

**EXPORTT LIMITED**  
**ANNUAL ADMINISTRATIVE REPORT**  
**FOR THE FISCAL YEAR: 2013/2014**



Submitted:

To: Ministry of Trade, Industry, Investment & Communication

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# VISION, MISSION, PHILOSOPHY AND STRATEGIC OBJECTIVES

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## VISION

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“To be the driving-force for the development of an internationally competitive and vibrant export sector which contributes significantly to economic diversification in Trinidad and Tobago.”

The Vision of exporTT is borne out of the mandate received by Cabinet to be the “sole National Export Facilitation Organization of Trinidad and Tobago”. Our vision reflects emphasizes the current and future role of goods and services exports to the economic diversification in Trinidad and Tobago.

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## MISSION

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“To develop a sustainable and diversified export sector for Trinidad and Tobago”

The mission statement is expected to be achieved through our export development and promotion activities for goods and services.

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## PHILOSOPHY / CORE VALUE STATEMENT

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*To be a customer centric, knowledge-based and results-oriented organization, delivering excellence through teamwork and innovation, with a strong sense of integrity*

This Core Value Statement represents what exporTT stands for. We are “customer-centric”. It is through a close working relationship with exporters, would be exporters and key stakeholders that we will be able to fine-tune our services to best meet their needs and achieve our overall corporate objectives. The quality of our customer service relies on being knowledge-based and results oriented thereby adding real value to exporters.

Our credibility demands that we retain a strong sense of integrity, while delivering excellence through teamwork and innovation.

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## STRATEGIC OBJECTIVES

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1. To increase market penetration and sustainability of Trinidad and Tobago’s NE exports in traditional markets and new and emerging markets. The goal is to increase the value of NE exports from US\$773 million in 2011 to US\$1.5 billion by 2015.
2. To diversify the pattern of trade of Trinidad and Tobago’s non-energy exports
3. To enhance Trinidad and Tobago’s capacity to export services
4. To enhance Trinidad and Tobago’s capacity to export goods
5. To strengthen Stakeholder Relationships & Advocacy of export issues

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# ORGANISATIONAL STRUCTURE

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## ORGANISATIONAL PROFILE

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In October 2012, exporTT Limited was given the mandate of “creating internationally competitive firms in the non-energy manufacturing and services sectors to grow and diversify trade and generate wealth through export led growth” by the Cabinet of the Republic of Trinidad and Tobago.

It is the sole National Export Facilitation Organization of Trinidad and Tobago.

Based on this mandate, exporTT’s activities will be focused on four areas:

1. Export growth and diversification in the goods and services sectors
2. Increase in the international competitiveness of exporters
3. Development of new exporters across the various sectors of interest,
4. Expansion to new markets, based on market research

exporTT ‘s mandate excludes the HS and SITC codes listed in the following table:

### HS and SITC codes excluded from exporTT mandate

Oil and Gas	Petrochemicals Including Fertilizers	Iron and Steel
SITC 3	SITC 51, 56	SITC 67
HS 27	HS 28, 29 and HS 31	HS 72

Petrochemicals (e.g. methanol) and fertilizers are all downstream energy products who are currently supported through the Ministry of Energy and Energy Affairs. It is therefore excluded from exporTT’s mandate. Iron and Steel exports are excluded because there is only one major exporter of iron and steel in Trinidad and Tobago (Arcelor-Mittal) and they are a multi-national company.

## **2.1 Key Export Sectors**

Under goods exports, the two key sectors identified are food and beverage and industrial. These sectors were chosen based on studies completed by exporTT on T&T’s priority products. The priority products identified were concentrated in those sectors.

On the services side, the Economic Development Board of Trinidad & Tobago undertook a study which identified particular service sectors as key future contributors to our economic diversification. Some of those sectors were eliminated though due to the existence of institutions which are better positioned than exporTT to grow those service sector exports:

- the Tourism Development Company (TDC) which focuses on tourism;
- the Trinidad and Tobago Finance Company (TTFC) focuses on financial services; and

- The Trinidad & Tobago Creative Industry Company which focuses on fashion, film and music.

The main areas of focus for exporTT in the service sectors of focus are therefore Information and Communication Technology, Energy Services and Maritime Services. It is expected that exporTT can have a meaningful impact on these areas. In addition exporTT will also seek to address the needs of the construction sector and the professional services sector.

Although these are identified as exporTT’s areas of focus, the company will stand prepared to assist exporters from any sector if possible and to partner with agencies such as TDC, TTFC and TTCIC where necessary.

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## CORPORATE STRUCTURE – DEPARTMENTS, DIVISIONS, UNITS ETC.

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exporTT’s organizational structure was redesigned to allow the Company to achieve its strategic objectives. It takes into account three strategic imperatives:

- The need to fulfil the objectives in the company’s strategic plan;
- The need to fulfil the mandate as outlined by the Cabinet and MTIIC;
- The need to fulfil the relevant objectives as set out in the National Development Pillars.

New positions and departments were created based on the new mandate received in October 2012, primarily to strengthen our expertise in trade promotion of goods and services, export capacity building, and export market research. There were 59 permanent employees as at September 30, 2014, with the completion of the new hiring process the planned level of staff should be 80 employees.

The organisational structure as at January 2014 is shown in **Appendix I**

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## SERVICES/PRODUCTS PROVIDED AND “SPECIAL PROJECTS” EMBARKED UPON

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### 1. EXPORT CAPACITY BUILDING

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By nature, capacity building is very specific to sector needs and conditions. The matrix outlines the differentiated strategies that would be applied according to the specific customer need.

#### **1.1 Certification to International Standards**

Based on feedback from clients as well as research into international market requirements, exporTT concludes that International Exporting Standards is an important barrier to trade that our local exporters currently face. For example more sophisticated markets such as the USA, Canada and EU requires that exporters meeting international quality standards (HACCP, ISO 22000, UL) before a product can enter the market. Further to this the USA recently enacted its Food Safety Modernization Act (FSMA) which enforces these standards to a higher degree. During 2013/14

exporTT successfully guided 16 Local firms through FSMA inspections conducted by members of the USFDA (United States Food and Drug Administration).

exporTT provides assistance in the form of technical consultancies, information sharing, market research and product certifications to assist firms enter and retain foreign markets. exporTT covers up to 50% of the costs (on a reimbursable basis) of the technical consultancies to ensure that the clients achieve certification. As at September 30, 2014, 36 firms were enrolled in the FSMA/GMP/HACCP programmes launched by exporTT. These programmes will be expanded to include more companies as well as expand to other sectors and markets. This is an important programme and will have an immediate impact on the export capacity of local firms.

### **1.2 Co-Financing Services**

exporTT provides co-financing services to assist manufacturing companies in the following areas

- Product Registration
- Trademark Registration
- Product Testing
- Translation & Interpretation Services
- Legal representation for Product, Brand & Trademark Registration
- Booth Rental at Trade Shows
- Business to Business Matchmaking Services
- Shipping of Samples
- In-store Marketing Displays and Promotions (retail outlets)
- Booth Design at Trade Shows (for exporTT led groups)
- Ground Transport for exporTT led groups at trade missions & tradeshow
- Brand Registration
- Label Modification
- Registration at capacity building events/fora

This helps companies overcome the various non-tariff barriers that exist in each market. Similarly, for service exporters, a relevant range of co-financing services is offered including:

- Tender Fees for International Tenders
- Registration & Renewal of Licences to Practice in Specific Countries
- Short-Term Professional Work Permit Fees (3 months maximum)
- Examination Costs relevant to Licencing to Practice in Specific Countries
- Technical Costs re International Standards Certification

exporTT provide up to 50% financing for these services on a reimbursable basis.

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## **2 TRAINING**

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In 2013/14 38 training programs were executed impacting over 830 export firms and individuals. The training programs included:

- National Rules of Origin
- Cuba Trade Agreement Breakfast Session
- Venezuela Trade Agreement Breakfast Session
- SEW Certificate of Origin

- Introduction to Export Market Research
- SEW Certificate of Origin
- Panama Trade Agreement Breakfast Session
- SEW Import Duty Concession
- SEW Certificate of Origin
- Costa Rica Webinar
- Rules of Origin Webinar
- Intellectual Property Considerations for Service Companies
- Protecting Your Intellectual Property in the Global Marketplace
- SEW Certificate of Origin
- Fundamentals of Exporting
- Fundamentals of Exporting (Goods IBIS)
- Introduction to Export Marketing (IBIS)
- Fundamentals of Service Exports (IBIS)
- Export Marketing
- Market Survey Findings : Jamaica & Barbados (Goods)
- Introduction to Export Marketing (Services)
- Market Survey Findings : Jamaica & Barbados (Services)
- Service Elements of Trade Agreements
- Fundamentals of Service Export
- Planning & Executing for Tradeshow Success
- Converting Trade Show Leads into Sales
- Introduction to Export Market Research
- Doing Business in Suriname (Energy Chamber)
- Fundamentals of Exporting (Cottage F&B)
- Incoterms Webinar
- Introduction to Export Marketing
- Joint Venturing (Energy Chamber)
- Presenting to an International Audience (Energy Chamber)
- Building Export Dashboards
- 40 Minute Sales Pitch (AM)
- 40 Minute Sales Pitch (PM)
- Fundamentals of Exporting
- Packaging & Labelling for the EU and US Market

In fiscal 2014/2015 these training programs will be revamped to include a modular approach designed at moving firms from across levels and will provide them with the necessary knowledge to expand to new markets.

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### 3 RESEARCH AND DEVELOPMENT GRANT FACILITY

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The Research and Development Facility is a grant fund established by the Cabinet of Trinidad & Tobago to provide financial support to the non-energy manufacturing and services sector. The aim of the project is to stimulate and support investment in new and advanced technology and innovation as a competitiveness enhancement tool for enterprises in the non-energy manufacturing and services sectors. The maximum grant per business for R&D projects is TT\$500,000. It also provides a grant for patent registration in the amount of TT\$300,000. The objectives of the facility are:

1. To help manufacturing and service firms to develop innovative products, processes, systems and services;
2. To increase the number of companies performing effective R&D in Trinidad and Tobago;
3. To increase the scale of the investment in R&D in Trinidad and Tobago;
4. To increase the number of companies doing R&D for the first time.

To date exporTT has approved over 17 grants to cover product development as well as improve process efficiency. The facility will be used to develop new exporting products and services as well as improve upon export efficiency and competitiveness.

The facility as it exists now however is not as effective as it could be. A request to modify the facility was made so that it will be more closely aligned to the mandate of export, through exporTT's line ministry MTIIC. Under the proposed changes, the core functions will be:

- To partially offset the development and product modification costs associated with meeting international standards.
- To promote process improvement which enhances international competitiveness
- To promote innovation and development of exportable goods and services

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## 4 EXPORT ENABLING ENVIRONMENT

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exporTT has continued to act as a promoter for efficient and effective trade facilitation in Trinidad and Tobago. Through constant contact with exporters (existing and potential) exporTT will make recommendations to the GORTT on measures to improve trade facilitation services in Trinidad and Tobago e.g. more efficient port facilities etc. Where possible, exporTT will implement measures that can directly impact upon trade facilitation. exporTT will also continue to act as a lobbyist on behalf of exporters to agencies directly responsible for aspects of export facilitation such as the port authority and policy makers.

### **4.1 Implementation of the Single Electronic Window**

exporTT has assisted the GORTT with the implementation and use of the SEW. This facility is designed to improve upon the ease of doing business in Trinidad and Tobago which is essential to increasing exports and investment. The SEW has several modules that will enhance the ease of doing business. The critical modules for exporTT are the Certificate of Origin, the Fiscal Incentives and Import Duty Concessions Modules. exporTT has for the last two years trained companies to use both modules and promote their usage over the manual system. As at January 2014, the company had met its goal of having 100% of all certificates of origin being done electronically.

exporTT will continue to support the SEW, including lobbying for electronic signature recognition and immediate approval of documents. This will aid the ease of doing business in Trinidad and Tobago.

### **4.2 Trade Agreement Advisory & Promotion**

exporTT will work closely with MTIIC in the negotiating of trade agreements that will benefit local exporters. We have already participated in the negotiations for the Panama and Guatemala partial scope agreement. exporTT will also promote the benefits of trade agreements that Trinidad and Tobago has signed (including the CARICOM agreements). The company will conduct an in-depth analysis into the trade agreements and disseminate the benefits of the agreements to all exporters. This will take the form of presentations, agreement guides, and other forms of communication. The



objective is to have more companies benefitting from the trade agreements as trade data has shown that many of the trade agreements are underutilised.

exporTT will prepare detailed guides on existing non-tariff barriers in each market. These guides will be disseminated to exporters interested in penetrating those markets. ExporTT will also develop a unit whose staff will work with exporters to develop strategies to overcome these barriers through the provision of services and technical advice. ExporTT will also work with the Ministry of Trade, Industry and Investment along with international consultants to lobby for removal of non-tariff barriers for Trinidad and Tobago products in markets of interest that can be beneficial to both markets E.g. Law 173 in Dominican Republic.

#### **4.3 Export Financing**

This is provided by EXIM Bank for most part but there are some aspects of funding such as plant expansion, machinery and equipment upgrade, infrastructural costs associated with food safety compliance etc. which are not covered under EXIM Bank's portfolio. Funding for these activities are necessary and exporTT will explore the possibility of utilising EXIM Bank or other financial entities to offer financial services to exporters. It is also critical that Eximbank receive the additional financing needed in order to fully meet exporters' financial requirements. In addition, IDB has indicated its interest in providing soft loans to the SME sector to facilitate export expansion.

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## **5 SERVICES EXPORTS STAKEHOLDER ENGAGEMENT**

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In addition to exports of products, exporTT has been given the clear mandate and objective for the development and promotion of exports of services in Trinidad and Tobago. The company has conducted the necessary research into the service sector in Trinidad and Tobago as well as engaged in collaboration with MTIIC and other stakeholders such as the Trinidad and Tobago Coalition of Services Industries (TTCSI) and MTIIC.

The company has formed a dedicated service sector unit with the objectives of:

- Compiling a database of service providers in target service sectors:
- Determining the capacity building requirements of target service sectors and developing capacity building programmes to address those needs
- Determining market access requirements
- Developing branding strategies for core sectors
- Determining comparative advantage sets
- Developing mechanism for measurement of services exports

Individual strategies for all sectors will be developed with a view to building the export capacity of the service sector in Trinidad and Tobago.

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## **6 EXPORT CLUSTER DEVELOPMENT**

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exporTT identified export potential in two industries which have products that are relatively unique to Trinidad and Tobago and its culture. These industries are cottage food and beverage and

arts and crafts. A retail survey was conducted on 5 supermarkets across Trinidad and Tobago and identified 105 companies in the cottage food and beverage industry. A survey of 50 of these companies has been conducted and it was able to give a better understanding of the industry's needs and challenges. Following from these surveys a breakfast seminar was held to that stakeholders from this industry could meet and discuss the findings of the survey as well as what sort of assistance is available to them. A series of training and capacity building programmes were developed to assist the companies in this industry to become export ready. These activities are all part of exporTT's Cluster Approach.

The same approach will be used for the crafts industry, particularly in Tobago.

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## 7 MARKET RESEARCH

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During the fiscal 2012/13, exporTT upgraded its Trade Information Facility to a fully functional Export Market Research Center (EMRC). The EMRC is based at exporTT and provides market intelligence and trade data which can be used by companies to assess information on world markets. Information provided includes:

- Import and Export Data
- Market Research Reports
- Tariff Searches
- Market Access Conditions
- Import/Export Requirements
- Macroeconomic Data/Forecasts
- Retail Prices
- Demographic and Market Segments
- Consumer Preferences Research (Food and Beverage and Packaging Industries) – Local and Regional research on trends in the sectors to inform decision making.
- Global Importer Directory

Apart from requests for information the EMRC will also provide to subscribers online newsletters and custom trade reports updating them on trends and opportunities in markets which they would have indicated an interest in. Some of the information will be available to subscribers via an online trade portal.

The EMRC is also responsible for training exporters on how to conduct market research using the internet and databases available from the EMRC.

In 2013/2014 the EMRC responded to 291 requests for information from exporters.

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## 8 MISSIONS AND TRADESHOWS

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To meet the need of market data and market intelligence for new untapped markets as identified by exporters, exporTT undertakes a series of market surveys to scope new opportunities in foreign markets. Based on our exporter survey, CARICOM, the wider Caribbean, North America, Central

America, South America and Europe were the main markets of interest. The missions also build on the work done on projects funded by the Commonwealth Secretariat, Centre for Development Enterprises (CDE) and Cartfund. These market surveys are followed by trade (/contact promotion) missions on which companies will be taken to market provided that opportunities exist. A market lead for each of the identified markets will be charged with executing a series of market promotion initiatives. Follow ups are carried out periodically to determine the success of these interventions. The entire process is presented in the mission model included in **Appendix II**.

In addition to this exportTT also facilitates inward buyer missions so that potential buyers can see first-hand the manufacturing plants in Trinidad and Tobago and meet with the exporters.

During 2013/2014 one trade mission to Costa Rica, five (5) trade shows and the first exportTT Inward Buyer Mission were executed.

**DELEGATED LEVELS OF AUTHORITY**

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The following details represent the delegated levels of authority at exportTT, including financial transactions.

**BOARD OF DIRECTORS – No limits on Authority**

**Signatories**

**Level 1 – Board Members (Incl. Chairman)**  
 - CEO

- Committees –**
- HRC – Human Resources Committee
  - BTC – Board Tenders Committee
  - MTC – Management Tenders Committee
  - FISC – Finance, Investment & Strategy Committee
  - Audit Committee

**Level 2 – Managers**

**LIMITS OF APPROVAL**

<b>Level</b>	<b>Goods &amp; Services</b>	<b>Level</b>	<b>Cheque Sig.</b>
Manager + Accountant/CEO	<\$25,000	Two Level 2	<\$25,000
CEO	\$50,000	One Level 1 & One Level 2	<\$150,000
MTC	>\$50,000 - \$150,00	Two Level 1 (1	>\$150,000

		Director)	
BTC	>\$150,000 - \$350,000	One Level 1 & One Level 2	Salaries/Stat. deductions/VAT.
Board	>\$350,000		

## REPORTING FUNCTIONS - DEPARTMENTAL REPORTS; REPORTS TO MINISTRIES, PRESIDENT/PARLIAMENT

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Each Unit within exporTT reports to the CEO. The CEO in turn reports to the Board of Directors and its relevant Committees at their respective meetings. The exporTT has specific reports that it submits to MTIIC which are as follows:

- PSIP Monthly Report
- Monthly Board Minutes to MTIIC and MOF

The exporTT also remains compliant with the reports requested from it as outlined in Page 33 of the State Enterprises Performance Monitoring Manual issued by the Ministry of Finance.

Further, the company readily responds to any impromptu requests for information.

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# POLICIES AND DEVELOPMENT OBJECTIVES

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## SHORT, MEDIUM AND LONG TERM PLANS

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As the country's official trade promotion organisation, exporTT's main goal is to increase the value of Non Energy Exports from US\$773 million in 2011 to US\$1.5 billion by 2015.

The company's results chain (**Appendix III**) lays out its approach to planning to achieve this primary goal. It shows how exporTT intends to impact on its mission and how it intends to measure that impact.

The results chain includes a list of outcome indicators for each objective to measure exporTT's success. The strategies to achieve the objectives are shown as well as the relevant targets to measure success.

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## PERFORMANCE OBJECTIVES AND ACCOMPLISHMENTS. REMEDIAL PLANS, IF ANY, AS IT CONCERNS PERFORMANCE GAPS.

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exporTT has established a full time Monitoring and Evaluation Unit comprising two officers to monitor performance and evaluate all projects.

With MTIIC representatives and their consultant from GOPA exporTT developed an M&E framework along the guidelines required by the Ministry of Planning and Development. Several officers within exporTT were also trained in monitoring and evaluation through this initiative by the MTIIC.

Performance objectives are articulated in the form of the metrics/indicators shown in the company's results chain. Any performance gaps are revealed through monitoring and evaluating its achievement of these metrics and corrective action taken.

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# FINANCIAL OPERATIONS

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## BUDGET FORMULATION

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Expenditures are compared against Budget on a monthly basis. That comparison is part of the Monthly Financial Statements. exporTT submits a Monthly Cash Flow Report comparing Budget and Actual is submitted to MTIIC.

Two types of Budgets are prepared, a Recurrent Expenditure Budget and PSIP Budget. Both budgets are aligned to the GORTT fiscal calendar, that is, October to September.

i. Recurrent Budget

- i. At present the Budget is prepared on an incremental basis, but the company's future intent is a zero-based approach. A zero-based approach requires that each line item of the budget must be approved, rather than only the changes.
- ii. The Recurrent Budget's main cost drivers are salaries and administrative expenses.
- iii. A Total Cost position is arrived at for the forthcoming period from which is subtracted any revenues.
- iv. The number arrived at in b) is the amount of final support or subvention required from GORTT.
- v. The Budget is approved by the CEO and Board of Directors before final submission to MTIIC.
- vi. A budget-defense exercise is undertaken by the MOFE requiring each State Entity to justify their financial support requirements from GORTT.

ii. PSIP Budget

- a) The PSIP Budget captures the development programmes and capital expenditures for the forthcoming fiscal.
- b) Projects are developed in collaboration and guidance of Ministry of Planning and the Economy.

- c) Detailed Activity Programs and Costings are prepared and submitted for review and approval of MOPE.

## EXPENDITURE VS INCOME

Below is the BDC's/exportTT Limited's unaudited Income Statement for the period ending September 30, 2014:

### Consolidated statement of comprehensive income

*(In thousands of Trinidad and Tobago dollars)*

	Notes	Year ended September 30,	
		<u>2014</u>	<u>2013</u>
<b>Income</b>			
Income from government grants		\$ 11,627	12,423
Trade certification		3,044	3,324
Investment Income		1,981	2,282
Training		465	419
Guarantee premia		-	-
Finance lease income		466	1,044
Other income		155	412
Unrealised gain on investments at fair value through profit or loss		-	560
Lease Adjustments	19	<u>-</u>	<u>(135)</u>
		<u>17,738</u>	<u>20,329</u>
<b>Expenditure</b>			
Salaries and benefits		12,367	11,299
General and administrative expenses		5,085	5,440
Depreciation		<u>726</u>	<u>717</u>
		<u>18,178</u>	<u>17,456</u>
<b>Net profit/(loss) for the year</b>		(440)	2,873
<b>Retained earnings at beginning of the year</b>		<u>28,764</u>	<u>25,891</u>
<b>Retained earnings at end of the year</b>		\$ <u>28,324</u>	<u>28,764</u>





## DEBT POLICY

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exporTT has no debt except a GORTT sponsored China Debt granted under the former SBDC/BDC. exporTT has no authority to incur debt without GORTT approval.

## INVESTMENT POLICY

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Investments are placed under the Management and supervision of a professional Securities and Brokerage Firm. Our current investment managers are RBC Investment Management (Caribbean) Limited. Specific guidelines, set by the Board, are provided to the investment management firm. Each trade must fall within these guidelines and the overall actions of the investment management firm are overseen by the Finance, Investment and Strategy Committee of the Board.

## INTERNAL AUDIT FUNCTIONS

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- i. The position of Internal Auditor is on the company chart
- ii. Previously this function was undertaken by an independent contractor reporting to the Board. The independent contractor was no longer engaged by the company from 2012.
- iii. From 2012 to present, oversight of this position was performed by the Audit Sub-Committee of the Board.
- iv. The Audit Sub-Committee comprises three (3) members of the Board in addition to senior officers of the company
- v. The company intends to fill the vacant position of Internal Auditor

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# HUMAN RESOURCE DEVELOPMENT PLAN

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## ORGANIZATIONAL ESTABLISHMENT

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Please see **Appendix IV**

## CATEGORY OF EMPLOYEES

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exporTT Limited currently has Fulltime Permanent employees, Fulltime Contract employees and temporary workers.

### FULLTIME PERMANENT EMPLOYEES:

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Salaries are paid monthly and set by the Public Sector Negotiating Committee.

Employees here are entitled to annual vacation – 20 working days (Professional staff), 15 working days (Administrative staff). They also have access to 15 paid sick leave days and 5 urgent personal business days.

Each staff member under this category enrolled in the company's pension plan (compulsory and contributory: Employee approximately 4.5% and company 7.44% of gross salary). A group life plan is sponsored by the company and a voluntary and contributory Group Health Plan is available.

The probationary period is three (3) months for support staff; six (6) months for professional staff and management.

### FULLTIME CONTRACT EMPLOYEES

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The period of engagement for this category of worker is two years.

Annual vacation of twenty (20) days, personal leave of five (5) working days and a transport allowance of \$2,000, round off the approved benefits for this category of worker.

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## TEMPORARY WORKERS

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Their engagement is determined by the needs of the organisation. The period of engagement must not exceed three (3) months. There is no entitlement to paid leave. A department/unit completes the temporary requisition document for approval from the president; the board must be advised of the intention to hire.

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## CAREER PATH SYSTEMS

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exporTT Ltd's career development plan focuses on the employees' needs for growth and development and the assistance the organization can provide so that the employee has the opportunity to grow his or her career. This is facilitated through the relevant Department Managers exploring options with their employees, providing opportunities for employee training, encouraging the employee to have goals for growth and expansion of his or her career and skills in line with the goals of the company. The Company has developed a training plan whereby every employee is given the opportunity to be involved in training programmes that will aid in their short, medium and long term growth and development.

Employees also have the opportunity to map out their careers through the Company's performance management system whereby the manager and reporting employee discuss and plan developmental opportunities for the employee. The career path system at exporTT Ltd therefore encompasses the employee's desired destination and the steps, experience, and development he or she will need to make progress on the journey.

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## PERFORMANCE ASSESSMENT

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exporTT Ltd's performance management system has been developed to improve the quality of performance assessments by ensuring objectivity and consistency in reviews. The primary aim of the system is to facilitate the achievement of the Company's objectives as outlined in its strategic plan through the work of employees. The system also seeks to enhance job satisfaction, as well as support staff development and career advancement. The performance management system at exporTT Ltd is completed annually and consists of a four stage cyclical process:

- a. **Performance Planning:** users will be acquainted with the tools necessary for effectively planning and documenting an employee's performance criteria.
- b. **Performance Execution:** this deals with continuous assessment throughout the year and explains the importance of feedback and coaching.

- c. *Performance Assessment and Review*: this explains how to conduct a successful review session.
- d. *Performance Renewal and Re-contracting*: this explains the revision of employees' deliverables and measures of performance as well as developmental goals and action plans in line with insights learnt during the process.

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## PROMOTION / SELECTION PROCEDURES

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exporTT's policy is to provide equal opportunity for all persons seeking employment. There shall be equal opportunity for all employees seeking promotion within the organization. There shall be no discrimination by management or employees against any other employee by reasons of marital status, age, sex, sexual orientation, religion, race, ethnic origin, colour, creed, political affiliation, physical handicap or membership in any lawful group or organisation.

Where a vacancy arises in the Company such vacancy is first advertised internally to give suitably qualified employees and opportunity to apply for the job. Notice of Vacancies with the deadline date for application will be circulated to staff and interested staff members may apply observing the procedure outlined in the Notice of the Vacancy. All employees that apply for jobs internally are interviewed.

Where the Company does not find a suitable candidate internally then the Human Resources Department will seek to recruit externally. The Company uses any combination of the following recruitment sources, depending on the nature of the vacancy:

- Newspaper advertising
- On line recruitment sources such as Caribbean Jobs
- Private Recruitment Agencies
- Public Recruitment Agencies

Applicants will be short listed in accordance with the requirements and qualifications as advertised and will be requested to attend an interview. Should there be insufficient or unsuitable candidates the Company may advertise a second time or choose an alternative recruitment source. The Company's selection process consists of any combination of the following:

- Panel Interview
- Work Sample Assessment
- Psychometric Assessment
- Reference Checks

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# PROCUREMENT PROCEDURES

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## INVITATION TO TENDER

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Tenders may be invited via:

- Public advertisement or open tendering
- Selective invitation

Where the invitation to tender is advertised, it should be placed in at least two (2) daily local newspapers for at least two (2) days each and on the Company's website

Where selective tenders are invited, prospective suppliers may have been selected by means of a pre-qualification process, such process having been carried out by the Management Tenders Committee, exporTT Limited.

The package of tender documents shall comprise at minimum:

- Letter of Invitation
- Instructions to Tenderers
- Scope or Works / Terms of Reference
- Criteria for evaluation

The Scope of Works/Terms of Reference shall comprise a document or set of documents which clearly describes the required goods and/or services to be procured including technical specifications and any other requirements.

Other documents may be included as considered appropriate. Such documents may include:

- Organization Profile
- Audited Financial Statements
- Drawings
- Schedule of activities for the evaluation of the tender.

A non-refundable fee shall be charged for all tender document packages. The method of payment of the fee shall be in cash. The fee shall be determined by the Management Tenders Committee.

The Accounting Unit shall keep a record of all payments made for tender documents. Only one (1) tender submission will be accepted for each paid package.

Applications for approval to invite tenders must be accompanied by the specification which outlines requirements as well as any other documents which are to be sent out to tenderers.

Where the tender evaluation process will involve interviews with the tenderers or other special processes, this must be clearly outlined in seeking approval from the CEO.

Where special conditions apply, these shall be included in the tender invitation documentation e.g. Performance Bond or Guarantee.

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#### AMENDMENTS TO TERMS AND CONDITIONS

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Where, prior to the closing date of the tender, it is found necessary to amend any of the original terms and conditions which were included in the tender package, all tenderers shall be informed in writing by the Procurement Officer.

The amendments shall be proposed after consultation with the Corporate Secretary and sanctioned by the Management Tenders Committee.

All tender documents and related correspondence shall be addressed as follows:

The Secretary  
Management Tenders Committee  
exporTT Limited  
151B Charlotte Street  
Port of Spain

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#### OPENING OF TENDERS

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Tenders will be opened by the Management Tenders Committee. The total number of envelopes shall be recorded. Both Officers who were present at the opening of the tender box shall initial the entry in the record. The envelopes shall be checked to ensure that they comply with the submission rules.

Late and/or improper submissions will be rejected.

Where separate sealed envelopes were required for the financial proposals, only the technical proposals shall be opened at the first stage. The envelopes containing the financial proposals shall be initialled by the committee and retain in the custody of the Secretary to the Committee until the technical evaluation has been completed. The financial proposals shall then be opened at a meeting in a similar manner to the technical proposals.

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#### PUBLIC OPENING OF TENDERS

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Persons who were invited to tender may be invited to attend the opening of tenders and the following shall guide the proceedings while they are in attendance:

- Only the names of the tenderers and the bid prices shall be announced
- No discussion or explanation shall be entertained

A record of tenderers who attended the meeting shall be maintained.

Where separate sealed envelopes were required for the financial proposals, tenderers shall be invited to both meetings for opening and only the technical or financial information as appropriate to that opening will be announced.

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#### EVALUATION OF TENDERS

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The evaluation team is to be identified and will be presented with scoring sheets based on the criteria identified in the tender invitation documents.

After the opening of tenders, the documents will be passed first to the Procurement Officer who shall complete the necessary recordings and then to the appropriate Officer for evaluation.

Where tender documents received are not in compliance with tender instructions, a decision will be taken as to whether that tender should be accepted or rejected for inadequate information.

Where interviews with tenderers are scheduled for purposes of clarification, at least three (3) officers from the Management Tenders Committee shall comprise the interview panel and the same panel shall interview all tenderers.

At the conclusion of the evaluation, a recommendation must be made as to the award of the tender, clearly setting out the reasons for such recommendation.

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#### AWARD OF TENDERS

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exporTT Limited may or may not award a tender in whole or in part to the lowest or any other tenderer.

When a tender is not to be awarded, the decision must be recommended and approved in a manner similar as for the award of a tender.

The Secretary of the Management Tenders Committee, shall forward a monthly report of tenders awarded.

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#### COMMUNICATION AND NOTIFICATION OF AWARD OR CANCELLATION

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Where a tender has been cancelled, all tenderers shall be notified of the decision not to award the tender.

exporTT Limited may give consideration to requests from unsuccessful tenderers for a meeting to discuss reasons for their not having been awarded a tender as determined by how well their tender met the evaluation criteria.

## CONTRACTS

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Where deemed necessary, the tender documents should be forwarded to the Corporate Secretary for preparation of a contract.

The Corporate Secretary shall make the necessary arrangements for finalisation and signature and the distribution of the contract document.

The Manager Project shall ensure that the work is carried out in accordance with the terms of the contract.

Where deemed necessary, the Manager Projects shall obtain advice from an appropriate technical expert to assist in the supervision of the works and checking of payment requests from the Contractor.

Any action against a contractor because of poor performance shall be taken after consultation with the Corporate Secretary.

## SELECTIVE TENDERING

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The procedures above shall apply except that Contractors are invited from the list of Registered/Approved Vendor and/or where justified Vendors are specifically by the Management Tenders Committee.

This is used for awarding contracts only where:

- (i) The required product or service is highly specialised and complex;
- (ii) There are only a limited number of suppliers/contractors of the articular goods and services needed;
- (iii) Other conditions limit the number of firms that are able to meet contract requirements.

## SOLE TENDER

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This is used in exceptional cases only where:

- (i) The extension of an existing contract awarded in accordance with procedures for authorization required for additional goods, works or services of a similar nature, within established approval thresholds, would clearly be economic and efficient and no advantage would be obtained by further competition;
- (ii) There has been an unsatisfactory response to open or selective tenders carried out in accordance with the exporTT's procurement policy;
- (iii) A product can only be provided by a single supplier because of exclusive capabilities or rights;



- (iv) Standardisation with existing equipment is determined to be import and justified, the number of new items are generally less than the existing number and compatible goods cannot be provided by other suppliers; or
- (v) It is a case of extreme urgency brought about by unforeseen events not attributable to the procuring entity. In extraordinary or emergency situations, a supplier may be contacted verbally and instructed to deliver required goods and/or services.

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# PUBLIC AND COMMUNITY RELATIONS

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## CLIENT AND PUBLIC ACCESS TO SERVICES/ SERVICE DELIVERY SYSTEMS

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In order to achieve the export growth objective exporTT has focussed on several areas including:

- Capacity Building – building export capacity through targeted training, standards certification, business incubation; researching technical barriers to trade, finding and sharing solutions; and exporter surveys to determine needs and challenges
- Enablers - striving to ensure the required systems, institutions, agreements and services are in place and functioning both efficiently and effectively to meet the general needs of the export sector
- Market Access - Researching and Exploring new markets; Promoting T&T's products and services, using missions and tradeshows as well as web-based technologies; Leveraging the Caribbean Diaspora; and establishment of a Trade Consultant Network by 2015/2016.
- Differentiators - Identify and strengthen those elements which distinguish and increase the competitive edge of T&T products and services in global market;

The organisation's main delivery systems therefore includes contact promotion missions, tradeshows, training sessions, seminars, market guides, research information and certification. Logistically exporTT's services are accessible to the public through its four offices (Charlotte St, Abercrombie St, Point Lisas, Tobago), website and online networks.

## STRATEGIC PARTNERSHIPS (LOCAL, REGIONAL AND INTERNATIONAL)

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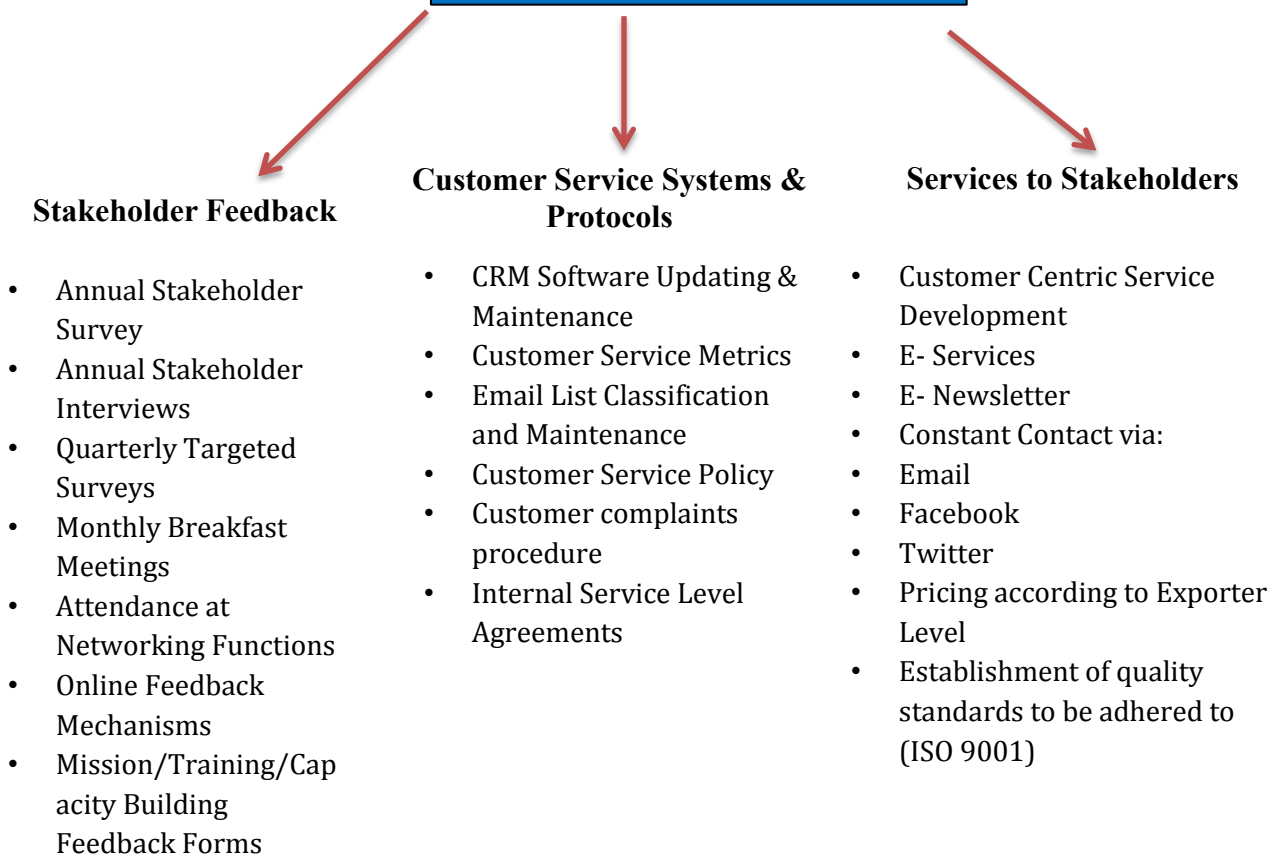
ExporTT must cooperate with the members of the export support network listed in **Appendix V** if the objectives identified in its strategic plan are to be realised. Many of these entities are responsible for providing global enablers which are important for the creation of the enabling environment necessary for export growth. ExporTT plans to sign MOUs with all the institutions in the network it can work directly with so as to promote collaboration and avoid duplication of efforts.

## COMMUNITY AND STAKEHOLDER RELATIONS/OUTREACH

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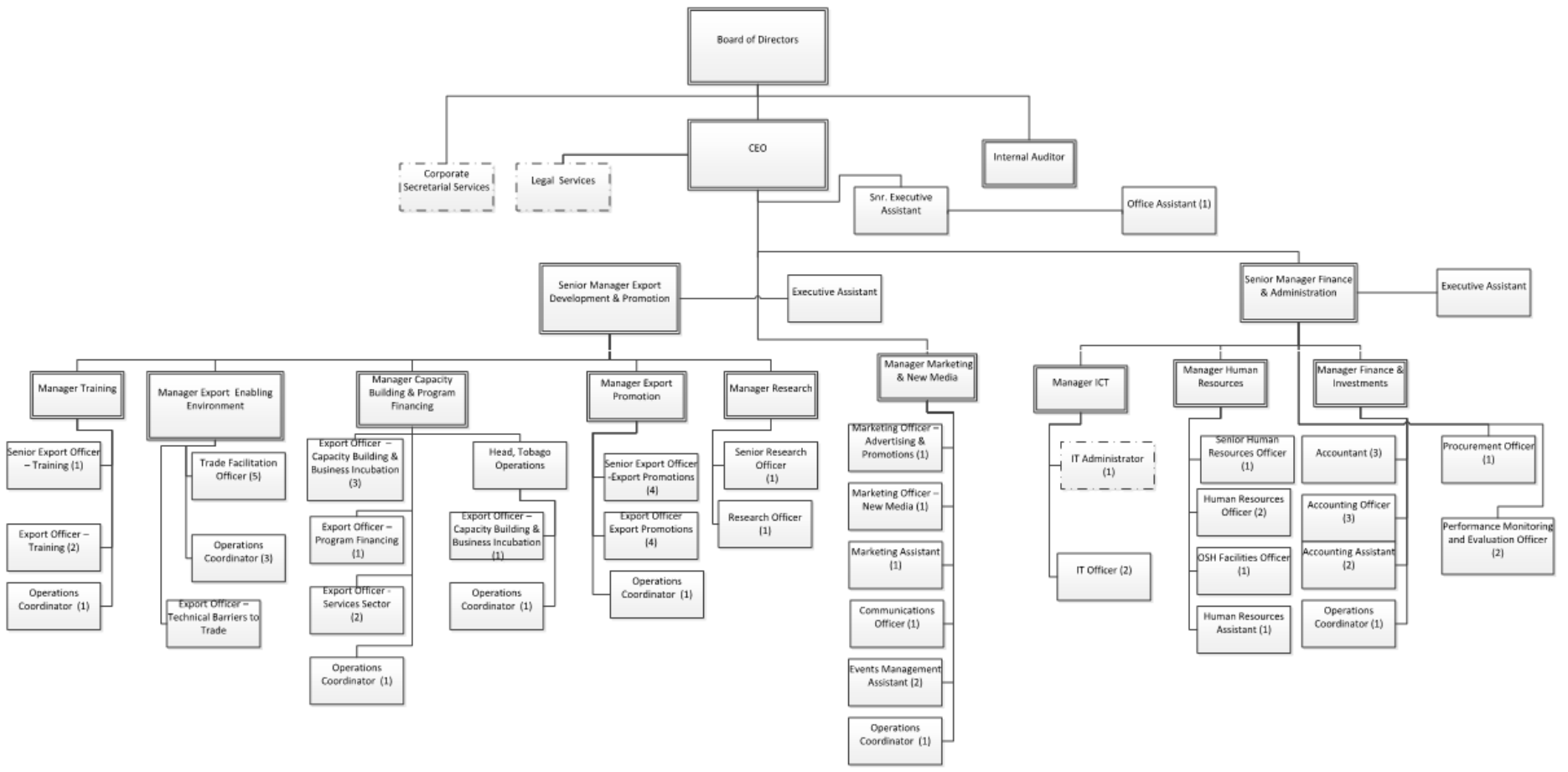
The management of community / stakeholder relations is an important part of exporTT's approach. The diagram below summarizes the stakeholder relationship strategies which have been and will be employed to help exporTT Limited achieve a minimum 80% stakeholder satisfaction index.

## STAKEHOLDER RELATIONSHIP STRATEGIES

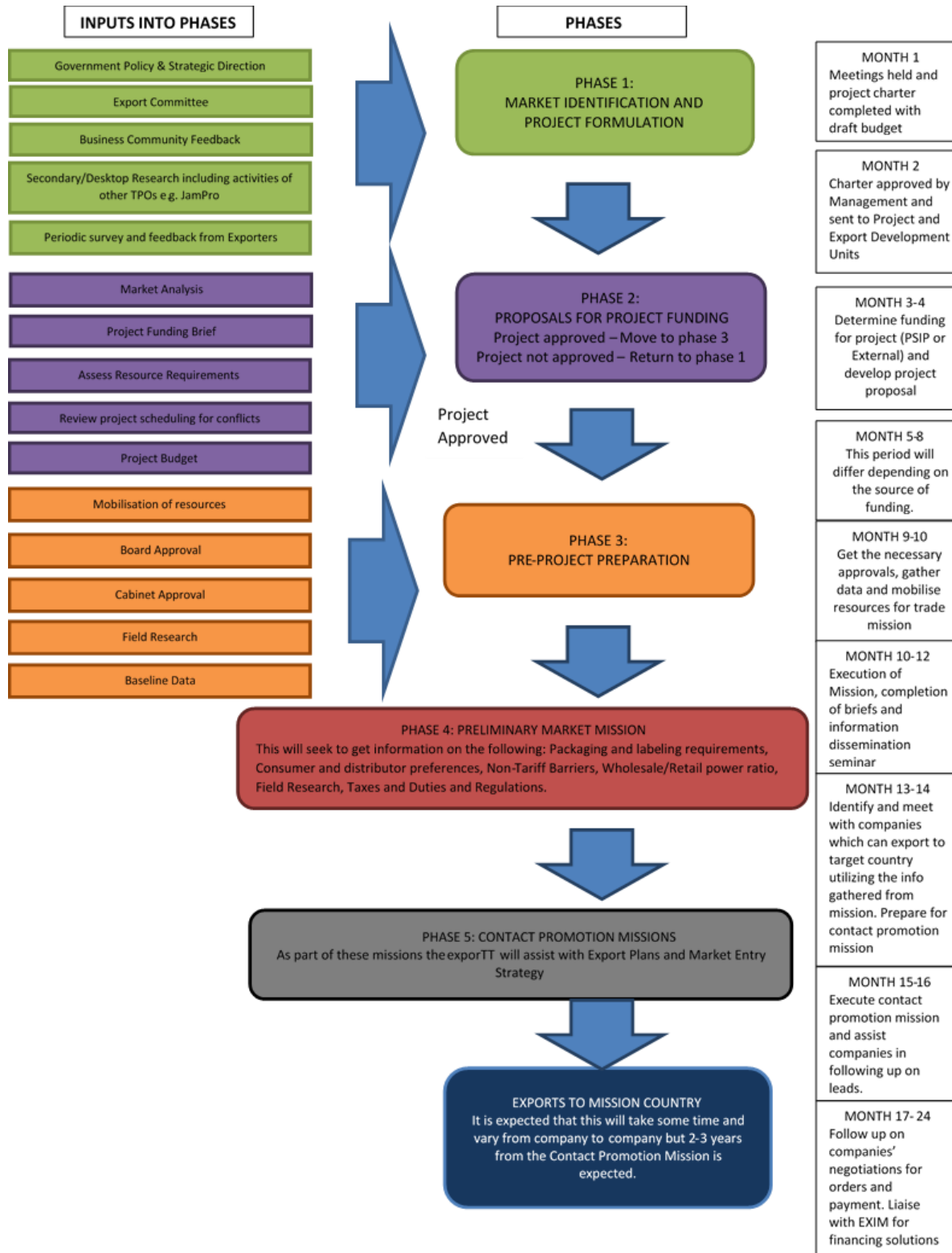


APPENDIX I – Organisational Structure

exporTT Functional Chart  
 January 2014  
 80 positions

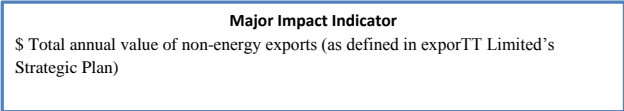


## APPENDIX II – EXPORTT MISSION MODEL



# APPENDIX III – Results Chain

## EXPORTTT RESULTS CHAIN



**MTIIC ACTION PLAN ITEM**

1

4

1

1

4

4

**OBJECTIVES**

**OUTCOME INDICATORS**

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6
To increase the value of non-energy exports	To enhance Trinidad and Tobago’s capacity to export services and increase the value of services’ exports	To increase the value of non-energy exports market penetration in traditional markets <sup>1</sup> and expand exports to new and emerging markets. Market sustainability	To diversify the pattern of trade of Trinidad and Tobago’s non-energy exports	To enhance Trinidad and Tobago’s capacity to export goods and increase the value of services’ exports	To strengthen Stakeholder Relationships & Advocacy of export issues
<ul style="list-style-type: none"> <li>% change in annual export value of exporTT clients</li> </ul>	<ul style="list-style-type: none"> <li>% change total services exports (to be developed based on baseline data study in 2014)</li> <li># of New services being exported. (to be developed based on baseline data study in 2014)</li> <li>Surveyed % change in export revenues as % total services revenues.</li> <li># of service providers exporting through the assistance of exporTT</li> <li># of New services providers engaged in exports.</li> </ul>	<ul style="list-style-type: none"> <li># of export leads per Trade Mission</li> <li>Qualified Export leads conversion rate to export orders (Orders per mission)</li> <li>\$ value of new orders obtained from missions per annum</li> <li># new exporters exporting to (trade) mission market</li> <li># of qualified export leads per trade show.</li> <li>Qualified Trade show lead conversion rate to export orders</li> <li>% change in T&amp;T’s share of traditional market’s NE imports</li> <li>\$ Change of non-energy exports to Traditional markets (CARICOM, USA, Canada)</li> <li>Change in # of companies exporting to traditional markets</li> <li>\$ Change in value of non-energy exports to non-Traditional Market</li> <li>% change in number of non-energy goods exported to New markets</li> <li>Change in # of companies exporting to New markets</li> </ul>	<ul style="list-style-type: none"> <li>No. of new certificates processed for non-traditional markets</li> <li>No. of qualified leads derived from trade missions to non-traditional market</li> <li>Conversion rate of leads in non-traditional markets</li> <li>% annual export growth to non-traditional markets</li> <li>\$ change in exports to non-traditional markets</li> <li>change in the value of non-traditional products exported</li> <li>Number of new products developed</li> <li>% change in exports to non-traditional markets (Latin/South America, Non-CARICOM Caribbean, Non-UK Europe)</li> </ul>	<ul style="list-style-type: none"> <li>Change in # of goods and services exporters in compliance/certified in GMP, HACCP, FSMA, &amp; other sector specific international standards</li> <li># of New Goods Exporters</li> <li>Increase in exporter Levels (1 – 3)</li> <li>Number of cottage food and beverage companies exporting</li> <li># craft and cottage F&amp;B companies exporting (Tobago)</li> <li># of New Exporters</li> </ul>	<ul style="list-style-type: none"> <li>% Enrolment in and utilization of online networking tools</li> <li>% signed MOUs with members of Export Support Network (ESN)</li> <li>% MOU implementation vs. targets</li> <li>ESN member satisfaction index</li> <li>Customer service index</li> </ul>

**STRATEGIES**

**OUTPUT INDICATORS**

Export Capacity Building Objective 5	Training Objective 5	RDF Facility Objective 5	Export Enabling Environment Objective 3	Services Stakeholder Engagement Objective 2	Export Cluster Development Objectives 5	Market Research Objectives 1, 3 & 4	Missions and Tradeshow Objectives 1, 3 & 4	ICT platforms for knowledge sharing Objective 6	Customer Relationship Management Objective 6
- GMP/HACCP/FSMA/GMP non-F&B: 19 (Y1), 68 (Y2) and 85 (Y3) # of Co-financing applications received for non-traditional markets: 10, 20, 30	- All exporters trained in all SEW Modules # of exporter training programmes: 41 (Y1), 43(Y2), 50(Y3) # of exporters attending training: 499 (Y1), 585 (Y2), 650 (Y3)	Approvals- \$3m (Y1), \$1.1m (Y2), \$2.1m (Y3) # RDF applications for modifications of products for non-traditional markets 1, 5, 6 RDF applications for new product development for exports: 5, 6, 8	- 100% Trade Agreement dissemination - 20% annual export growth to countries with trade agreements - Online ESN by Oct 2013 - 100% SEW implementation by Dec 2013 Recertification of all export products - Paperless SEW certification	- Survey targeted sectors - No. of service providers assisted through co-financing - Implement Services capacity building and market access programmes	- 100 Cottage Food and Beverage and Arts and Craft companies listed on ecommerce ready site for exports. Enrolment in to Cottage food & beverage cluster development 8 (Y1), 15 (Y2), 20 (Y3) Tobago: #companies enrolled in cottage F&B prog.: 0 (Y1), 20 (Y2), 20 (Y3) #companies enrolled in craft prog.: 0 (Y1), 15 (Y2), 15 (Y3)	- Diaspora research and update system by March 2014 - Trade enquiries per ann.: 191, 210, 245 - trade bulletins / newsletters: 0, 9, 11 - Market guides: 0, 7, 8 - Market research on 5 markets per yr. - 10 exporter surveys per yr. incl services	- Annual: MS missions: 5, 7, 10; CP missions: 3, 3, 4; trade shows: 2, 3, 3. - # & \$ value of new orders attained per mission - # new exporters exporting to mission market Inward Buyer Mission March/April	- Development and implementation of Export Support Network, Virtual Expo, Exporter Intranet, Connect Americas, National Trade Information Network by Sep 2014	- CRM implementation by Nov 2013 - Bi-Monthly Sector consultations based on survey results - 100% Event Feedback mechanisms - Annual EDF October - 100% MOU signed with ESN by Oct 2015

## APPENDIX IV – Organisational Establishment

<b>Job Title</b>	<b>Number</b>
Accountant	3
Accounting Assistant	2
Accounting Officer	3
Chief Executive Officer	1
Communications Officer	1
Corporate Secretary	1
Customer Relations Assistant	1
Events Management Assistant	2
Executive Assistant	2
Export Officer	11
Head, Tobago Operations	1
Human Resource Officer	2
Human Resources Assistant	1
Internal Auditor	1
IT Administrator	1
IT Officer	2
Managers	9
Marketing Assistant	1
Marketing Officer – Advertising & Promotions	1
Marketing Officer – New Media	1
Office Assistant	1
Operations Coordinator	9
OSH Facilities Officer	1
Performance Monitoring & Evaluation Officer	2
Procurement Officer	1
Research Officer	1
Research Specialist	1
Senior Executive Assistant	1
Senior Export Officer	5
Senior Human Resource Officer	1
Senior Managers	2
Senior Research Officer	1
Trade Facilitation Officer	5
Training Officer	2
Total	80

## **APPENDIX V – Members of the Export Support Network**

### **Key Ministries/Tobago House of Assembly (THA):**

Ministry of Trade, Industry and Investment  
Ministry of Planning and Sustainable Development  
Ministry of Transport  
Ministry of Finance  
Ministry of Labour  
Ministry of Foreign Affairs  
Ministry of Tourism  
Ministry of Energy and Energy Affairs  
Ministry of Food Production  
Office of the Prime Minister  
Ministry of Tobago Development  
Tobago House of Assembly/Business Development Unit

### **National Agencies:**

exporTT Ltd.  
invesTT  
EXIM Bank  
National Entrepreneurship Development Company Ltd.  
Council of Competitiveness and Innovation  
Chemistry Food and Drug  
Tourism Development Company (TDC)  
Export Centres Co. Ltd.  
National Energy Corporation  
National Gas Company  
Petroleum Company of Trinidad and Tobago  
National Agriculture Marketing and Development Company Limited  
Trinidad and Tobago International Finance Centre  
CARIRI  
Economic Development Board  
Trinidad and Tobago Creative Industries Company of Trinidad and Tobago  
Maritime Authority (to be set up)



Port Authority

Plipdeco

Caribbean Centre for Innovation (CCI)

Trade and Economic Development Unit of the University of the West Indies (TEDU)

Free Zone Company

Trinidad and Tobago Bureau of Standards (TTBS)

CSO

Customs & Excise

Board of Inland Revenue

**Regional Agencies:**

Caribbean Export Development Agency

**Business Associations:**

Trinidad and Tobago Manufacturers Associations

Trinidad and Tobago Chamber of Industry and Commerce

Trinidad and Tobago Coalition of Services Industries

Energy Chamber of Trinidad and Tobago

American Chamber of Commerce

Bankers Association of Trinidad and Tobago

Eurocham

Tobago Chapter of TTCIC

Tobago Hotel and Tourism Association

Tobago Agroprocessors Association

TABA

**Overseas Missions:**

All overseas missions with trade attachés e.g. TT High Commission to London, Embassy to USA

**Overseas Trinidad Chambers and Diaspora Associations:**

Trinidad and Tobago Chamber of Commerce in Dominican Republic

Caribbean Returning Nationals Foundations

## APPENDIX VI- Achievement Data 2013/2014

# ExporTT Achievements from October 2013 to September 2014

Fiscal 2014 started off positively with the successful execution of the inaugural Export Development Forum, which was attended by 200 exporters and members of the Export Support Network.

### Market Access

exporTT conducted five (5) Market Survey Missions in the following markets:

1. Barbados
2. Jamaica
3. St. Lucia
4. St. Vincent
5. Costa Rica (ICT)

Market Research consultants were engaged for three (3) markets: Brazil, Florida and Panama; instead of traditional Market Survey Missions.

Total Markets surveyed for 2013/14 = eight (8).

One (1) Trade Mission executed - Costa Rica.

One (1) Inward Buyer Mission held during the month of September 2014 (as an alternative to Trade Missions):

16 Buyers from 6 countries and 35 local exporters participated. Two (2) orders generated as at September 30, 2014, totaling US\$19.1k

Five (5) Trade Shows executed:

1. Havana Fair (Cuba)
2. Summer Fancy Food Show (US)
3. Get Energy Conference (UK)
4. Outsource LAC
5. Surimep in Suriname (energy services)

US\$958.2k exported during 2013/2014 due to exporTT's direct intervention. Details below:

Trade Missions/ Fairs	Orders/Potential Orders (USD)	Actual Exports (USD)
FCORs	993,000	421,859
Cuba (Havana Fair)	697,000	476,390
Suriname	60,000	60,000
Colombia	160,000	
InBuyTT	19,118	-
Total	1,929,118	958,249

### Export Capacity Building

Successfully prepared 16 companies (17 locations) for FSMA inspections by the US Food and Drug Administration.

Five (5) companies received certification or achieved compliance with other international standards programmes. (Details shown below)

<b>Compliance/Certification</b>		
<b>Programme</b>	<b>Number of Companies</b>	<b>Companies in Compliance/Certified</b>
<b>Food Safety Modernisation Act (FSMA)</b>	16	Companies prepared for US FDA inspections: The Roti Factory , RB Snacks , Asma's Roti, Chief Brand Products, Chatak Food , Associated Brands , Inpack Foods, National Canners, National Flour Mills, Bermudez Biscuits , Dianna Candy, Land Ice and Fish Limited, Seafood Food Enterprises , Renata Enterprises , Keyie Company Limited (2), Shahadat Ramkelawan
<b>Good Manufacturing Practices (GMP) Audits</b>	2	Inpack Foods, National Canners Limited
<b>HACCP Implementation</b>	2	KC Confectionery Limited, The Roti Factory
<b>Other Int'l Stds</b>	1	Sitek Limited (Solar Component Installation) - NABCEP
<b>TOTALS</b>	21	

Fifteen (15) new cottage F&B cluster companies enrolled in the Cottage Food and Beverage Cluster Development programme, (total of 27 currently enrolled).

Three (3) cottage F&B companies commenced exporting. (Opus M. E. Ltd, Mr. Universe Products, Lilli Belle).

### Services

Commenced Implementation of Energy Services Action Plan:

1. Marketing to an International Audience (training) – completed
2. Joint Venture and Other Legal Business Arrangements (Training) – completed
3. Doing Business in Suriname (Training) – completed
4. Market Guide to Suriname – completed
5. Support and Participation at the Get Energy Tradeshow – completed
6. Participated in the Surimep Tradeshow – completed
7. Sponsorship of Staatsolie and Suriname Chamber of Commerce visit to Trinidad

Held three (3) service sector seminars – ICT, Construction, Maritime

Surveyed four (4) sectors (ICT, Energy, Maritime, Construction)

### **Export Market Research/Information**

A total of 291 trade enquiries were facilitated by the EMRC (Export Market Research Centre).

Eight (8) Bulletins/Newsletters were published for exporter assistance.

Four (4) New Markets researched to determine the feasibility/parameters of market entry - done before market survey.

Transitioned 100% of exporters to a fully online/computer based Certificate of Origin application process (from a formerly paper-based system).

### **Export Seminars Executed**

- Export Development Forum - October 2013
- CartFund Regional Seminar - November 2013
- Maritime Services Seminar – December 9, 2013
- Architectural Services Seminar – December 3, 2013
- General Contractors Seminar – February 12, 2014
- Cottage Food & Beverage Seminar - February 19, 2014

### **Co-Financing Fund**

A total of \$122,408 in co-financing funds has partially financed shipping of samples, product and trademark registrations, trade fair booth rentals and other export support related activities.

### **Research and Development Fund**

A total of \$865,000 was approved and \$1,031,563 disbursed as at Sept. 30, 2014.

The breakdown of disbursements is included in the table below:

<b>Companies</b>	<b>Approved Facilities</b>
Infinite Resourcing Limited	\$365,000
Ixanos Limited	\$500,000
	<b>\$865,000</b>
<b>Companies</b>	<b>Funds Disbursed</b>
Stuart Bros. (W.I.) Ltd	138,750.00
Infinite Resourcing Limited	143,168.10
Ixanos Limited	319,484.50
B&N Inventions Company Limited	2,835.73
B&N Inventions Company Limited	64,889.43
Infinite Resourcing Limited	88,103.45
Infocomm Technologies Limited	18,816.00
Ixanos Limited	180,515.50
Stuart Bros. (W.I.) Ltd	75,000.00
	<b>\$1,031,562.71</b>

## **Training and Development Activities**

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KEY GOAL:

**INCREASE NON-ENERGY EXPORTS TO US\$1.5B BY 2015**

**SEW DATA (JAN – DEC 2014) (17 COUNTRIES): US\$811.39M**

**ESTIMATED NON-ENERGY EXPORTS FOR 2014 (50% OF EXPORTS ASSUMPTION): US\$1,622M**