

EXPORTT LIMITED
ANNUAL ADMINISTRATIVE REPORT
FOR THE FISCAL YEAR: 2017/2018



Submitted to:

Ministry of Trade and Industry

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1. INTRODUCTION AND BACKGROUND OF EXPORTT

MISSION

“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.

VISION

“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 and emphasizes the current and future role of goods and services exports to the economic diversification in Trinidad and Tobago.

PHILOSOPHY / CORE VALUE STATEMENT

“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.

STRATEGIC OBJECTIVES

1. To increase market penetration and sustainability of Trinidad and Tobago's non-energy (NE) exports in traditional markets and new and emerging markets. The goal is to increase non-energy exports from USD 886 Million in 2016 to USD 1.4 Billion by 2022.
2. To diversify the pattern of trade of Trinidad and Tobago's NE 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.

2. ORGANISATIONAL STRUCTURE

2.1 CORPORATE STRUCTURE

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 the Ministry of Trade and Industry (MTI);
- The need to fulfil the relevant objectives as set out in the National Development Pillars.

New positions and departments were created to optimise productivity and efficiency across the organisation. The planned level of staff was 54 employees. The organizational structure is shown in **Appendix I**.

The composition of the Board of Directors, management and sub-committees are detailed below.

Board of Directors

1. Ashmeer Mohamed (Chairman)
2. Christopher Alcazar
3. Dr. Cyril Collier
4. Marc Jardine
5. Dr. Mikaeel Mohammed
6. Renuka Sagramsingh-Sooklal

Board Sub-committees

Human Resource Committee

1. Dr. Mikael Mohammed (Chairman)
2. Renuka Sagrarsingh-Sooklal (Member)
3. Ashmeer Mohamed (Member)
4. Dietrich Guichard - Chief Executive Officer (ex-officio)
5. Donna Samaroo - Manager, Human Resources (ex-officio)

Board Tenders Committee

1. Renuka Sagrarsingh-Sooklal (Chairperson)
2. Christopher Alcazar (Member)
3. Dr. Cyril Collier (Member)
4. Marc Jardine (Member)
5. Dietrich Guichard - Chief Executive Officer (ex-officio)
6. Richard Smith - Manager, Information Technology (ex-officio)

Audit Committee

1. Marc Jardine (Chairman)
2. Christopher Alcazar (Member)
3. Dr. Cyril Collier (Member)
4. Renuka Sagrarsingh-Sooklal (Member)
5. Dietrich Guichard - Chief Executive Officer (ex-officio)
6. Lester Herbert - Ministry of Finance representative (ex-officio)
7. Dwight Brown -Manager, Finance and Investments (ex-officio)

Finance, Strategy & Investments Committee

1. Marc Jardine (Chairman)
2. Dr. Mikael Mohammed (Member)
3. Dietrich Guichard - Chief Executive Officer (ex-officio)
4. Dwight Brown - Manager, Finance and Investments (ex-officio)

Management Tenders Committee

1. Dietrich Guichard - Chief Executive Officer
2. Dwight Brown - Manager, Finance and Investments
3. Dhanraj Harrypersad - Manager, Export Market Research Centre
4. Betty-Ann Noriega-Mollineau – Manager, Export Promotions
5. Cintra Sooknanan- Corporate Secretary

2.1.1 CARIBBEAN LEASING COMPANY LTD

The Caribbean Leasing Company Limited (CLCL) registered as SBDC Leasing on October 1, 1997; began its operations in January 2001, as a fully owned subsidiary of the now defunct SBDC/BDC. Its name was then changed to Caribbean Leasing Company Limited (CLCL) on January 12, 2005. Its mandate was to assist micro and small enterprises (MSEs) to become more competitive through the sourcing, financing and management of equipment and machinery for plant upgrading and modernization.

In October 2012, BDC was instructed to terminate all operations at CLCL as BDC was to be converted into exporTT – T&T’s sole export facilitation organization. No new leases were granted from that date and the existing leases were administratively managed until maturity.

As at September 30 2018, the final lease on CLCL books was as follows:

CARIBBEAN LEASING COMPANY LIMITED –LEASE EXPOSURE AND MATURITY REPORT AS AT 30TH SEPTEMBER 2018

Lease Number	Lease Name	Maturity Date		Total
K02388	R&C ENTERPRISES LIMITED	Sep-16	1,854,769.41	1,854,769.41
		Total	1,854,769.41	1,854,769.41
			VAT Exclusive	1,636,561.24

This lease was fully provided for under the Provision for doubtful leases since 2017 (as shown below via extract from the notes to CLCL’s audited financials) and legal action was initiated in July 2018.

7. Finance Leases Receivable

	2018	2017
	\$	\$
Gross lease receivable in 1 year	-	-
Gross lease receivable within 1 to 5 years	-	-
Gross finance leases receivable	-	-
Less: unearned interest income	-	-
Net investment in finance leases	-	-
Other lease receivables	1,855	1,855
Finance leases receivable	1,855	1,855
Provision for doubtful leases	(1,855)	(1,855)
	-	-
Current portion of finance lease receivable	-	-
Finance leases receivable within 1 to 5 years	-	-
	-	-
Provision for doubtful leases		
Balance at beginning of year	1,855	1,043
Provision for the year	-	812
Balance at end of year	1,855	1,855

2.2 SERVICES/PRODUCTS PROVIDED

2.2.1 Export Capacity Building

The Capacity Building Unit's products and services can be grouped into four main areas: Co-financing, Standards Implementation, Services Capacity Building and Tobago. These services are meant to treat with the business constraints related to accessing exports markets. In multiple studies done by the Inter- American Development Bank (IADB), Economic Commission for Latin-America and the Caribbean (ECLAC) and exporTT, business constraints such as access to finance, quality related issues and high cost of market entry are among the major challenges of exporters particularly to extra regional markets. The work of this department seeks to relax or eliminate these constraints so that exporters are better placed to enter markets.

2.2.2 Training

The Training Unit provides three major offerings which are: Public Enrolment Training Programmes, In-Company Training Programmes and the International Trade Specialist Training Programme.

Between 20 and 30 public enrolment programmes are executed within a specific fiscal which impacts some 130 unique participants who can acquire new knowledge of skills to improve their performance in their jobs.

The Information Technology Enabled Services (ITES) programme is a nine-month e-learning programme consisting of four modules: Export Marketing Operations, Trade and Custom Practice, Finance of International Trade and eBusiness for International Trade which culminates in globally recognized certification and is recognized by the Institute of Export.

2.2.3 Research & Development Grant Facility

The Research and Development Facility is a grant fund 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.

2.2.4 Export Enabling Environment

The products and services offered under Enabling Environment can be grouped under three broad areas which are: Trade Agreement Negotiations, Advisory and Information Dissemination and Certification and Factory Visits. exporTT plays a major role in the negotiation of new agreements as it usually leads negotiations on rules of origin. Based on exporTT's work on certifying products, its knowledge of the rules and its close relationship with exporters it contributes significantly to market access for exporters.

2.2.5 Services Exports Stakeholder Engagement

exporTT recognised that there are other players within the targeted services sectors of ICT and ICT-Enabled, Architecture and Engineering Services. The organisation chose to work with these institutions to survey organisations within the sector to determine their exporting needs so that appropriate interventions can be developed. Some of the agencies exporTT worked closely with were the Trinidad and Tobago Coalition of Services Industries (TTCSI), various ICT related organisations like the Trinidad and Tobago Animation Network and the Trinidad and Tobago Institute of Architects. During this period, efforts were also made to integrate services into some of exporTT's main functions such as capacity building, market research and trade missions.

2.2.6 Market Research

Market research is required to generate the necessary market intelligence for exporters to understand threats to their business and unearth export opportunities in existing and new markets. This information is currently gathered through secondary and primary data collection. The secondary data is gathered through the use of export databases like Euromonitor and the International Trade Centres suite of databases (Trade Map, Market Access Map, Standards Map) while primary data is gathered through market surveys which utilise consultants and include market visits by exporTT staff.

2.2.7 Missions and Tradeshow

Trade Missions are offered in three different forms each of which has its own advantages and disadvantages. The standard trade mission is the outward missions where a delegation from Trinidad and Tobago travels to the targeted markets and conducts matchmaking meetings. This

allows the exporters to meet the buyer in their environment, see their operations in the market and conduct store checks to assess the competitors' offerings, to better understand the culture and lifestyle of the potential user of the identified country. This however, can be very expensive to the exporter. **Inward missions** overcome these challenges as buyers are brought into Trinidad and Tobago with exporTT covering part of their expenses. In this scenario, exporters can meet with buyers from multiple destinations in a short frame of time without leaving the country. Buyers are also able to visit factories and confirm the productive capacity of the companies. The last form of a trade mission is the **virtual mission** where exporTT utilises virtual presence technology or meeting applications to facilitate meetings between buyers and sellers. These types of 'missions' are typically used as a pre-mission to other forms of trade missions as it allows both parties to be familiar with each other and focus on the business when they meet face to face.

The general process for executing trade missions is included in **Appendix II**

Trade Shows are also offered where exporters can choose to exhibit at a show or simply walk the show to check out new trends and network with potential partners. Tradeshows have historically delivered lower returns on investment when compared to trade missions as orders immediately after the events have been limited. However, they do provide a platform for exporters and potential exporters to build awareness in the targeted markets for themselves and their products. They are also able to identify new trends and form relationships for future business opportunities which can materialise into orders within a year or two. Some tradeshows feature matchmaking meetings which can offer opportunities for orders to be generated.

2.2.8 Special Projects

No special projects were implemented under this period.

2.3 DELEGATED LEVELS OF AUTHORITY

The delegated levels of authority at exporTT, including financial transactions are shown below.

Cheque Signatories	
One Level 1 & One Level 2	<\$75,000.00
Two Level 1 (2 Directors)	=/>>\$75,000.00

Level 1 Signatories – Dietrich Guichard (Chief Executive Officer)

Level 1 (Director) Signatories - Christopher Alcazar (Board Member), Marc Jardine (Board Member)

Level 2 Signatories – Dhanraj Harrypersad (Manager, Export Market Research Centre), Crisen Maharaj (Manager, Capacity Building & Programme Financing), Dwight Brown (Finance and Investments Manager)

Approval thresholds for tenders (VAT Exclusive)

Authority	Approval Limit
Manager + Accountant	Under \$3,000.00
CEO	Equal to and over \$3,000.00 to and under \$50,000.00
Management Tenders Committee	Equal to and over 50,000.00 and under \$150,000.00
Board Tenders Committee	Equal to and over and including \$150,000.00 and under \$300,000.00
Board	Equal to and over 300,000.00

Dietrich Guichard - CEO - sole authorised signatory on the credit card account with a limit of \$US10,000.00.

Specifically, to the Grant Funding Facility account, the following persons were authorised to withdraw funds, sign cheques or other instruments on behalf of the Company for sums equivalent to or below the sum of TT\$250,000.00:

- Marc Jardine - Director

- Dietrich Guichard - CEO

And both signatories must sign all cheques.

2.4 DEPARTMENT REPORTS & REPORTS TO MINISTRIES, PRESIDENT/PARLIAMENT

Each Unit Manager within exporTT prepares monthly reports to the CEO. The CEO in turn uses these to prepare a board package which is circulated and presented to the Board at monthly meetings. The Board in turn reports to the Minister as necessary.

exporTT has remained compliant with reporting pursuant to the State Enterprises Performance Monitoring Manual (2011) issued by the Ministry of Finance. These reports included:

- Annual Budgets
- Audited Annual Financial Statements
- Monthly Cash Statements of Operations
- Status of Loan Overdraft and Investments
- Administrative Report
- Board Minutes
- Monthly Financial Statements
- Status on Legal Matters
- Return of Award of Contracts

Additionally, exporTT submits monthly reports on its three (3) PSIP-funded projects. These projects are:

1. Export Capacity Building Program
2. International Market Development Country Promotion & Marketing Assistance to Exporters
3. Research and Development Facility (RDF)

In addition to these monthly reports, quarterly achievement reports and ad-hoc reports are also submitted as requested by MTI.

3. PERFORMANCE ACCOMPLISHMENTS

3.1 SHORT, MEDIUM AND LONG TERM PLANS

Some of our short-term goals include:

In Fiscal 2018/19 there are plans to execute two (2) Market Surveys, three (3) Trade Missions and three (3) Trade Fairs. A revamped RDF, with three (3) funding levels is expected to provide three (3) Product Development Grants and one (1) Feasibility Study Grant.

In the area of export capacity building, exporTT will attempt to assist eight (8) exporters to attain International Standards/Compliance. In terms of the Export Competitiveness programme, it will develop export support plans for twenty (20) more exporters and assist in the execution of the plans developed in 2017/18.

A target of five (5) new exporters is also set, as well as twenty (20) export training programmes, Export Information Dissemination Seminars and twenty-five (25) newly trained International Trade Specialists.

exporTT's main long-term goal is to increase the value of Non-Energy Exports from US\$886 million in 2016 to US\$1.4 billion by 2022. This goal was adjusted based on new data which became available. The initial goal was based on estimations due to the unavailability of data.

The company's strategic map and key performance indicators (**Appendix III**) lays out its approach to achieve this primary goal. It shows how exporTT intends to impact its mission and how it intends to measure that impact.

The strategic map includes a list of outcome indicators for each objective to measure exporTT's success, the strategies used to achieve the objectives as well as the relevant targets used to measure success.

The three key areas of focus are:

1. Increasing non-energy exports
2. Increasing the number of exporters
3. Providing value for money

The strategies aimed at achieving these include Improving the business environment, Building internationally competitive firms, and Demonstrating results.

exporTT's plans fall within Government's Strategic Initiative – Goal 3: Expanded and Diversified Regional and International Trade. It aligns well with the Ministry of Trade and Industry's many related initiatives such as Developing a Trade Mission Strategy, Pursuing Market Studies on the Trinidad and Tobago diaspora in Canada, the US and UK, and Providing Country Promotion and Marketing Assistance for Targeted Markets.

3.2 EXPORTT ACCOMPLISHMENTS

3.2.1 Certification to International Standards

As at September 30, 2018, eight (8) firms were at different points along the road of attaining compliance/certification in various international standards programmes (HACCP/ISO/Organic certification/EU standards) facilitated by exporTT. These were

- | | | |
|--|--|---|
| • Cocoa Republic- HACCP | • Habanero Pepper HACCP | • Imanex- HACCP |
| • Trini Weenie- HACCP | • Tobago Cocoa Estates Limited - Organic certification | • Caribbean Well Services - ISO 14001/STOW compliance |
| • Micromilling Ltd- EU Standard, EN 12004:2017 | • Creamery Novelties- HACCP | |

3.2.2 Co-Financing Services

In Fiscal 2018, TT\$ 262,446 was reimbursed for co-financing activities involving twenty-two (22) exporters from mainly the Food and Beverage sector but also including significant numbers from the Services sectors. These funds partially financed the shipping of samples, product and trademark registrations, trade fair booth rentals and other export support-related activities. The companies benefiting were as follows:

- | | | |
|------------------------------|-----------------------|--|
| 1) Fashion. Art. Music (FAM) | 3) A3 Farms Limited | 6) Dingole E-Commerce Services Limited |
| 2) Smacks Luxury Group Ltd | 4) MH Percussion | 7) Twigs Natural |
| | 5) John Collin Cooper | |

- | | | |
|----------------------------------|--------------------------------|---|
| 8) SokaFit Trinidad Limited | 13) Eye for Design Flower Shop | 18) Montserrat Cocoa Farmers' Cooperative Society Ltd |
| 9) Full Circle Animation Limited | 14) Caribbean Cure Ltd | 19) Sonja Dumas |
| 10) Nola Gourmet Products | 15) Mark Lee Lum | 20) Sacha Cosmetics |
| 11) Osanie Designs | 16) SKED Technologies | 21) KC Confectionery |
| 12) Tobago's Own Co Ltd | 17) L&S Surveying | 22) Chief Brand Products |

3.2.3 Exporter Training

Twenty-five (25) training programs were executed in fiscal 2018. This had an impact on 226 export firms and 581 individuals.

The programmes completed were as follows:

- | | | |
|--|--|--|
| 1) Export Basics (Getting Started) | 9) Identifying & Assessing Export Markets | 17) Introduction to Export Marketing |
| 2) Food Safety Preventive Control Alliance (FSPCA) (often referred to as FSMA) in Human Food | 11) Webinar: Digital Catalogue | 18) Private Labelling |
| 3) Identifying & Assessing Export Markets (IICA) | 12) FSPCA Preventive Controls for Human Food | 19) Boost Your Possibilities – What's Your Facebook Plan |
| 4) The Art of Conducting and Analysing In-market Research for Exporters | 13) Webinar: Private Labelling | 20) 30 Minute Sales Pitch |
| 5) Identifying & Assessing Export Markets | 14) Intellectual Property Clinic for Food and Beverage Manufacturers | 21) Food Safety Plan |
| 6) Costing & Pricing Analysis | 15) Direct Assistance Grant Scheme (DAGS) Sensitization Workshop | 22) IP Clinic for Food and Beverage Exporters (Caribbean Export) and |
| 7) Export Basics (Getting Started) | 16) Customer Value Proposition (CVP) | 23) Identifying Export Markets |
| | | 24) Export Basics – THA Tobago |
| | | 25) Mastering Customer Service Excellence for the Yachting Industry |

3.2.4 New Exporters Competitive Programme

Creating new exporters relies on the continued creation of the capacity, willingness and opportunities to export. There were no new exporters identified as a result of exporTT's initiatives during the year but the companies in the programme made substantial progress toward exporting. Out of this programme export support plans which charted a pathway for export for twenty-two (22) companies were developed.

The supported companies were:

- | | | |
|--------------------------|--------------------------------|---------------------|
| 1. Caribbean Roasters | 9. Electric Industries Group | 16. Bryden Pi |
| 2. Full Circle Animation | 10. Carib Glassworks | 17. Tiger Tanks |
| 3. SOKAFIT | 11. Print A Pak | 18. Habanero Pepper |
| 4. TT Fine Cocoa Co Ltd | 12. KDF and Associates Limited | 19. Ixanos |
| 5. Chai's Exotics | 13. House of Paper | 20. Ecolife |
| 6. MegaFoods | 14. Kaleidoscope | 21. MDC-UM |
| 7. Trinmesh | 15. SCL Group of Companies | 22. Lensyl |
| 8. Resin Converters | | |

3.2.5 Export Information Dissemination

For Fiscal 2018, exporTT executed four (4) information seminars to assist exporters overcome specific issues on their export journey. The seminars included the following:

- | | |
|--|--|
| 1) Less than Container Load (LCL) Shipping Export Service Seminar; | 3) Labelling Trends and Requirements Update Seminar; and |
| 2) Animation Sub Sector Seminar; | 4) Private Labelling and Contract Manufacturing. |

3.2.6 Trade Agreement Negotiation

During the fiscal ExporTT continued to be involved in various trade agreement forums.

The process of revising trade agreements continued with the following countries: Cuba, Costa Rica, Dominican Republic, Panama and El Salvador.

3.2.7 Export Promotion

An Inward Buyers Mission (for the second time, in collaboration with TTMA at TIC), five (5) Trade Missions, three (3) trade shows, four (4) Market Surveys and four (4) Information Dissemination Seminars were executed during this fiscal.

exporTT collaborated with the TTMA by executing an inward buyer mission during TIC 2018 which brought a total of 10 Buyers from Canada (1), USA (2), Martinique (1), Guyana (2) and Cuba (4) representing the Food & Beverage, Printing & Packaging, Chemicals, Construction, Tourism and Creative Industries sectors.

The following trade missions were conducted:

- | | |
|---|--|
| 1) Guyana Trade Mission (Jan 28 - Feb 1, 2018); | 3) Panama Trade Mission (Mar 21-22, 2018); |
| 2) Costa Rica Mission (Mar 18-20, 2018); | 4) InBuyTT 2018 (July 5-8, 2018); and |
| | 5) Colombia Trade Mission (September 2-6, 2018). |

Four (4) Market Surveys were also completed by exporTT staff. These surveys provide information to assess the prudence of larger-sized Trade Missions in targeted export markets.

The four completed were:

- | | |
|--------------------------------------|-----------------------------|
| 1) Costa Rica (February 4-14, 2018); | 3) Haiti (June 25, 2018); |
| 2) Colombia (May 6-13, 2018); | 4) Canada (August 30, 2018) |

Four (4) Information Dissemination Seminars were executed during the year to share information obtained from Market Surveys and other missions done in collaboration with local Trade Associations.

- | | |
|--|-------------------------------|
| 1) Costa Rica Dissemination Seminar (Mar 18-22, 2018); | 3) Haiti (Sept. 26, 2018) and |
| 2) Colombia Dissemination Seminar (June 12, 2018); | 4) Canada (Sept. 12, 2018) |

In addition to these sessions, exporTT also facilitated twenty-one (21) individual matchmaker meetings.

3.2.8 Export Dollars Generated

A total of US\$1.4M in exports were generated from the direct intervention of exportTT.

These funds can be allocated to the following projects and activities:

	USD
Barbados	84,548
Belize	171,211
Canada	8,000
Cuba	892,051
Dominican Republic	99,205
French Guiana	29,277
Guadeloupe	22,445
Guyana	77,653
Haiti	23,000
St. Maarten	1,752
Suriname	6,386
Grand Total	1,415,528

3.2.9 Research and Development Fund

During the fiscal three (3) new R&D projects approved. These were:

- 1) Moruga Hill Rice: - specialised rice production - \$317,500.00;
- 2) SafetyNett Limited: \$370,000.00; and
- 3) TT Fine Cocoa: \$100,000.00.

This facility has since been modified and new arrangements are to be put in place by the Ministry of Trade and Industry.

4. FINANCIAL OPERATIONS

4.1 BUDGET FORMULATION

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

4.1.1 Recurrent Budget

- i. In 2017/2018 the Budget was 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 were salaries and administrative expenses.
- iii. A Total Cost position was arrived for the forthcoming period from which was subtracted any revenues.
- iv. The number arrived at in (ii) was the amount of final support or subvention required from GORTT.
- v. The Budget was approved by the CEO and Board of Directors before final submission to MTI.

4.1.2 Public Sector Investment Programme Budget

- a) The PSIP Budget captured the development programmes and capital expenditures for the forthcoming fiscal.
- b) Projects were developed in collaboration and guidance with the Ministry of Planning.
- c) Detailed activity programs and costing are prepared and submitted for review and approval of Ministry of Planning and Development.

4.2 FINANCIAL SUMMARY

The Financial Summary below was ExporTT Limited's audited Financial Statement for the period ending September 30, 2018:

4.2.1 Consolidated Financial Statements

exporTT Limited
Consolidated Statement of Financial Position
(In Thousands of Trinidad and Tobago Dollars)

	Notes	As at September 30,	
		2018	2017
		\$	(restated) \$
ASSETS			
Non-current assets			
Property and equipment	5	4,612	4,826
Investments held at at fair value through profit or loss	6	20,118	21,334
Retirement benefit asset	7	5,486	3,215
Total non-current assets		30,216	29,375
Current assets			
Cash and cash equivalents	9	14,562	16,213
Trade receivable and other assets	10	1,449	592
Investments held at at fair value through profit or loss	6	58,526	57,660
Total current assets		74,537	74,465
Total assets		104,753	103,840
EQUITY AND LIABILITIES			
Equity			
Share capital	11	8,000	8,000
Government contributions	12	27,319	30,045
Retained earnings		34,218	30,592
Total equity		69,537	68,637
Non-current liabilities			
Grant fund facility (Formerly Borrowings)	13	24,176	22,274
Finance lease obligation	20	63	-
		24,239	22,274
Current liabilities			
Trade and other payables	14	3,721	3,991
Grant fund facility (Formerly Borrowings)	13	824	-
Finance lease obligation- current	20	35	-
Depositor's account	15	1,875	1,868
Deferred income	16	2,145	2,266
Public sector investment program	17	1,781	3,916
Exporters' development fund	18	392	573
Provision for loan guarantee	19	204	315
Total current liabilities		10,977	12,929
Total equity and liabilities		104,753	103,840

The notes on pages 9 to 41 form an integral part of these consolidated financial statements.

On January 19, 2023, the Board of Directors of exporTT Limited authorized these consolidated financial statements for issue.



Director



Director

exporTT Limited

Consolidated Statement of Profit or Loss and Other Comprehensive Income

(In Thousands of Trinidad and Tobago Dollars)

	Notes	Year ended September 30, 2018	2017 (restated)
		\$	\$
Income			
Income from government grants		9,535	8,174
Trade certification		2,562	2,604
Investment income, net		2,249	2,252
Training		628	252
Finance lease income		-	2
Other income		4	63
Unrealized gain on investments at fair value through profit or loss		26	1,734
		<u>15,004</u>	<u>15,081</u>
Expenditure			
Salaries and benefits		(9,220)	(9,450)
General and administrative expenses	23	(3,945)	(5,103)
Depreciation	5	(530)	(563)
		<u>(13,695)</u>	<u>(15,116)</u>
Profit/(loss) for the year before taxation		1,309	(35)
Taxation	24	(70)	(53)
Profit/(loss) for the year after taxation		1,239	(88)
Other Comprehensive Income			
Items that will not be reclassified subsequently to profit or loss			
Re-measurement of employment benefit asset	7	2,387	1,405
Total Comprehensive Income		<u>3,626</u>	<u>1,317</u>

exporTT Limited

Consolidated Statement of Cash Flows

(In Thousands of Trinidad and Tobago Dollars)

	Year ended September 30,	
	2018	2017
		(restated)
	\$	\$
Cash flows from operating activities		
Net profit for the year	3,626	1,317
Depreciation	530	563
Interest on finance lease	4	-
Provision for guaranteed losses	(111)	34
Release of deferred income	(121)	(234)
Pension asset re-measurement gain	(2,271)	(1,173)
Income capitalised on investments	(192)	(1,750)
Unrealised gain on investments at fair value through profit or loss	(26)	(1,735)
Operating gain/(loss) before working capital changes	1,439	(2,978)
Changes in working capital		
No movement in finance lease receivables	-	1,248
(Increase)/decrease in sundry debtors and prepayments	(857)	163
Decrease in trade and other payables	(270)	(871)
Decrease in public sector investment program	(2,135)	(1,635)
(Decrease)/increase in exporters' development fund	(180)	269
Net cash flows used in operating activities	(2,003)	(3,804)
Cash flows from investing activities		
Purchase of property and equipment	(316)	(120)
Proceeds from sale of equipment	-	12
Proceeds from sale of investments	(2,737)	7,858
Redemption of portfolio	3,834	2,317
Sale of investments	7,789	3,612
Purchase of investments	(8,318)	(9,059)
Increase in depositors account	8	8
Net cash flow generated from investing activities	260	4,628
Cash flows from financing activities		
Finance lease obligation – Issued	110	-
Finance lease repayments	(18)	-
Net cash flow generated from financing activities	92	-
Net (decrease)/increase in cash and cash equivalents for the year	(1,651)	824
Cash and cash equivalents at the beginning of the year	16,213	15,389
Cash and cash equivalents at the end of the year	14,562	16,213

4.3 DEBT POLICY

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.

4.4 INVESTMENT POLICY

Investments were placed under the Management and supervision of a professional Securities and Brokerage Firm. Our 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 set by the Board and overseen by the Finance, Investment and Strategy Committee of the Board.

4.5 INTERNAL AUDIT FUNCTIONS

- i. The position of Internal Auditor was 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. As of 2012 to present, oversight of the auditing function 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 intended to fill the vacant position of Internal Auditor.
- vi. An Audit was carried out by the International Trade Centre in 2015 on the company's organizational structure, internal management and HR Functions.

5. HUMAN RESOURCE DEVELOPMENT PLAN

5.1 CAREER PATH SYSTEMS

exporTT Limited's Career Development Plan focused on the employees' needs for growth and development in alignment with the organization's goals and objectives and the assistance and opportunity the organization provided. The company makes available a Personal Development Grant of \$1,000.00 after tax annually for the employee to undertake any course in pursuit of personal development.

The Human Resources Department developed a training plan through analysis of Performance Assessments and consultations with Departmental Managers. This Training Plan ensured that every employee was given the opportunity to be involved in training programmes that aided in their short, medium and long-term growth and development, thereby enhancing their technical competencies and required skills set.

5.2 PERFORMANCE MEASUREMENT TOOLS

exporTT's performance management system was developed to monitor and improve the quality of performance levels and ensured objectivity and consistency in reviews. The primary aim of the system was to facilitate the achievement of the Company's objectives as outlined in its strategic plan through set deliverables for each employee. The system also sought to enhance job satisfaction, as well as supported staff development and career advancement. The performance management system at exporTT was completed annually and consisted of a four-stage cyclical process:

- a. ***Performance Planning:*** managers were provided with a planning document to effectively set out each employee's performance deliverables and targets within a timeline.
- b. ***Performance Execution:*** this dealt with continuous assessment throughout the year and encouraged feedback, follow up and coaching.
- c. ***Performance Assessment and Review:*** this explained how to conduct a successful review session.

- d. *Performance Renewal and Re-contracting*: this explained the revision of employees' deliverables and measure of performance as well as developmental goals and action plans in line with insights learnt during the process.

5.3 PROMOTION / SELECTION PROCEDURES

exportTT's policy is to provide equal opportunity for all persons seeking employment. Where a vacancy arises in the Company such vacancy is first advertised internally to allow suitably qualified employees 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 who apply for jobs internally are interviewed.

Where the Company does not find a suitable candidate internally, 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
- Online 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

6. PROCUREMENT PROCEDURES

6.1 INVITATION TO TENDER

Tenders were invited via:

- Public advertisement or open tendering
- Selective invitation

Where the invitation to tender was advertised, it was 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 were invited, prospective suppliers were selected by means of a pre-qualification process, such process having been carried out by the Management Tenders Committee (MTC).

The package of tender documents comprised a minimum of:

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

The Scope of Works/Terms of Reference comprises 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 that were considered appropriate for submission:

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

A non-refundable cash fee is charged for all tender document packages. The fee is determined by the MTC.

The Accounting Unit keeps a record of all payments made for tender documents. Only one (1) tender submission was accepted for each paid package.

Applications for approval to invite tenders were required to 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 involves interviews with the tenderers or other special processes, this is clearly outlined in seeking approval from the CEO.

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

6.2 AMENDMENTS TO TERMS AND CONDITIONS

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

The amendments were proposed after consultation with the Corporate Secretary and sanctioned by the MTC.

All tender documents and related correspondence were asked to be addressed as follows:

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

6.3 OPENING OF TENDERS

Tenders are opened in the presence of two members of the MTC and Procurement Officer. The total number of envelopes is recorded. The envelopes are checked to ensure that they comply with the submission rules. The record of tenders is initialled by members of the MTC.

Late and/or improper submissions are rejected.

Where proposals are separated into Technical and Financial, the financial proposals are initialled by the committee members and lodged in the custody of the Committee's Secretary until the technical proposals are opened and evaluated. At another date and time, the financial proposals are then opened at a meeting in a similar manner to the technical proposals.

6.4 PUBLIC OPENING OF TENDERS

Persons invited to tender were invited to attend the opening of tenders and the following guided the proceedings while they are in attendance:

- Only the names of the tenderers and the bid prices were announced
- No discussion or explanation was entertained

A record of tenderers who attended the meeting was maintained.

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

6.5 EVALUATION OF TENDERS

An evaluation team comprising members of the MTC, and any other Manager appropriate, given the project/purchase being executed, is identified and presented with scoring sheets based on the criteria identified in the tender invitation documents.

After the opening of tenders, the documents are passed first to the Procurement Officer, who completes the necessary recordings and then to the appropriate Officer for evaluation.

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

Where interviews with tenderers are scheduled for purposes of clarification, a committee of at least three (3) officers from the MTC comprise the interview panel and it is the same panel that interviews all tenderers.

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

6.6 AWARD OF TENDERS

exporTT 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 MTC will forward a monthly report of tenders awarded.

6.7 COMMUNICATION AND NOTIFICATION OF AWARD OR CANCELLATION

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

exporTT may consider requests from unsuccessful tenderers for a meeting to discuss reasons for not being awarded a tender and the determination on how well their tender met the evaluation criteria.

6.8 CONTRACTS

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

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

The project manager responsible for the project ensures that the work is carried out in accordance with the terms of the contract.

Where deemed necessary, the project manager obtains 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.

6.9 SELECTIVE TENDERING

The procedures above apply except that Contractors are invited from the list of Registered/Approved Vendors provided it is justified by the MTC.

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.

6.10 SOLE TENDER

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 important and justified, and compatible goods cannot be provided by other suppliers; or
- (v) In 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.

7. PUBLIC AND COMMUNITY RELATIONS

7.1 CLIENT AND PUBLIC ACCESS TO SERVICES/ SERVICE DELIVERY SYSTEMS

All exporters and potential exporters of Trinidad and Tobago have access to exporTT's services provided they meet the minimum criteria set out. These criteria have been developed for each service to ensure that the applicants selected can make the most of the services offered. The details of the application processes and selection criteria for exporTT's products and services can be accessed via the company's website www.exportt.co.tt or at its offices on Charlotte St (P.O.S), Abercrombie St (P.O.S), Point Lisas (Couva), Tobago (Scarborough).

Performance standards have been developed for services to ensure that clients are serviced as efficiently as possible. Annual surveys are carried out on customers to gather feedback on exporTT, to determine satisfaction with the products and services offered as well as the delivery of them.

7.2 STRATEGIC PARTNERSHIPS (LOCAL, REGIONAL AND INTERNATIONAL)

exporTT cooperates with the members of the export support network listed in **Appendix V** to achieve the objectives identified in its strategic plan. Many of these entities are responsible for contributing significantly to the creation of the enabling environment necessary for export growth. exporTT plans to sign MOUs with institutions in the network it can work with directly to promote collaboration and avoid duplication of efforts.

7.3 COMMUNITY AND STAKEHOLDER RELATIONS/OUTREACH

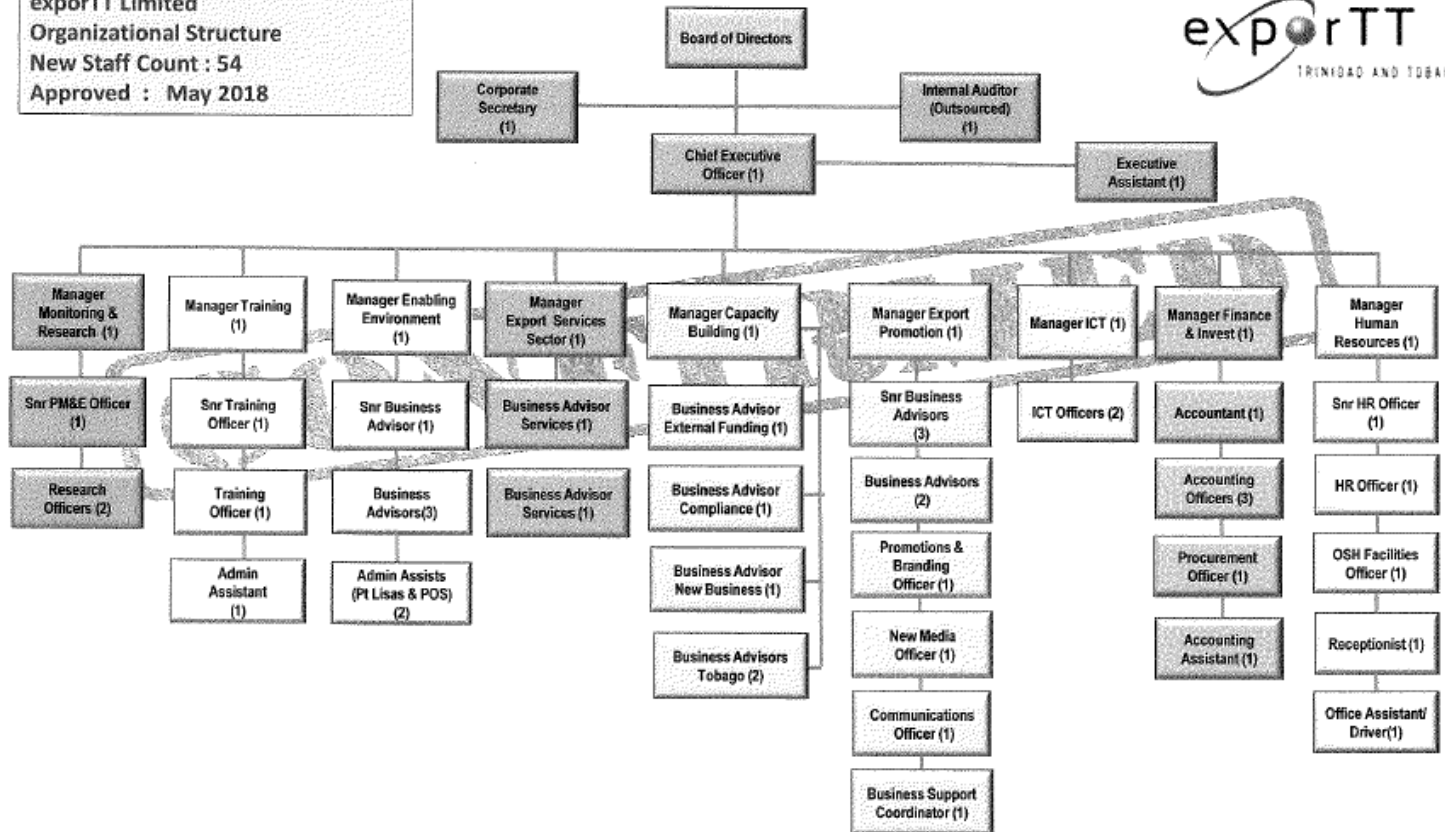
The management of community/stakeholder relations is an important part of exporTT's approach.

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



APPENDIX I – Organisational Structure

exportTT Limited
Organizational Structure
New Staff Count : 54
Approved : May 2018



APPENDIX II – EXPORTT MISSION MODEL

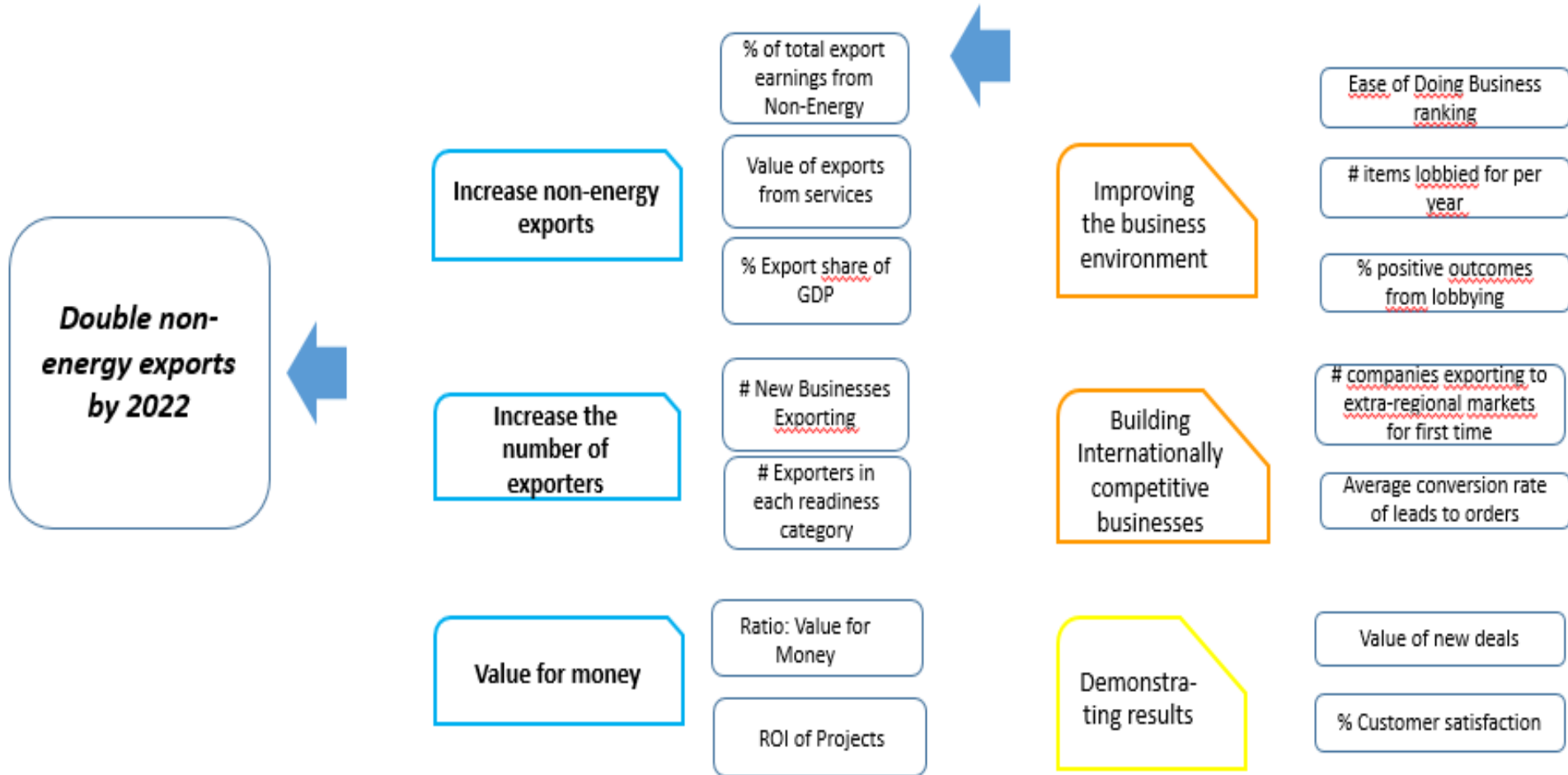


1. Assessment and Analysis of Information Gathered in Survey
 - a. Priority list of products and exporters to be reviewed in light of findings in the Market Survey Mission.
 - b. Dashboards to be developed for each of the potential exporters to the market.
2. Get Feedback from Stakeholders - Meetings with exporters to discuss the dashboards and to determine the level of interest in a trade mission. Meetings with companies should indicate their objectives for participating in the mission and the types of meetings they would like to have.
3. Assessment and Selection of Possible Companies
 - a. Rating of companies - Prerequisite for a contact promotion mission should be a Red or Yellow rating for specific sectors, capacity, standards, high level of interest from management etc.
 - b. Selection of exporters based on the criteria above should be identified before proceeding with the trade mission. For small numbers i.e., 3 companies or less match making meetings can be arranged as opposed to a trade mission.
4. Preparation of exporters
 - a. Identified exporters to commence training in conducting meetings, converting leads, business Spanish, cultural sensitivity etc.
 - b. Advertisement in newspapers and social media re intent to go on mission, dates, where to enquire
 - c. A follow up briefing will be conducted within two weeks of mission with specific details of the market and what can be expected during the mission.
5. Development of Mission Proposal - Proposal to be developed using the justification from the Market Survey Report and 1-4 above.
6. Preparation for mission:

- a. Consultant will be engaged to compile database of potential customers and to set up b2b meetings based on 2 and 3 above. At least three quotes from comparable suppliers.
 - b. Have registration forms completed, signed and submitted
 - c. Collection of refundable deposit
 - d. Contracts drafted detailing the expectations of companies post mission and the information and actions required by exporTT. All contracts to be signed by the owners of companies or managing director.
 - e. Regular updates with participants to keep them in the loop and interested in the mission.
 - f. Sourcing of venue and in market consultant
 - g. Source marketing and promotional materials
 - h. Repeat advertisements on mission 1 month before execution.
 - i. Logistics
7. Execution of Mission:
- a. Chamber of Commerce in importing country should be engaged to support and promote informational seminar promoting visiting businesses
 - b. One on one meetings core component of contact promotion mission
 - c. Post meeting interviews to be conducted with exporters and buyers to determine how the meeting went and what can be improved.
 - d. Retail trade visits should also be included
 - e. Cocktail reception or luncheon
 - f. Daily blog
8. Post Mission Activities:
- a. Prepare mission summary within 24 hours of mission
 - b. Marketing Unit to receive names and contact info of all mission participants from Export Promotions Unit (1 week post mission). Mailing list review and update undertaken by Marketing. Collection of testimonials from companies and forwarded to marketing.
 - c. Press Ad and TV Interview to highlight successes and potential of mission and to promote Seminar
 - d. Mission report within 30 days
 - i. Feedback from participants
 - ii. Feedback from buyers
 - iii. # leads per participant
 - iv. Total # leads
 - v. Leads conversion rate
 - vi. \$ New business estimate for next 6 months post mission/1st year/second year
 - vii. \$ Cost /participant
 - viii. Return on investment (new business/total costs)
 - ix. # New T&T exporters to market: first year/second year
 - e. Country guide updated within 2 months of mission and posted online with the major headings:
 - i. Background
 - ii. Country Overview
 - iii. Trade Overview
 - iv. Trade Policy

- v. Country Risk
 - vi. Geography and Potential
 - vii. Product and Potential
 - viii. Logistics and Shipping
 - ix. Highlights and Conclusions
 - x. Market Entry strategies
- f. Development of appropriate content coming out of mission - Interest in products, particular requests, how meetings were approached, business etiquette etc.
- g. Discussion with marketing on the appropriate means of information dissemination (Training programme, articles, bulletins, newsletter, seminar etc)
- h. Post mission debriefing of participants, getting feedback of effectiveness and giving guidelines on follow-up and cultural expectations.
- i. Post Mission blog incorporating comments and feedback from participants.
- j. Determine the number of qualified leads and request reports on each from the company. (This should be stipulated in the contract)
- k. Development of a follow up plan for each company inclusive of possible action items and execution of the plan. Regular follow up (Weekly) with companies on the status of leads for first two months. Less frequent (Monthly) for the 3rd to 6th month.
- l. Monitor trade data to determine if orders materialised as a result of the mission.
- m. Retain consultant in the market to assist mission participants one on one to clarify any doing business issues and to close deals.
- n. Reports of successes on exporTT website and social media.
- 9. Post Mission Follow-up Visits
 - a. Six-month interval visits to markets by Unit Manager or CEO to meet with key personnel and get follow up feedback.

APPENDIX III – Results Chain



Market Research

- # Responses to information requests
- # Businesses receiving trade and market intelligence information

Leveraging the ESN

- # Information partnerships MOU
- % Stakeholder planned actions completed

Exporter Advisory

- # Businesses assisted to develop export plans
- % Customer satisfaction with a specific service offering

Promotion of Companies and Products

- # Businesses exhibiting at trade fairs
- # Showcases established in foreign markets

Identifying and Converting Opportunities

- # Business leads generated (# generated through exporTT vs In-market reps)
- # Formal agreements signed by exporters with buyers
- Rate of lead to conversion into orders
- Establishment of Trade facilitation offices (TFOs) in 3 markets

Managing Clients

- # Visits to clients
- # Export Support Plans created
- # Created export plans implemented

Communication and Customer Service

- # hits on social media and website
- # businesses engaged with exporTT (Exporters and Potential Exporters)

Companies assisted with financing for R&D

- # Companies assisted with new product development activities such testing, labelling and packaging.

APPENDIX IV – Organisational Establishment

Job Title	Number
Accountant	1
Accounting Assistant	1
Accounting Officer	3
Administrative Assistants	3
Business Support Coordinator	1
Chief Executive Officer	1
Communications Officer	1
Corporate Secretary	1
Executive Assistant	1
Business Advisors	11
Human Resource Officer	1
Human Resources Assistant	1
Internal Auditor	1
IT Officer	2
Managers	9
New Media Officer	1
Office Assistant/Driver	1
OSH Facilities Officer	1
Senior Performance Monitoring & Evaluation Officer	1
Procurement Officer	1
Receptionist	1
Research Officer	2
Senior Executive Assistant	1
Senior Business Advisors	4
Senior Human Resource Officer	1
Senior Training Officer	1
Training Officer	1
Total	54

APPENDIX V – Members of the Export Support Network

Key Ministries/Tobago House of Assembly (THA):

Ministry of Trade and Industry
Ministry of Planning and Development
Ministry of Works and Transport
Ministry of Finance
Ministry of Labour
Ministry of Health
Ministry of Foreign and CARICOM Affairs
Ministry of Tourism, Culture and the Arts
Ministry of Energy and Energy Industries
Ministry of Agriculture, Land and Fisheries
Office of the Prime Minister
Tobago House of Assembly/Business Development Unit

National Agencies:

exporTT Limited
invesTT Limited
Export-Import Bank of Trinidad and Tobago Limited
National Entrepreneurship Development Company Ltd.
Council of Competitiveness and Innovation
Tourism Development Company (TDC)
Export Centres Co. Ltd.
National Energy Corporation
National Gas Company Limited
National Petroleum Marketing Company of Trinidad and Tobago Limited
National Agriculture Marketing and Development Company Limited
Trinidad and Tobago International Finance Centre
Caribbean Industrial Research Institute (CARIRI)
Economic Development Advisory Board
Trinidad and Tobago Creative Industries Company of Trinidad and Tobago
Point Lisas Industrial Port Development Corporation (PLIPDECO)

Caribbean Centre for Innovation (CCI)

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

Trinidad and Tobago Bureau of Standards (TTBS)

Regional Agencies:

Caribbean Export Development Agency

Business Associations:

Trinidad and Tobago Manufacturers' Associations

Trinidad and Tobago Chamber of Industry and Commerce (TTCIC)

Trinidad and Tobago Coalition of Services Industries

Energy Chamber of Trinidad and Tobago

American Chamber of Commerce of Trinidad and Tobago (AMCHAM T&T)

Bankers' Association of Trinidad and Tobago

Eurocham

Tobago Chapter of TTCIC

Tobago Hotel and Tourism Association

Tobago Agro-processors Association

Trinidad and Tobago Agri-Business Association (TTABA)

Overseas Missions:

All overseas missions with trade attachés e.g., Trinidad and Tobago 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