieved (Yes/No)

CEO's comments (mandatory) on the degree of task achievement, and/or reasons for employee's failure to achieve set targets/standards.

SECTION C

EMPLOYEE DEVELOPMENT

Summary of employee's current performance and details of training/remedial help provided and proposed.

Major strengths identified:

Major weaknesses identified:

Give details of any training or other remedial help the employee received during the period under review (tick appropriate box).

In-house Training

External Training

Other Remedial Help

Details of Training Activity(ies)/Type of Remedial Help

Name of Agency providing Training/Remedial Help

Date(s) of Activity(ies)

Comment on the knowledge and skills acquired by the employee as a result of the training or remedial help provided, and indicate the ways in which the employee has demonstrated improved performance during the period under review

Give details of any training plan or other remedial help you wish to recommend for the employee in the coming year.

What is the purpose of the proposed training?

Developmental

Remedial

Other (*Please specify*)

Which area(s) of the employee's performance is the training/remedial help expected to address?

SECTION D

PERFORMANCE RATING

Please rate the overall performance of the employee during the period under review. Tick the Appropriate Box. (*Refer to Description of Ratings on Page 6*)

BOX

- | | | |
|--------------------------|---|----------------|
| <input type="checkbox"/> | 1 | DUTSTANDING |
| <input type="checkbox"/> | 2 | VERY GOOD |
| <input type="checkbox"/> | 3 | GOOD |
| <input type="checkbox"/> | 4 | FAIR |
| <input type="checkbox"/> | 5 | UNSATISFACTORY |

SECTION E

EMPLOYEE'S CAREER PROSPECTS/POTENTIAL

Indicate the Employee's potential for career advancement and fitness for promotion.

- The employee is now capable of performing duties/responsibilities of a higher level
- The employee is not yet ready to perform the duties of the higher level

Comments by CEO.

SECTION F

COMMENTS AND CERTIFICATION

CEO's Certification

I CERTIFY that I have given a complete and unbiased appraisal of the employee's performance.

Name of CEO _____

Signature _____

Date _____

Comments by Employee being Reported on:

Signature of employee _____

Date _____

CEO'S CERTIFICATE OF PERFORMANCE

I CERTIFY that during the period _____ to _____

the performance of Mr./Mrs./Miss _____

has been (*tick appropriate box*):

- Outstanding
- Very Good
- Good
- Fair
- Unsatisfactory

Name of CEO

Signature _____ Date _____

DESCRIPTION OF PERFORMANCE RATINGS

OUT STAN DIN G	<p><i>Performance results are consistently above the standards set and overall performance substantively exceeds objectives.</i></p> <p>The CEO has no hesitation in delegating important tasks to the employee. The employee exercises Initiative, assumes responsibility, and has a sound knowledge of the policies and procedures related to the position. Minimal supervision is required.</p>
VERY GOOD	<p><i>Performance results are usually above the standard and overall performance consistently exceeds objectives.</i></p> <p>The CEO can delegate most tasks to the employee. The employee demonstrates sound interest in his/her work.</p>
GOOD	<p><i>Performance results show generally consistent achievement of objectives.</i></p> <p>The employee performs duties with efficiency and effectiveness. There is room for improvement in meeting performance standards, but the quality and quantity of work are acceptable. The CEO must continue to guide and assist the employee and provide opportunities for training and development.</p>
FAIR	<p><i>Performance results show generally inconsistent achievement of objectives; performance improvement needed.</i></p> <p>The employee's performance falls below the standard required for the job. The CEO spends a good deal of time monitoring his/her work and does not delegate any important tasks to him/her. The supervisor concludes that the weaknesses may be overcome by training, self development and closer supervision.</p>
UN SATIS FACT ORY	<p><i>Performance results show consistent deficiencies which seriously interfere with the attainment of objectives.</i></p> <p>The employee consistently performs work of a poor standard and tasks are frequently left unfinished. The employee fails to meet deadlines and cannot be expected to undertake even the most routine tasks without supervision.</p>



APPENDIX III
ANNUAL ADMINISTRATIVE REPORT

List of Products and Services offered by Trinidad and Tobago Entertainment Company Limited for 2007-2009:

Revolving Investment Arrangement (RIA)

The T&T Ent Revolving Investment Arrangement (RIA) has been established to provide assistance for entertainment practitioners with projects related to the entertainment industry. These may include but are not limited to projects in market development, music production, multimedia production, theatrical productions, dance productions, works of mas and touring, as well as implementation of export plans.

Familiarization Tours

Trinidad and Tobago Entertainment Company Limited will facilitate short visits to Trinidad and Tobago for international executives in the music industry to experience local performances by our artistes for possible selection to be signed to a major label and/or exposure in international media. The Company will also host visits for local practitioners living and performing abroad for a series of workshops on penetrating the foreign market, as well as for collaboration with local groups in an effort to raise the standard of the performing arts.

International Concert

Trinidad and Tobago Entertainment Company Limited will facilitate joint venture projects to stage an international music concert, in Trinidad and Tobago or internationally, with local and international artists.

Entertainment E-Registry

The Company hosts the Entertainment E-registry on its website which includes a growing list of entertainers, artists and service providers. This registry will become the one stop location to source entertainers and services providers in the entertainment industry. T&T Ent updates and inputs data such as contact information, artist profiles, pictures and samples of work throughout the year.

Workshops, Seminars and Training

Workshops, seminars and training are a key element for professionalizing and building capacity within the sector and preparing the local industry for the international market. T&T Ent provides workshops using local and foreign industry experts to address weaknesses and information/training gaps.

Please see the attached spreadsheet for data and information relating to the various products/services offered by T&T Ent and beneficiaries of same. As requested, this information has been disaggregated on a sectoral basis providing information relating to the identity and type of business activity for each firm, level of support provided etc.

PUBLIC SECTOR INVESTMENT PROGRAMME
MINISTRY OF TRADE AND INDUSTRY

October 26, 2009
Trinidad and Tobago Entertainment
48/09/003/11/R/003

Date:
Project Name:
Project Number:

RIA	Sep-07	Copyright Music Organisation of Trinidad and Tobago (COTT)	Copyright collection agency	Non-profit	\$260,000	Platinum sponsorship of Annual COTT Awards
RIA	Sep-07	Cut and Clear Productions Limited	Production company for Rapso group 3 Canal	Limited Liability	\$100,000	Partial funding for showcase appearance at Womex, world music festival, Seville, Spain
RIA	Nov-07	Joseph Williams	Individual gospel artist	Individual	\$25,900	Partial funding for international gospel competition, Gospel Gathering (London)
RIA	Nov-07	Rafi Mohammed/Spreadpal Crew and Learie Joseph	Indian cultural promotions	Individual	\$37,789.95	Partial funding for T&T Spectacular concert in Toronto, Canada featuring chutney group, Spreadpal Crew and comedian Learie Joseph
RIA	Dec-07	Caribbean Vizion	social advocacy, educational activities and music	Non-profit youth organisation	\$42,900	Partial funding for showcase at Rebel Salute, Jamaica
Workshop/Seminar	Feb-08	Multiple vendors and service providers: Crowne Plaza, Reon Patterson (pianist), Balroops, Advantage Advertising and local industry professionals	Multiple vendors and suppliers	Multiple	\$33,708.50	Eurostage was led by a panel of French, German and local entertainment industry professionals who examined the opportunities, logistics and self-marketing techniques for European touring, attendance approximately 100.
RIA	Feb-08	Caribbean Vizion	social advocacy, educational activities and music	Non-profit youth organisation	\$62,986	Partial funding to support Africa Unite activities (Smile Jamaica concert) and UNESCO youth symposium
RIA	Feb-08	Question Mark Entertainment/Nadia Batson	Management company for Nadia Batson (at time of first disbursement)/Individual artist	Limited Liability/Individual	\$100,000	Partial Support for CD/Video production and showcase in Los Angeles
RIA	May-08	Caribbean Vizion	social advocacy, educational activities and music	Non-profit youth organisation	\$60,000	Support for Chocolate's recording, promotions and video production
RIA	Apr-08	Geron Woodruffe	Management for Marlon Asher	Individual	\$130,000	Partial support for international CD production
RIA	May-08	Holl Productions	Music Management Firm	Limited Liability	\$10,000	Partial Support for showcase at annual Barbados GospelFest
RIA	May-08	Rainmakers	Theatrical musical production	collaborative artistic group	\$250,000	Partial Support for attendance at Percussive Arts Society Convention (PASIC) feature showcase, Texas, US
RIA	Jul-08	Cut and Clear Productions Limited	Productions company for Rapso group 3 Canal	Limited Liability	\$188,000	Partial support for international CD production and European tour
RIA	Sep-08	Indar Karhal	Vocalist (Indian classical and fusion)	Individual	\$130,000	Partial support for CD production in India and collaboration with Bollywood film star
RIA	Sep-08	Sylvester Lockhart "Mighty Poeser"	Vocalist (calypso)	Individual	\$9651	Airfare to support showcase at Black History Month London Calypso Tent, Carnival Village, London

RIA	Sep-08	Jointtop	Musical group (rock)	Music Group	\$60,000	Partial support for UK tour and attendance and performance at London Calling (International music trade show)
Workshop/Training	Sep-08	Captured Live Productions/Crowne Plaza, Normandie Hotel, local independent sound producers	Training in sound production/individual studio owners, sound producers	Registered business/multiple/individuals producers	\$159,699.63	Music rembing workshop and certification in Apple Logic Pro music recording software. Feature presenter at workshop was internationally renowned sound engineer, Vincent di Pasquale, certified Apple trainer, Josh Hinden, and local sound producers, Lyndon Livingstone. Training and certification provided by Apple trainer, Josh Hinden.
Workshop/Seminar	Oct-08	Copyright Music Organisation of Trinidad and Tobago (COTT/local composers (COTT membership)	Copyright collection agency	Non-profit	\$100,000 \$82,274	Partial funding for the workshop "Music 2.0: The Next Generation and the Music Industry" facilitated by media futurist, Gerd Leonhard.
RIA	Apr-09	The Love Circle	Musical Group (Jamao)	Music Group	\$39,667	Partial support for showcase in Kenya
RIA	Apr-09	Rapsofest Management Council	Promotional and development of Rapso music	Unincorporated Promotion and production association	\$193,919.46	Partial support for annual rapso festival, Rapsofest
RIA	Jul-09	Heat of the Tropics Music, Beach House Entertainment Limited, Marlon Sobers "Asher", Michael Williams aka Jamelody, Edghill Thomas aka Maximus Dan, Arthur Phillip aka Strictly Love.	Record Label, production Company and individual recording and performing artists (reggae and soca)	Registered Business, Limited Liability, Individual artists	\$164,000	Partial funding for European tour and production of documentary DVD
RIA	Jul-09	Domino Productions	Promotion/productions	Registered Business	\$176,480.50	Partial funding for D'Big Apple Calypso Review, calypso tent based in New York and screening of Calypso Dreams documentary
International concert	Sep-09	Carnival Village Trust (London)/ Bleck Stalin, Iwer George, 90.1 Degrees band, UK Centre for Carnival Arts, members of E-registry	Promoting Caribbean arts and culture	Limited Liability	\$78,760	Joint venture project between T&T Ent and Carnival Village Trust for international showcase of top soca and calypso artists in London
RIA	Sep-09	Maturity Music/Calypso Rose	Specializes in audiovisual productions and in the international promotion of local and Caribbean documentaries, film and music.	Limited liability		Partial funding for documentary film, Rose Calypso Diva, on the life of Mc Cartha Lewis aka Calypso Rose
Workshop/Seminar	Sep-07	Trinidad and Tobago Film Festival/Local music video producers	Promoting Trinidad and Tobago and regional films	Limited Liability/Various	\$38,000	Workshop for local music video producers on producing music videos for the international market. Topics included: international standards, tricks of the trade, best equipment to use etc. Workshop was facilitated by one of the top music video producers based in the US, Julien Christian Lutz aka LJJ X. LJJ X is of Trinidadian and Swiss descent.

RIA	Jan-08	Savani Ltd.	Independent video production company	Limited liability	\$31,600	Reproduction of documentary DVD, "Insatiable Season" for international and local sale. Documentary takes a behind the scenes look at a mas camp leading up to carnival.
RIA	Aug-08	Silva Image	Photography company	Registered Business	\$19,055	Partial support for a photographic exhibition at the Trinidad and Tobago High Commission in London entitled, "In My View"
Workshop/Seminar	Aug-08	Trinidad and Tobago Film Festival/Local music video producers	Promoting Trinidad and Tobago and regional films	Limited Liability/Various	\$30,000	Partial support for the workshop, "Sound for Film" facilitated by prominent international film professional, Sam Watson. The workshop was a highly interactive 6-hour workshop for both beginners and established sound professionals, field and studio sound engineers, post production sound practitioners, producers and directors. The workshop focused on capturing and manipulating sound for film.
Workshop/Seminar	Dec-08	RASH Productions/emerging and professional fashion designers	Event management, TV production and fashion design	Registered Business	\$42,000	Partial funding for a fashion design workshop "Fresh, London Style" with young fashion designer, Romero Bryan from London. Workshop covered, styling for magazine shoots, television and film, show room styling as it relates to retail display, styling for urban music videos, fashion shows, stage and performing.
RIA	Mar-08	Sonja Dumas	Dancer and choreographer (contemporary)	Individual	\$10,970.87	Partial funding for international choreography competition in Cuba, Caribbean Dance Biennial
RIA	Jul-06	Diego Martin Footprints Folk Performers	Dance Troupe (Folk)	community organisation	\$15,000	Partial funding to perform at international folk festival in North Carolina, US. "Folkmoot USA"
RIA	Sep-08	Silver Stars Steel Orchestra	Steel orchestra (steel pan tuition and performance)		\$88,541.50	Partial support for the founding members of the Silver Stars Orchestra to attend its 60th Anniversary events and activities
Workshops/Seminars	Sep-08	Multiple vendors and service providers: Crown's Plaza, High Level Construction, Rib House, Advantage Advertising, members of the pan fraternity	Multiple vendors and suppliers	Multiple	\$28,648.40 total	Founding members of Silver Stars Steel Orchestra conducted a workshop entitled, "Pan in the World and Beyond". Topics included international career opportunities in steel pan. A second workshop was conducted entitled, "Pan at the Speed of Sound". Topics included amplification of the steelpan by Dr. Brian Copeland and a presentation of the Phi pan.

Familiarization Tour	May-08	Leda Serene Films	Leda Serene Films is a film, television, theatre and multimedia production company owned by filmmaker and producer Frances-Anne Solomon.	Company based and incorporated in Canada. majority shareholder is a citizen of Trinidad and Tobago	\$41,458.20	Partial funding for the Director and three members of the cast of "A Winter Tale" to travel from Canada to Trinidad for the local launch of the film in Trinidad which took place at the Globe Theatre.
Workshop/Seminar	May-08	Multiple vendors and service providers: Trinded Express Newspaper, Rib House catering, Trinidad Publishing Company, Gayelle equipment and crew, Ezone equipment and crew, Nacari, Limited, theatre practitioners	Multiple vendors and suppliers	Multiple	\$20,856.36	A practical 1-day workshop aimed at experienced and mid-career theatre practitioners (actors, directors, producers, teachers, writers). The workshop identified and explored ways to transfer the skills of the theatre to the film and television arenas.
Familiarization Tour	Jan-08	Caribbean Music Group	Export Caribbean music to international markets	Limited Liability	\$12,898	Partial funding to assist travel costs for contingent of French entertainment journalists and festival promoters to witness carnival activities
RIA	Apr-08	Nicola Barthelemy for Caribbean New Media Group	state owned media company	Limited Liability	\$8772	CNMG coverage of Atlanta carnival launch
RIA	May-08	Nicola Barthelemy for Caribbean New Media Group	state owned media company	Limited Liability	\$9133	CNMG coverage of Atlanta carnival



APPENDIX IV
ANNUAL ADMINISTRATIVE REPORT



**TRINIDAD & TOBAGO
ENTERTAINMENT CO LTD**

**STANDARD PROCUREMENT PROCEDURES FOR
ACQUISITION OF GOODS AND SERVICES TO BE
PROVIDED AND WORKS TO BE UNDERTAKEN**

AND

**FOR THE DISPOSAL OF UNSERVICEABLE ITEM IN
TRINIDAD AND TOBAGO ENTERTAINMENT COMPANY LTD.**

MARCH 2008

- "Board"** - Board means the Board of Directors of T&T Ent/Commissioners of a State Agency
- "Chairman"** - Chairman means the Chairman of the Tenders Committee unless otherwise stated.
- "Committee"** - Committee means the Tenders Committee of the T&T Ent.
- "Emergency"** - Emergency means any unforeseen or sudden situation that meets T&T Ent's criteria for assistance and demands immediate or urgent action to minimize liability/loss.
- "Goods"** - Goods mean all goods, articles, materials, vehicles, machinery, equipment and things of all kind for capital or recurrent expenditure.
- "Minister"** - Minister means the Minister of Trade & Industry.
- "Offer/Tender"** - Offer/Tender means an offer or quotation or group of offers or quotations made by a Contractor in response to a requirement by the State Agency to conduct specified work/services or to supply articles.
- "Open Tendering"** - Open Tendering means Tenders invited through advertisements or other forms of public notice from eligible parties.
- "Registered Contractors"** - Registered Contractors means a person, firm or Company included on the entity list of Pre-qualified suppliers.
- "Relative"** - Relative means spouse (including Common-Law spouse), father, mother, brother, sister, son or daughter of a person.
- "Secretary"** - Secretary means invitations issued only and directly to contractors from the entity's list of Registered Contractors.
- "Works"** - Works means construction type tasks, electricity, water, engineering works, maintenance and works of all kinds

1. APPLICATION

- (i) These Procedures shall not apply to State Agencies which fall under the purview of the Central Tenders Board Ordinance.
- (ii) These Procedures shall apply to all State Agencies (except those referred to in 1 above) for the procurement of Goods and Services or the undertaking of Works of a Recurrent or Capital Nature.
- (iii) These Procedures shall be placed before the Board of Directors to be approved.

2. ORGANIZATION OF PROCUREMENT

- (i) Procurement in T&T Ent is the responsibility of the Board of Directors. However, the Board may delegate some of this responsibility to a Tenders Committee and the Chief Executive Officer/Executive Director.

3. COMPOSITION OF THE TENDERS COMMITTEE

3.01 The Committee shall comprise a minimum of five (5) members who shall be:

- (i) Two members of the Board, one of whom shall be elected as Chairman of the Committee;
- (ii) The Chief Executive Officer/Executive Director of T&T Ent.
- (iii) The Financial Comptroller
- (iv) The Legal Officer or functionary

A Senior Officer shall be appointed Secretary to attend all meetings but shall not be a Member that is entitled to vote.

4. AUTHORITY

4.01 The Committee shall act in T&T Ent's name for and on behalf of T&T Ent:

- (i) In inviting, considering, accepting or rejecting offers for the supply of goods or any service or for the undertaking of works in connection therewith, necessary for carrying out the functions of T&T Ent.
- (ii) In disposing of unserviceable goods belonging to T&T Ent in accordance with procedures established for this purpose.

4.02 The Committee shall have such procurement functions and duties as the Board may assign from time to time.

5. CONFLICT OF INTEREST

5.01 A member of the Committee shall disclose his interest and not take part in evaluating, considering or discussing an offer, nor furnish any recommendation or vote on any question where:

- (i) He is a member, director or shareholder of a company or other body corporate; or
 - (ii) Is a proprietor of or a partner in a firm, or partnership; or
 - (iii) Is employed by or is otherwise a party to a contract for services; or
 - (iv) Has a financial interest in or relationship; or
 - (v) Is a relative of someone
- who submitted an offer for the consideration of the Committee

6. EMERGENCY PROCEDURES

6.01 In cases of emergency where the safety of people, property, plant and equipment is in jeopardy or where the continuity of T&T Ent operations demand that contract(s) be awarded with urgency, the Chief Executive Officer may award contracts as determined by the Board for goods or services to be undertaken as necessary to avert the danger or to bring the situation under control and minimize the loss or liability.

6.02 Nevertheless, the following process shall be observed:

Within seventy-two (72) hours from the award of the contract, the Chairman of the Board of T&T Ent or the Chairman of the Tenders Committee as appropriate must be advised of the action taken and a Report of the action taken must be submitted to the Chairman of T&T Ent. Such report must include:

- (a) A Statement of the emergency circumstance that prevailed and the potential loss or liability.
- (b) The T&T Ent's estimate of the scope and cost of the Works or Services.
- (c) The Actual Cost.
- (d) The Reasons why the particular Contractor was chosen.

7. EXEMPTIONS

7.01 On the recommendations of the Tenders Committee and with the approval of the Board of Directors, the purchase of goods or services or works to be undertaken may be exempted from these rules where:

- (i) there is a limitation of sources of supply of the good or services or works to be undertaken;
- (ii) the goods or services form part of a system already in use;
- (iii) the goods were non interchangeable spares or replacement parts for goods already in use;

7.02 The Committee shall report any purchase made under this procedure to the Board of Directors.

8. APPEAL AGAINST TENDERING AND CONTRACT DECISION

8.01 Applicants, suppliers and contractors who have sound reasons to believe that they have been unfairly treated by the Agency in respect of the application of these rules may appeal in writing to the Chairman of the Board outlining their complaint and provide reasons/evidence.

8.02 The Chairman at the next Board Meeting shall inform the Board of the receipt of the complaint and the Board shall appoint a Sub-Committee to investigate same. The decision of the Sub-Committee shall be communicated to the Board for consideration.

9. AMENDMENT TO RULES

9.01 These rules may be adopted, rescinded or amended by resolution of the Board upon the approval of the Minister of Finance.

10. GENERAL OR SPECIAL DIRECTIONS OF THE MINISTER

10.01 In the exercise of its powers and the performance of its duties, the Board shall conform with the general or special directions given to it by the Minister under the provisions of the Exchequer and Audit Act and the Corporation Sole Act No. 5 of 1973.

PRE-QUALIFICATION

11 MONTHLY REPORTS

11.01 T&T Ent shall submit monthly Reports to the Minister of Finance, of all contracts awarded together with the following information for each contract awarded.

12. REGISTRATION/DE-REGISTRATION OF CONTRACTORS

12.01 The Pre-qualification Registration Committee shall comprise the members of the Tenders Committee as appointed by T&T Ent as well as the Chief Executive Officer/a representative of the Chief Executive Officer.

12.02 The Secretary and any two (2) members shall form a quorum. In the absence of the Chairman of this committee, the members present shall elect one of their members to be the chairman for the meeting.

12.03 Registration

- (i) All applications for registration as a Contractor shall be submitted to the Secretary of the Pre-qualification Committee.
- (ii) The Secretary shall Issue a registration form to the applicant for completion and return to the Pre-qualification Registration Committee.
- (iii) An acknowledgement shall be issued to the applicant.
- (iv) Upon satisfying the pre-qualification requirements, the applicant shall be informed accordingly by the Committee.

12.06 Additional Works or Services

- (i) Applications for an increase in scope of work capability by a Contractor must be submitted on a prescribed form and considered by the Committee.
- (ii) Such an increase in scope of work may address either:
 - An increase in the type of service(s) being offered by the Contractor.
 - An increase in the range of tenders for which the Contractor may be invited to bid as determined by the dollar value

12.07 Change of Name and Updated Information

- (I) Applications for a change of name shall be scrutinized for any changes in the Contractor's technical and financial capabilities and must be accompanied by a Certificate of Registration from the Registrar of Companies in the case of limited liability of companies.
- (II) The advice of the Legal Division/Officer must be obtained before submission to the Pre-qualification Registration Committee for approval.
- (III) Registered Contractors shall be required on an annual basis to submit updated relevant information including but not limited to technical and financial capabilities.

12.08 De-Registration

The Pre-qualification Registration Committee may de-register contractors based on its deliberations in respect of Registered Contractors:

- (I) Continual failure to respond to tender invitation
- (II) Unsatisfactory work
- (III) Poor conduct of the Contractor and/or his employees on the job
- (IV) Non-adherence to safety regulations
- (V) History of unsuccessful Tenders due to high quotations
- (VI) Refusing to execute work at tendered prices
- (VII) Failure to observe the terms and conditions of the Contract
- (VIII) Evidence of collusion between the Contractor(s) and/or Entity's employee(s).
- (IX) Notification of the Contractor's bankruptcy by the Registrar of Companies
- (X) Failure to immediately notify the Entity of any change in the data supplied by the Contractor upon which his registration was based, e.g. receivership.
- (XI) At the request of the Contractor
- (XII) Any other reason which may adversely affect the Entity's interest.

The Pre-qualification Registration Committee shall afford the Contractor an opportunity to be heard.

13. DISQUALIFICATION FOR AWARD OF CONTRACT

- 13.01 Any person who, with the intention of gaining any advantage for himself or herself or any other person whether he has made an offer or not, offers any member of the Committee or officer of T&T Ent a gift or money or other consideration or approaches any member of T&T Ent in respect to any matter that is before the Committee or that is expected to come before the Committee shall be disqualified from being awarded a contract. This should be stated in the invitation to Tender.

13.02 The person or firm on whose behalf the representation was made will also be disqualified.

13.03 A Member of the Board of the Supplier, a member of the staff of the Supplier shall not enter into any Contract for the supply of goods or services to T&T Ent while a Contract exists between the Supplier and T&T Ent.

14. CONFIDENTIALITY OF INFORMATION

14.01 Every person having any official duty or being employed as Committee members shall regard and deal with all documents and information relating to the function of the Committee as confidential.

THE AWARD CENTRE

15. FUNCTIONS OF TENDERS COMMITTEE

15.01 The Tenders Committee/Chief Executive Officer shall, in accordance with the levels of authority, invite and consider Tenders for the supply of goods or services or works to be undertaken which are necessary for carrying out the objectives of T&T Ent and shall make decisions or recommendations on the acceptance or rejection of such Tenders.

15.02 The Tenders Committee/Chief Executive Officer shall not for the purpose of giving themselves authority to act, subdivide the quantity of goods or services or works to be undertaken in portions which fall within their respective financial limits.

15.03 The Committee shall:

- (i) Act for T&T Ent in inviting and considering offers and tenders for the supply of goods or services or works to be undertaken of all kinds necessary for carrying out the functions of the State Agency.
- (ii) Make decisions on behalf of T&T Ent on the acceptance or rejection of tenders.
- (iii) Make recommendations to the Board on the disposal of obsolete or unserviceable items.
- (iv) Implement the policy and procedures on Tendering, Procurement and Contracting.

- (v) Ensure that procurement is geared to achieve the highest quality of goods, services and construction, commensurate with the objectives of T&T Ent.
- (vi) Ensure accountability and transparency in all matters pertaining to tendering, procurement and contracting.
- (vii) Ensure the selection of all contractors and service providers is made on sound, transparent, fair and cost-effective bases.

16. MEETINGS OF THE COMMITTEE

16.01 The Committee shall meet as often as may be necessary or expedient for the transaction of their business.

16.02 The Secretary of the Committee shall fix the date, time and place of the meeting.

17. MINUTES OF MEETINGS

- 17.01 (i) The Minutes of each Meeting of the Committee shall be prepared in proper form and kept at T&T Ent's office.
- (ii) Copies of confirmed Minutes of the Committee shall be submitted for the information of the Board.

18. DECISIONS OF THE COMMITTEE

- 18.01 (i) Decisions shall be taken at Committee meetings or where the Chairman so directs by circulation of papers.
- (ii) Papers should not be circulated to any member who has declared an interest.
- (iii) Decisions shall be by majority vote and in the event of an equality of votes, the Chairman shall have an original and casting vote.
- (iv) Any member who dissents shall request for such dissent to be recorded.
- (v) Three (3) members including a Director shall constitute a quorum.

19. INVITATION TO TENDER

19.01 Whenever goods or services are required or works are to be undertaken on behalf of T&T Ent, the Secretary shall be responsible for all invitations to Tender.

19.02 The Secretary shall:

- (i) Invite members of the public in general to make offers for the supply of such goods or services by notice published in the daily newspapers or subject to the approval of the Chairman of the Committee invite such bodies or persons from a list of pre-qualified contractors, suppliers and consultants.

The suppliers and contractors list should be approved by the Pre-qualification Registration Committee.

19.03 The notice referred to in 19.02 shall be signed by the Secretary of the Committee and shall contain:

- (i) Sufficient description of the goods and services required or scope of works to be undertaken and shall whenever necessary also indicate the place where and the time when additional information relating thereto can be obtained.
- (ii) The form in which an offer is to be made.
- (iii) Date of completion for the supply of goods or services or works to be undertaken.
- (iv) The date and time within which the offer is to be submitted.
- (v) The place where the offer is to be submitted.
- (vi) A request for the submission of clearance certificates issued by the Board of Inland Revenue certifying satisfaction of all obligations in respect of taxes and VAT where applicable and a request for the submission of certificates from the National Insurance Board (NIB) certifying satisfaction of the National Insurance Scheme (NIS) obligations.
- (vii) T&T Ent may require any person who is desirous of making a Bid in response to a public notice to deposit with T&T Ent a Tender Deposit.
- (viii) The Secretary may also fix and request a non-refundable tender document deposit.

20. FORM OF TENDER

20.01 T&T Ent may prepare and print such forms or documents as in its opinion are necessary and appropriate for the submission of Tenders for the supply of goods or services or works to be undertaken.

20.02 Offers for the supply of goods and services may be made on the appropriate form supplied by T&T Ent and shall be signed by the person making the Bid and enclosed in a sealed envelope addressed to the Secretary.

20.03 Alterations or erasures in any Bid made to T&T Ent shall be initialed by the person making the Bid or by whoever is authorized so to do.

21. COMPLIANCE WITH THE INVITATION TO TENDER

21.01 The Committee may reject any offer which does not comply with any significant provisions outlined in the Invitation to Tender.

22. TENDER BOXES

22.01 (i) T&T Ent shall keep at its office in accessible locations specially constructed boxes in which all tenders shall be placed.

(ii) Each box shall be marked 'Tender Box' and shall be so built so as to ensure the security of the documents placed in it.

(iii) Each box shall have two (2) independent locks. The key of one (1) lock shall be kept by the Secretary and the other shall be kept by any other member of the Committee as the Committee may decide.

(iv) The Secretary shall assign a box for the receipt of tenders on any matter up to the date and time fixed in the relevant notice and shall cause the box to be marked so that it may be readily identified by persons delivering tenders.

(v) A register of tenders must be provided by the office of T&T Ent to record the date, time and the name of the person who delivered the tender.

(vi) Tenders which cannot be accommodated in the tender boxes provided must be lodged for safekeeping with the Secretary of the Committee or the Company Secretary. A written acknowledgement of all such Tenders will be issued by the designated official of T&T Ent receiving same and shall include the name of the bidder, the name of the person delivering the Tender, the name of the person receiving the tender, the date and time of delivery and the signatures of both parties.

23. COMPANY'S ESTIMATE

23.01 An estimate of the contract cost or T&T Ent's expectations in accordance with the Bid Documents should be prepared and approved.

24. OPENING OF TENDERS

24.01 On the date and time fixed for the opening of tenders on any matter, the Secretary and the committee member designated to be the holder of the key to of the locks shall unlock the tenders box and remove the tenders found therein.

24.02 The Secretary and the Member of the Committee/Chief Executive Officer shall open the sealed envelopes and shall cause entries of the following to be made in the Register:

- (i) The names of persons or firms making the tender.
- (ii) The sums of money mentioned in the tender.
- (iii) Certificates issued by the Board of Inland Revenue, VAT Office and National Insurance Board certifying satisfaction of all obligations.

The Secretary and the Member of the Committee shall sign each offer as it is opened and shall sign the register containing the information. The register shall be witnessed by those present.

24.03 Each person who made an offer shall be entitled to be present either personally or through a duly authorized representative at the opening of the Tenders Box.

24.04 If the time fixed for the opening of tenders is before the time fixed for a meeting of the Committee, then the offers, having been opened, noted and signed shall be placed in a safe place to the satisfaction of the Secretary until such time the Tenders Committee meets.

25. TENDERS IN SEPARATE ENVELOPES

25.01 The Board may require an offer to comprise of a technical bid and a financial bid to be submitted in separate sealed envelopes.

25.02 Where both technical and financial bids have been received, the financial bids will remain sealed. The financial bids shall be opened sequentially in the order of the technical ranking until a suitable Bid is obtained. The unopened Bids will be returned to the tenderers.

25.03 In the case where both technical and financial bids are received, the tenderer shall be entitled to be present at the opening of the Financial Bid.

26. TENDERS DEPOSIT

26.01 The Committee may require any person who is desirous of making an offer to deposit with the Company a sum in an amount to be fixed by the Secretary before any offer is made.

26.02 The Committee shall forfeit any sum so deposited if:

- (i) any person making the deposit fails to make an offer;
- (ii) any person whose offer is accepted fails or refuses to enter into a formal contract;
- (iii) any person to whom a contract is awarded fails to execute and fulfil the terms thereof;

26.03 After a contract is awarded the Board shall arrange for the refund of any deposits to persons whose offers have not been accepted.

26.04 The deposits may be refunded to anyone who withdraws an offer by writing to the Secretary or Secretary of the Tenders Committee before the closing date and time for receipt of tenders.

27. CONSIDERATION OF TENDER

27.01 After the tenders have been opened the Committee/Chief Executive Officer shall consider the offer made.

27.02 Where there is no significant difference in the quality of items or in the capacity to undertake the required services, as between tenders, the lowest tender shall be accepted by the Committee.

27.03 Where the quality of the item differs between tenders, the Committee in determining which tender shall be accepted shall take cognizance of:

- (a) the price tendered;
- (b) any evidence of reliability of performance;
- (c) the maintenance or repair services offered;
- (d) the adequacy of stocks or spare parts held in Trinidad and Tobago; and
- (e) the ability of the contractor to supply the goods or service.

27.04 Where there is a significant difference in the capabilities of persons or bodies submitting tenders, the Committee in determining which offer shall be accepted shall take cognizance of:

- (a) the price tendered;
- (b) any evidence of previous supply of similar items or services;

- (c) any warranty of guarantee given;
- (d) technical skills, adequacy of support staff, supporting financial and contractual arrangements to the persons or bodies submitting tenders;
- (e) compatibility with other items and services used by the State Agency; and
- (f) any other matter relating to the quality of adequacy of performance of the items or services.

28. ACCEPTANCE OF TENDER

28.01 Where a tender has been accepted by the Committee/Chief Executive Officer the person or body who submitted the tender shall be notified by the Secretary/Chief Executive Officer of its acceptance.

28.02 A contract shall be in such form and contain such terms, conditions and provisions, as T&T Ent may determine, and shall specify, inter alia, whenever possible:-

- (i) a description of the goods and services to be provided or works to be undertaken;
- (ii) the price to be paid for the supply of such goods or services or works to be undertaken;
- (iii) the period within which the matters contemplated in the contract are to be performed;
- (iv) the amount of damages payable for delay on non-completion within the period stipulate; and
- (v) provisions for termination or breach of contract.

28.03 The Company may require a person to whom any contract is awarded to provide security in such form and to such extent as may be specified in the Invitation to Bid (ITB).

28.04 At least once a month the Tenders Committee shall inform the Board of Directors of all contracts within their limits which were awarded for their information.

DISPOSAL

29. DISPOSAL OF UNSERVICEABLE STOCKS

29.01 Whenever the Chief Executive Officer determines that any article, which is the property of T&T Ent and which was originally valued at more than One Thousand Dollars (TT\$1,000.00) is unserviceable or is surplus to the requirements of T&T Ent, the Chief Executive Officer shall provide a Report to the Tenders Committee.

- 29.02 The report shall contain a full description of the articles, the quantity thereof and the places where the articles are stored, its physical state and reason for disposal.
- 29.03 The Board may determine the written down value of Assets that require its approval before disposal.
- 29.04 A Report on the goods sold/disposed of and its proceeds shall be provided to the Board of Directors.

Chairman