

DECEMBER 2019

Abbreviations

CARE Fund	-	Community Action for Revival Empowerment Fund
CBO	-	Community Based Organisation

ANNUAL ADMINISTRATIVE REPORT

MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS

CCAF	-	Culture and Creative Arts Fund
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Annual Administrative Report 2017-2018

CCAFO	-	Culture and Creative Arts for Organisations
CDF	-	Community Development Fund
CEO	-	Chief Executive Officer
CGC	-	Central Grants Committee
CGS	-	Central Grants Secretariat
CISL	-	Community Improvement Services Limited
CMSD	-	Community Mediation Services Division
COSTATT	-	College of Science, Technology and Applied Arts of Trinidad and Tobago
CPO	-	Chief Personnel Officer
CREDI	-	Catholic Religious Education Development Institution
EAP	-	Employee Assistance Programme
ECCL	-	Export Centres Company Limited
GAPP	-	Geriatric Adolescent Partnership Programme
GORTT	-	Government of the Republic of Trinidad and Tobago
HIV	-	Human Immunodeficiency Virus
HRSU	-	Human Resource Services Unit
HVAC	-	Heating, Venting and Air Conditioning
ICH	-	Intangible Cultural Heritage
IT	-	Information Technology
MCDCA	-	Ministry of Community Development, Culture and the Arts
MDG	-	Millennium Development Goal
MOU	-	Memorandum of Understanding
MTI	-	Ministry of Trade and Industry
NAPA	-	National Academy for the Performing Arts
NCC	-	National Carnival Commission
NCDP	-	National Community Development Policy
NCSHL	-	National Commission for Self Help Limited
NDFF	-	National Days and Festivals Fund
NDS	-	National Development Strategy
NPI	-	Non-Profit Institutions
NPO	-	National Philharmonic Orchestra
NSSO	-	National Steel Symphony Orchestra
NTACTT	-	National Theatre Arts Company of Trinidad and Tobago
OSHA	-	Occupational Safety and Health Administration
PIU	-	Planning and Implementation Unit
PMBVTC	-	Prime Minister's Best Village Trophy Competition
PSIP	-	Public Sector Investment Programme
PTSC	-	Public Transport Service Corporation
RAPP	-	Retirees Adolescent Partnership Programme
SAPA	-	Southern Academy for the Performing Arts
SCG	-	Shanghai Construction Group
SDG	-	Sustainable Development Goal
SSIP	-	Social Sector Investment Programme
TCCTP	-	Targeted Conditional Cash Transfer Programme

TDC	-	Transformation and Development Centres
TTPS	-	Trinidad and Tobago Police Service
UDECOTT	-	Urban Development Corporation of Trinidad and Tobago Limited
UN	-	United Nations
UTT	-	University of Trinidad and Tobago
WIPO	-	World Intellectual Property Organisation
WNCH	-	World Natural and Cultural Heritage

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PREFACE

The report presents information on the programmes, projects and other initiatives facilitated by the Ministry of Community Development, Culture and the Arts that contribute to the national growth and development of Trinidad and Tobago. It represents an account of the Ministry's undertaking over the fiscal period October 1st, 2017 to September 30th, 2018.

The Annual Administrative Report is produced in compliance with Section 66D of Act No. 29 of 1999 cited as the Constitution (Amendment) Act 1999 which states that Government Ministries, Statutory Authorities, State Enterprises etc.:

“shall submit to the President before 1st July, in each year a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith and the President shall cause the report to be laid within sixty days thereafter in each House”.

EXECUTIVE SUMMARY

The Ministry of Community Development, Culture and the Arts was established in September 2015 in accordance with Gazette No. 97, Vol. 54 of September 23, 2015. The Ministry is a consolidation of the former Ministries of Community Development, Arts and Multiculturalism and National Diversity and Social Integration. These Ministries were responsible for the creative and cultural resources of Trinidad and Tobago; building resilient and self-sustaining communities as well as promoting diversity and inclusion through robust and relevant policy measures.

In fiscal 2018, the Ministry was allocated, inclusive of Recurrent and Capital Expenditure, the sum of **Three Hundred and Seventy-Three Million, Six Hundred and Three Thousand, Nine Hundred Dollars (\$373,603,900.00)**. The Actual Expenditure as at September 30, 2018 was **Three Hundred and One Million, Eight Hundred and Ninety Thousand, One Hundred and Forty-Six Dollars and Eighty-Eight Cents (\$301,890,146.88)** with a Variance of **Seventy-One Million, Seven Hundred and Thirteen Thousand, Seven Hundred and Fifty-Three Dollars and Twelve Cents (\$71,713,753.12)**. Additionally, the Allocation under the Infrastructural Development Fund was **Seventy-One Million, Nine Hundred and Fourteen Thousand Dollars (\$71,914,000.00)**. The Actual Expenditure was **Sixty-Five Million, Two Hundred and Thirty-Two Thousand, Eight Hundred and Forty-Six Dollars and Forty-Eight Cents (\$65,232,846.48)**.

Emerging at a time when the country along with the rest of the world was experiencing socio-economic challenges, the Ministry utilised its resources and expertise to contribute to the socio-economic transformation of the country. In this regard, a number of initiatives were pursued towards fulfilling the Ministry's mandate of building sustainable communities, protecting and promoting our rich and diverse history and heritage and fostering a sense of national pride. Some of the Ministry's major achievements were facilitated through some of the Department/Units and State Enterprises and Statutory Agencies and other Bodies such as the Policy Unit, the Community Development Division, the Best Village Unit, the Community Mediation Services Division, the Culture Division, the Grants Unit, the National Academy for Performing Arts, the Southern Academy for Performing Arts, the Naparima Bowl, Queen's Hall, National Carnival Commission, the National Museum and Art Gallery, Export Centres Company Limited and the National Commission for Self-Help Limited.

Some of the major programmes, projects and other initiatives executed through the Ministry's Departments, State Enterprises and Statutory Bodies are as follows:

A SUMMARY OF THE MINISTRY'S ACHIEVEMENTS IN 2018 INCLUDED THE FOLLOWING:

- **Capacity Building, Skills and Leadership Training**
 - Community Education Programme – in the Skills Training Programme 5,931 participants received training (Table 1); 1,807 persons participated in the Handicraft Skills Development Programme; 3,408 persons benefitted from training

in Leadership Development and 10,501 persons participated in the Community Awareness and Sensitisation Programme.

TABLE 1: PARTICIPANTS/GRADUATES FROM THE CEP (SHORT SKILLS) AND HANDICRAFT PROGRAMMES FOR FISCAL YEAR 2018

NO.	ADMINISTRATIVE DISTRICT/COUNTY	No. OF CLASSES /SESSIONS		No. OF TRAINEES		No. OF CLASSES/ SESSIONS	No. OF TRAINEES	
		CEP BASIC	CEP ADVANCED	CEP BASIC	CEP ADVANCED	HANDICRAFT	HANDICRAFT BASIC	HANDICRAFT ADVANCED
1	St. Andrew/ St. David	17	3	462	67	10	242	0
2	St. Patrick East	14	1	429	15	3	71	18
3	Victoria East	25	5	492	83	10	199	25
4	Caroni	19	1	576	16	9	182	17
5	Victoria West	29	1	1098	32	10	291	0
6	Nariva/Mayaro	18	2	338	38	7	83	13
7	St. George West	24	1	687	22	11	255	0
8	St. George East	25	0	1251	0	10	330	0
9	St. Patrick West	15	0	325	0	5	62	19
TOTAL		186	14	5658	273	75	1715	92
Total Trainees (No. of CEP+ No. of H/Craft)		200		5931			1807	
TOTAL TRAINEES		7738						

TABLE 2: NUMBER OF TRAINEES/PARTICIPANTS IN THE CEP AND HANDICRAFT PROGRAMMES ACCORDING TO GENDER FOR FISCAL YEAR 2018

NO.	ADMINISTRATIVE DISTRICTS	TOTAL NO. OF TRAINEES			
		Community Education Programme		Handicraft	
		MALE	FEMALE	MALE	FEMALE
1	Caroni	146	446	12	187
2	St. George East	195	1056	26	304
3	St. George West	92	617	20	235
4	Victoria West	277	853	16	275
5	Victoria East	185	390	8	216
6	Nariva/Mayaro	63	313	7	89
7	St. Patrick East	110	334	7	82
8	St. Patrick West	60	265	4	77
9	St. Andrew/St. David	74	455	8	234
		1202	4729	108	1699
		5931		1807	

▪ **Community Based Interventions;**

- Community Servicing/Mobilisation – 1,773 meetings attended by the District Staff and 12,081 contacts made to various organisations;
- Community Education Support Services – the technical units were utilized 557 times;
- Assistance to Communities – 14 facilities/community centres received assistance in the form of furniture and equipment and/or replacement of old and unserviceable furniture and equipment.

▪ **Preservation and Promotion of cultural traditions, values and heritage**

- National Exhibition Series disseminating information on Festivals and Observances through Exhibits:
 - *Calypso History Month (October 01 – 29, 2017) – Trincity Mall;*
 - *The Divali Exhibition (October 01 – 22, 2017) – Trincity Mall;*
 - *The Divali Exhibition (October 06 – 23, 2017) - C3 Centre;*
 - *The Carnival Exhibition (January 22 – February 01, 2018) – Trincity Mall;*
 - *Spiritual/Shouter Baptist Liberation Day (March 26 – April 04, 2018) – Trincity Mall;*
 - *Indian Arrival Day (May 22 – June 11, 2018) – NAPA Auditorium;*
 - *Eid-ul-Fitr Display (June 04 – 22, 2018) – NAPA Auditorium;*
 - *Republic Day Exhibition (September 2018) – NAPA*
 - *Treasures From the Hideaway: Exhibition of the Mighty Sparrow – 2nd Floor Jobco Building, Ministry of Community Development, Culture and the Arts;*
 - *Promotional Materials – Audio Visual Productions [Creation of promotional material for use by the Communications Unit for the promotion of the goods*

and services offered by the Ministry] – Jobco Building, Ministry of Community Development, Culture and the Arts, 2nd Floor, July – September, 2018.

- **Prime Minister's Best Village Trophy Competition** – several activities were executed under this initiative inclusive of the La Reine Rive; Food and Folk Fair; Short Story/Poetry/Spoken Word; Folk Theatre; Folk Presentations; and Dance.

Winners included: -

Miss La Reine Rive 2018 - Ms. Anjali Ramlalsingh (Swastika Dance Group).

Short Story – North West Laventille Cultural Movement.

Poetry/Spoken Word – Reminiscence Cultural Group.

Folk Theatre – Soul Oasis Cultural Ambassadors.

Folk Presentations (Folk Music) – Best East Indian Devotional – Trinidad Multicultural Dance Group; Best National/Patriotic Song – Roxborough Folk Performers Company; Best Spiritual – Roxborough Folk Performers Company; Best Calypso Medley – Rhythmic Vibrations; Best Folk Medley (Chorale) – Green Pioneers; Best Chutney song – Ah We People Theatrical Horizon; Best Drumology – Malick Folk Performing Company; Best Tassa – Brother's Road Dragon Boys; Best Pan Soloist – Road Block School of the Arts; Parang – Malick Folk Performing Company; Folk Song Solo – North West Laventille Cultural Movement; Calypso (Original) – Reminiscence Cultural Group.

Dance – Best African Influenced Dance – North West Laventille Cultural Movement; Best National/Patriotic Dance – Swastika Dance Group; Best Soca Dance – Malick Folk Performing Company; Best East Indian Influenced Dance – Swastika Dance Group; Best East Indian Devotional Dance – Swastika Dance Group; Best French Influenced Dance – Rhythmic Vibrations; Best Spiritual/Devotional Dance – Ibis T&T Performers; Best Creative Freestyle – New Edition; Best Spanish/Latin Influenced Dance – Vistabella Community Council; Best British/Chinese/Portuguese/Syrian Lebanese Influenced Dance – Malick Folk Performing Company; Best Chutney – Khalanayak Academy of Dance; Best Calypso Dance – North West Laventille Cultural Movement.

Food and Folk Fair “Menu of the Day” – [One winner per county] as follows:-

- Princes Town West Secondary School – Victoria East
- Sangre Grande Police Youth Club – St. Andrew/St. David
- La Creole Folk Performers – St. George East
- Bon Bassa Productions – St. George West
- Bago House Kultural Group – Tobago
- Reminiscence Cultural Group – Victoria West
- Chaguanas Women's & Youth Group – Caroni North
- Perseverance Village Women's Organisation – Caroni South.

- **Development of Competencies in the Literary, Visual and Performing Arts**
 - Music Schools in the Community:
 - Catered to young persons between the ages of 8-21 years;
 - Approximately a total of **145** students attended the Music Schools and received Certificates of Participation at the graduation;
 - Hosted at **five (5) venues**: Desperadoes Youth Steel Orchestra, (26 students); Pan Jammers Steel Orchestra Music School - Santa Cruz, (20 students); Siparia Deltones Institute of Steeldrums and Music – Siparia, (50 students); Golden Hands Steel Orchestra Music School - San Fernando, (31 students) and SWAHA Hindu College – Sangre Grande (18 students).
 - Cultural Camps:
 - Catered to children from ages 9-17yrs;
 - **475** students enrolled;
 - Hosted at fifteen venues, inclusive of Art On Purpose, Benoit Academy of Pan, BLOSSOMS, Brisk Aesthetics, Brother's Road Empowerment Group, Caribbean Yard Campus, DianJen, Kimberly and Jawara, Lloyd Best Institute, Mark de Moment, Moko Jumbie Mas Camp, Road Block School for the Arts, Sapphire Miriam, Skills Centre and Teatro Journee.
 - 32 students/participants on average at each venue.
 - Technical Camps:
 - Catered to young adults from the ages 18-35yrs;
 - Hosted at ten venues – Arts In Action – U.W.I St. Augustine; Caribbean Fashion and Art Feature Festival (CFAFF) – Arima; Chaguanas Women and Youth Group – Chaguanas; DianJen Media Company Ltd – Gasparillo; Fyzabad Theatre Company – Fyzabad; Jouvay Ayiti – Barataria; Koko Karibi – Diego Martin; The Maurice Academy of Design and Craft – St. Augustine; Wenz and Frenz – Picton Street, Port of Spain; West Spice Productions – Point Fortin.
 - Areas of Focus included: Dance/Ritual, Music, Theatre, Visual Arts and Carnival Arts.
 - In total, approximately **183** students received training.
 - Mentoring by the Masters:
 - Sixth instalment of the initiative was launched on May 21, 2018; operated for a period of three months.
 - The programme, which centers on the transfer of knowledge of the various cultural artforms, was facilitated by five mentors: - Dr. Suzanne Burke – The Enterprise of the Arts; Felix Edinborough – The Pierrot Grenade In and Out of Carnival; Meiling – Discovering the Fashion Industry; Wendell Manwarren – Let's Make a Show (Caribbean Theatre); and Eintou Pearl Springer – The Art and Practice of the Story.

- One hundred and twenty-eight (128) mentees participated in the cycle for fiscal 2018.
- **Festival Development**
 - Cultural Exchanges
 - Hosting of the following groups:-
 - Rhythms of Manipur from India performed at the Central Bank Auditorium (December 07 to 12, 2017);
 - Chinese Traditional Orchestra: the China National Opera & Dance Drama Theatre from China performed at NAPA (September 17 to 23, 2018).
 - Special Event Support
 - *Live @ Lunch I* [MCDCA (Communications Unit) in collaboration with the Port of Spain City Corporation], Woodford Square, May 28, 2018;
 - *An Independence Celebration* [MCDCA in collaboration with the Office of the Prime Minister], NAPA, August 29, 2018;
 - *Songs of Devotion* [MCDCA in collaboration with the Office of the Prime Minister], Grand Stand, Queen's Park Savannah, September 24, 2018; and
 - *Co-operative Credit Union League of Trinidad and Tobago, 61st Annual International Convention*, Hyatt Regency, June 16, 2018.
 - Hosting of CARIFESTA XIV ("**Connect, Share, Invest**")
 - CARIFESTA aims to: - Depict the life of the people of the region - their heroes, morale, myth, traditions, beliefs, creativeness and ways of expression; show the similarities and the differences of the people of the Caribbean and Latin America; create a climate in which art can flourish so that artists would be encouraged to return to their homeland; awaken a regional identity in Literature; stimulate and unite the cultural movement throughout the region.
 - The hosting of **CARIFESTA XIV** will enhance the cultural knowledge of practitioners and other enthusiast of the performing arts, as well as members of the general public. The Inter-ministerial Committee and its secretariat brought together a wide cross-section of public sector professionals. This amalgamation has fostered a deep sense of collaboration with the sharing and exchange of expertise based on their institutional knowledge, training and a multitude of case studies.
- **National Patriotism Month Activities (August to September, 2018)**
 - Several activities were executed under this initiative inclusive of: Youth Festival – SAPA and NAPA; Art Competition; National Heritage Tours – Chacachacare; Mentoring by the Masters Showcase; Kids Museum Activities; Use of National Emblems (Online Campaign); Hike – Rampanalgas Waterfall; Coastal Clean Up;

School Tour – 2 Cent Movement “**Legacy Is Me**”; Folk Arts Festival; Craft Market; Trinidad and Tobago Film Festival (100% local films at C3 Movie Towne); National Philharmonic Orchestra – Spirit of a People – J’ouvert; Trinbago Fridays (Pan and Parang at the Bandstand – Arima and Soca on the Steps of NAPA, POS); Social Media Campaigns: “**#colourmeTrinbago#trinifood**”.

▪ **Financial Assistance and Support**

- Grants - The total number of applicants receiving disbursements were seven hundred and twenty-three (723); funds disbursed for fiscal 2018 were \$2,314,006.62 via the Community Action for Revival Empowerment (C.A.R.E), \$7,229,900.00 via the Culture and Creative Arts Fund (C.C.A.F) and \$5,898,412.00 via the National Days and Festivals Fund (N.D.F.F). Total funds disbursed - **\$15,442,318.62.**

▪ **Infrastructural Development**

Community Centres/Facilities Programme – 14 community centres commissioned or re-dedicated and 19 under construction or refurbishment. These included the following:

Community Facilities Commissioned or Rededicated

- Plum Mitan Community Centre
- Trou Macaque Community Centre
- Never Dirty Community Centre
- Chinapoo Community Centre
- La Fillette Community Centre
- Todd’s Road Community Centre
- Arouca Community Centre
- New Village Community Centre
- Pleasantville Community Centre
- Bunsee Trace Community Centre
- Curepe Community Centre
- Misir Community Centre
- Bourg Mulatresse Community Centre
- Febeau Community Centre.

Community Facilities Under Construction/Refurbishment

- Las Lomas #2 Community Centre
- Bagatelle Community Centre
- Bon Air Gardens Community Centre
- Cantaro Community Centre
- Tarodale Community Centre
- Quarry Community Centre
- Chickland Community Centre

- Morvant Central Community Centre
 - Indian Trail Community Centre
 - Palo Seco Settlement Community Centre
 - San Fernando North Community Centre
 - Tarouba Community Centre
 - Erin Community Centre
 - Sea Lots Community Centre
 - Valencia Community Centre
 - Soogren Trace Community Centre
 - Arouca Community Centre
 - Blanchisseuse Community Centre
 - La Fillette Community Centre.
- **Mediation and Counselling:**
 - 7 active Parental Support Groups held 62 group meetings. Two seminars held “Co-Parenting and Blended Families” – 271 persons attended respectively;
 - 10 Men Support Group Meetings held;
 - 10 Youth Peer Support Meetings held;
 - Training in Peer Mediation - 35 students at the Mt. Hope Secondary School; 39 students at the Pleasantville Secondary School; 43 students at the Sangre Grande Secondary School; 19 students at the Tranquillity Government Primary School; and 31 students at the Valencia Secondary School;
 - Remediation Programme;
 - Service delivery– 6,365 accessed services;
 - Intakes completed – 2,322;
 - Cases mediated – 603 and
 - Counselling administered to 1,462 clients.
- **Outreach Activities**
 - 230 meals distributed daily at the Transformation Development Centres, which included the South Port of Spain Centre, Spree Simon Centre and the Cocorite Centre.
- **Policy Development**
 - Development of a Draft National Policy on Sustainable Community Development;
 - Implementation of the Interim Policy and Guidelines for the Administration of Grants. Policy is being revised in collaboration with the Internal Policy Review Committee;
 - Development of a Draft National Policy on Culture and the Arts;
 - Finalization of the Draft Policy Guidelines for the Provision of Support to the Museum Sector in Trinidad and Tobago;
 - Finalization of the Interim Use Policy and Guidelines for Forty (40) Community Centres under the purview of the Ministry of Community Development, Culture and

the Arts. Approval for phased implementation was obtained and the Boards of Management (BOM) were implemented in June 2018;

- The commencement of activities towards the strengthening of the registration process for Community Based Organisations (CBOs);
- Ministry of Community Development, Culture and the Arts Strategic Plan 2017-2019;
- Regional Complexes (Community Facilities) Handbook Companion 2018; and
- Carenage Homework Centre.

▪ **Performance Spaces/Facilities**

- National Academy for the Performing Arts (NAPA) and Southern Academy for the Performing Arts (SAPA)
 - Performances –
NAPA hosted **152** events, such as Performing Arts Theatre/Musicals/Dance/Comedy, Corporate Meetings/Conferences/Awards, Schools Concerts and Graduation Ceremonies.
SAPA hosted **151** events, such as Performing Arts Theatre/Musicals/Dance/Comedy, Corporate Meetings/Conferences, Schools Concerts and Graduation Ceremonies.
 - Revenue - Revenue earned for the rental of the National Academy for the Performing Arts (NAPA) – \$1,185,722.06 and the Southern Academy for the Performing Arts (SAPA) - \$941,209.00.
 - Special Projects – Projects to undertake aesthetic and functional facility upgrades at SAPA.
- Naparima Bowl
 - Performances/Events - The total number of performances/events facilitated by Naparima Bowl for fiscal 2017/2018 were approximately **161**. These events included Musicals, Plays, Dance Productions, Concerts, Best Village, Sanfest and Comedy Shows.
 - Expenditure versus Income - Expenditure for the fiscal year totalled \$6,916,426.00 (inclusive of depreciation-expense of \$1,920,280.00). The amount received under Government Grant was \$5,839,613.00 (inclusive of Government Funding for Upgrade of Facilities of \$1,497,254.00) and Revenue earned through rentals was \$436,748.00. Total Revenue for the year under report was \$6,231,839.00. Current Assets for the year totalled \$7,757,416.00 and Fixed Assets totalled \$47,776,114.00.

Ministry of Community Development, Culture and the Arts has continued to alleviate infrastructural problems being experienced by the Bowl, pending the start of the Refurbishment and Expansion Project of Naparima

Bowl. Under the PSIP, \$1.5M was released to Naparima Bowl to purchase lights, sound and stage equipment for the Auditorium.

Other maintenance works in the auditorium, containers and grounds continued throughout the year, in some instances with the assistance of the Ministry of Works, who supplied their labour free of charge.

- Queen's Hall

- Performances/Events – The total number of performances/events facilitated by Queen's Hall for fiscal 2017/2018 was **230**. These events included Musicals, Plays, Concerts, Seminars, Calypso Shows, Dance Shows and Comedy Shows.
- Expenditure versus Income – Expenditure for the fiscal period totalled \$13,130,411.00. The amount received under the Government Grant was \$7,695,345.00. Revenue earned from 'Rental and takings' from local variety and dance, other bookings, Broadcast and recordings, Miscellaneous, restaurant and bar, and foreign performances amounted to \$1,374,630.00. The total revenue was \$9,069,975.00.
- Infrastructural Work - For the period 2017/2018, emphasis of the Development Programme projects focused on the purchase and installation of stage, lighting and audio equipment, restoration of Steinway Grand Piano, refurbishment of Dome Roofing & Fly Tower, construction of additional storage space in maintenance building and replacement of theatre black-out blinds. These projects allowed Queen's Hall to provide enhanced services to clients and patrons, as well as ensured that Queen's Hall maintained its status as the Grande Dame of the Performing Arts.

- **Musical Performances**

The National Steel Symphony Orchestra [NSSO] participated in various events. These included:

- *Gracias a La Vida*, Central Bank Auditorium, December 2017;
- *Rhythms of Manipur*, Central Bank Auditorium, December 2017;
- *Christmas Brown Bag* [NSSO in collaboration with NPO and NTACTT], Harris Promenade December 15, 2017;
- *State Funeral: George Maxwell Richards* [NSSO in collaboration with NPO], NAPA, SAPA and Trinity Cathedral, January 17, 2018;
- *Carnival Market*, NAPA Frontsteps, February 09, 2018;
- *Fusion the Jazz Experience*, NAPA Frontsteps, April 26, 2018;
- *WE Beat Music Festival*, St. James Amphitheatre, June 07, 2018;
- *Brown Bag Series*, NALIS, June 12 and 14, 2018;
- *Pan on a Higher Note*, NAPA July 28 and 29, 2018;
- *Launch of TTT*, Maraval Road, August 30, 2018;
- *Spirit of a People J'ouvert* [NSSO in collaboration with NPO and NTACTT], NAPA September 06 and 07, 2018; and

- *Chinese Traditional Orchestra*, NAPA September 17, 2018.

For the year the National Philharmonic Orchestra [NPO] performed in:

- *Carnival Market*, NAPA Frontsteps, February 05, 2018;
- *Opening of Music Festival*, Queen's Hall, February 18, 2018;
- *"Seasons": A Time of Remembrance* [NPO in collaboration with NTACTT], Naparima Bowl, April 21 & 22, 2018;
- *Stollmeyer's Castle Dedication*, Queen's Park Savannah, April 12, 2018; and
- *Brown Bag Series*, NALIS, June 20 & 21, 2018.

The National Theatre Arts Company [NTACTT] took part in the following:-

- *Carnival Market*, NAPA Frontsteps, February 07, 2018;
- *Bocas Lit Festival*, NALIS, April 25, 2018;
- *Three Sisters After Chekhov*, Naparima Bowl and NAPA, May 25 & 26, and July 20 & 21, 2018; and
- *Brown Bag Series*, NALIS, June 26 & 28, 2018.

1 INTRODUCTION

1.1 GENERAL STATEMENT

The Ministry of Community Development, Culture and the Arts was established in September 2015 as a result of the amalgamation of three (3) former Ministries: Arts and Multiculturalism, Community Development and National Diversity and Social Integration. These Ministries were responsible for the creative and cultural resources of Trinidad and Tobago; building resilient and self-sustaining communities and promoting diversity and inclusion through robust and relevant policy measures to shape the evolving character of our nation.

1.2 MANDATE

The Ministry is charged with the responsibility for building communities and their institutions, which lend greatest support to the nation's collective consciousness, volunteerism, harmony and collective will for an enhanced quality of life for all citizens.

1.3 VISION

- Resilient, Culturally Rich Communities.

1.4 MISSION

- To create an enabling environment for developing resilient communities, fostering cultural expression and inculcating national pride.

1.5 STRATEGY

The Ministry of Community Development, Culture and the Arts (MCDCA) emerged at a time where global economic activity remained subdued, and the country was experiencing socio-economic challenges stemming from the decline in oil prices and other commodities, an ageing population and crime among others. During this period the Government embarked on developing and adopting a comprehensive national development planning framework to mitigate the effects and implications of the downcast global economic activity and the social issues. The Vision 2030 National Development Strategy (NDS) 2016 - 2030 is the country's principal strategy and provides a roadmap to guide the country back to economic prosperity and sustainable development.

The Vision 2030 NDS was built on the principles, mission and process of the Vision 2020 strategy. It also takes into consideration the developments that occurred in 2015, the United Nations Sustainable Development Goals (SDGs); the Millennium Development Goals (MDGs) and the Comprehensive Economic Development Plan for Tobago (2013 -2017)¹. Arising out of the NDS, are five (5) thematic areas and fifty-six (56) goals (ranging from short term to long term) which are central to the process of the country's development. The thematic areas in 'Putting People First: Nurturing Our Greatest Asset' (Theme I); 'Delivering Good Governance and Service Excellence' (Theme II); 'Improving Productivity through Quality Infrastructure and Transportation' (Theme III); 'Building Globally Competitive Business' (Theme IV) and 'Placing the Environment at the Centre of Social and Economic Development' (Theme V).

During fiscal 2017/2018, the MCDCA continued the process of developing its internal strategic goals and objectives. The Ministry identified its core areas of responsibility which comprised community development, culture, the arts and patriotism. MCDCA developed its overall vision and mission as mentioned above, which highlighted the direction of the Ministry. MCDCA also identified several goals under each core area of the Ministry - Community Development, Culture and the Arts. These goals are seen below:

Strategic Goals for Community Development:

- Encourage strong community bonds;
- Inculcate a sense of community pride;
- Create opportunities for communities to work together to accomplish common goals towards sustainable community development;
- Provide support and guidance for community-based entrepreneurial projects;
- Provide support for strengthening and development of Community Based Organisations (CBOs) and Individuals.

Strategic Goals for Culture:

- Provide a rich cultural experience for citizens and visitors;
- Engender a sense of national pride among citizens;

¹ Government of Trinidad and Tobago Vision 2030 National Development Strategy 2016 - 2030

- Create policies for the development of cultural industries;
- Protect and safeguard our tangible and intangible cultural heritage;
- Promote tolerance for different races, ethnicities, religions and creeds among citizens.

Strategic Goals for the Arts:

- Discover nascent talent;
- Nurture budding artistes;
- Promote and mainstream the arts and protect artistic expression;
- Create an enabling environment for the development of cultural industries;
- Create an enabling environment for the transition of artistes to entrepreneurs.

Guided by the NDS, the Ministry continued to work steadfastly to frame its strategic direction. The Ministry was able to ascertain its overall role and function in its contribution to the sustainable growth and development of the nation. The Thematic Area most relevant to the responsibility of the Ministry of Community Development, Culture and the Arts is 'Putting People First: Nurturing Our Greatest Asset' (Theme I). The other relevant Areas include 'Delivering Good Governance and Service Excellence', 'Building Globally Competitive Businesses' in the context of our cultural industries and 'Placing the Environment at the Centre of Social and Economic Development', which includes protecting and promoting our natural heritage sites and assets.

2 OVERVIEW OF THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS

As outlined in the Schedule of Gazette No. 97, Volume 54, of September 23, 2015, the Amended Schedule of Gazette No. 125, Volume 54, of December 4, 2015 and the Amended Schedule of Gazette No. 104 Volume 55 of September 5, 2016, the portfolio assigned to MCDCA comprised responsibility for the areas of culture, heritage, the arts, community development, community mediation, cultural industries and the creative sector.

2.1 UNITS, DIVISIONS AND DEPARTMENTS

According to the Schedule of the Trinidad and Tobago Gazette Volume 54, No. 97 of September 23, 2015, the Business and Department of Government, Statutory Boards and Other Bodies and Wholly Owned Enterprises under the purview of the Ministry of Community Development, Culture and the Arts included:

Minister	Business and Departments of Government
Minister of Community Development, Culture and the Arts	Best Village
	Carnival
	Creative Arts
	Culture
	--Cultural Organisations
	--National Days and Festivals
	--Steelbands
	--Tassa
	Community Action for Revival and Empowerment
	Community Development
	Community Development Policy and Monitoring
	Community Centres/Civic Centres
	Community Development Fund
	Community Education (Skills Training) Programme
	Community Mediation
	Cultural Products and Centres
	Entrepreneurship at the Community Level
	Management of Issues relating to First Peoples
	National Philharmonic Orchestra
	Museums
	Transformation and Development Centres
	Statutory Boards and Other Bodies
	Carnival Institute
	Naparima Bowl
	National Academy for the Performing Arts
	National Association of Village and Community Councils
	National Carnival Commission
	National Commission for Self Help
	National Cultural Commission

National Museum and Art Gallery
National Steel Symphony Orchestra
Archaeological Committee
National Theatre Arts Company
Queen's Hall
Southern Academy for the Performing Arts
Village Councils

Wholly Owned Enterprises
Community Improvement Services Ltd.
Export Centres Company Ltd.

The Schedule was later amended according to the Trinidad and Tobago Gazette No. 125, Volume 54 of December 4, 2015 and No. 104 Volume 55 of September 5, 2016 to include Regional Complexes. Additionally, Cabinet by Minute No. 391 dated March 06, 2017 accepted the recommendations of the Minister of Finance for the Liquidation of Community Improvement Services Limited.

During the fiscal period 2017 – 2018, MCDCA conducted its work activities through its various Units/Divisions/Departments. They include:

General Administration Unit – This Unit is Responsible for providing support services to the Minister, Permanent Secretary, Deputy Permanent Secretary and other departments within the Ministry. The Unit handles the procurement of goods and services and ensures that the material requirements of MCDCA are supplied. This Unit also maintains the inventory of stationery and supplies and conducts office maintenance and improvements.

Human Resources Unit – This Unit is responsible for the management of all functions of MCDCA in accordance with the rules, regulations, policies and guidelines relating to the Public Service of Trinidad and Tobago. This Unit maintains personnel records of all members of staff and other matters relating to the terms and conditions of employment.

Accounts Unit – The Unit is responsible for the receipt and management of the financial resources allocated to MCDCA and for the management of the Ministry's expenditure in accordance with the relevant financial legislation, established procedures, policies and guidelines related to the adherence of proper accounting standards.

Internal Audit Unit – Internal Audit ensures there is accountability, transparency, efficiency and effectiveness in the financial operations of the Ministry by adopting a systematic, disciplined approach to evaluate and improve the effectiveness of risk management and control of government processes.

Facilities Management Unit – The Facilities Management Unit is responsible for directing, planning and arranging the operational accommodation including offices, building and equipment as well as maintenance of projects, ground operations and security.

Information Technology Unit – This Unit is responsible for providing and managing the information technology and systems policy. This includes planning, administration, information system and application support, networking and communications and service support.

Corporate Communications Unit – The Unit is responsible for conducting communication with internal and external stakeholders; preparing and/or issuing press releases; website content; key presentations and organising events. The Communications team also works together to achieve the corporate marketing objectives of the Ministry.

Planning and Research Unit – The Unit coordinates, monitors and facilitates the implementation of the Public Sector Investment Programme (PSIP) of the Ministry. Additionally, the Unit is responsible for the preparation of reports as it relates to the Ministry's status, accomplishments, projections, Social Sector Investment Programme (SSIP), Parliamentary Questions and other relevant documents.

Project Management Unit – The Unit is responsible for monitoring and evaluation of all infrastructural projects and the implementation of projects of such nature undertaken directly by the Ministry.

Legal Services Unit – This Unit provides legal advice and representation to the Executive Management and other Heads of Units of the Ministry on matters related to the operations of the departments of the Ministry. The Legal Services Unit is involved in, inter alia, the coordination of procurement procedures, formulation of Requests For Proposals and Terms of Reference for tendering, conducting tender evaluation and the preparation and review of contracts between Contractors and the Ministry. It advances the legislative agenda of the Ministry and also liaises with external counsel on matters relevant to the Ministry.

Planning and Implementation Unit – This Unit is responsible for the administration of Transformation and Development Centres, has oversight of the organisations which receive subventions from the Ministry and also undertakes research and performs monitoring and evaluation functions of the Ministry.

Policy Unit – The Policy Unit is responsible for policy formulation and review; and the transformation and continuous improvement of the relevant sectors.

Community Mediation Services Division – the Community Mediation Services Division manages the Community Mediation Programme and provides fora for the resolution of both family and civil matters in addition to facilitating the development and execution of behaviour modification programmes.

Community Development Division – The Division is responsible for executing the Ministry's mandate through the provision of services to groups and individuals in communities. The Division also bears the responsibility for the oversight and management of the Best Village Unit,

Administrative Districts, Community Education Centres, Community Centres, Civic Centres and Regional Complexes.

Culture Division – The mandate of the Culture Division is to support and guide the development of the artistic manifestations of our culture through the support of the work of cultural and religious organizations, national cultural organisations as well as deserving individuals. The Division also bears the responsibility for the oversight and management of the National Steel Symphony Orchestra, National Philharmonic Orchestra and the National Theatre Arts Company.

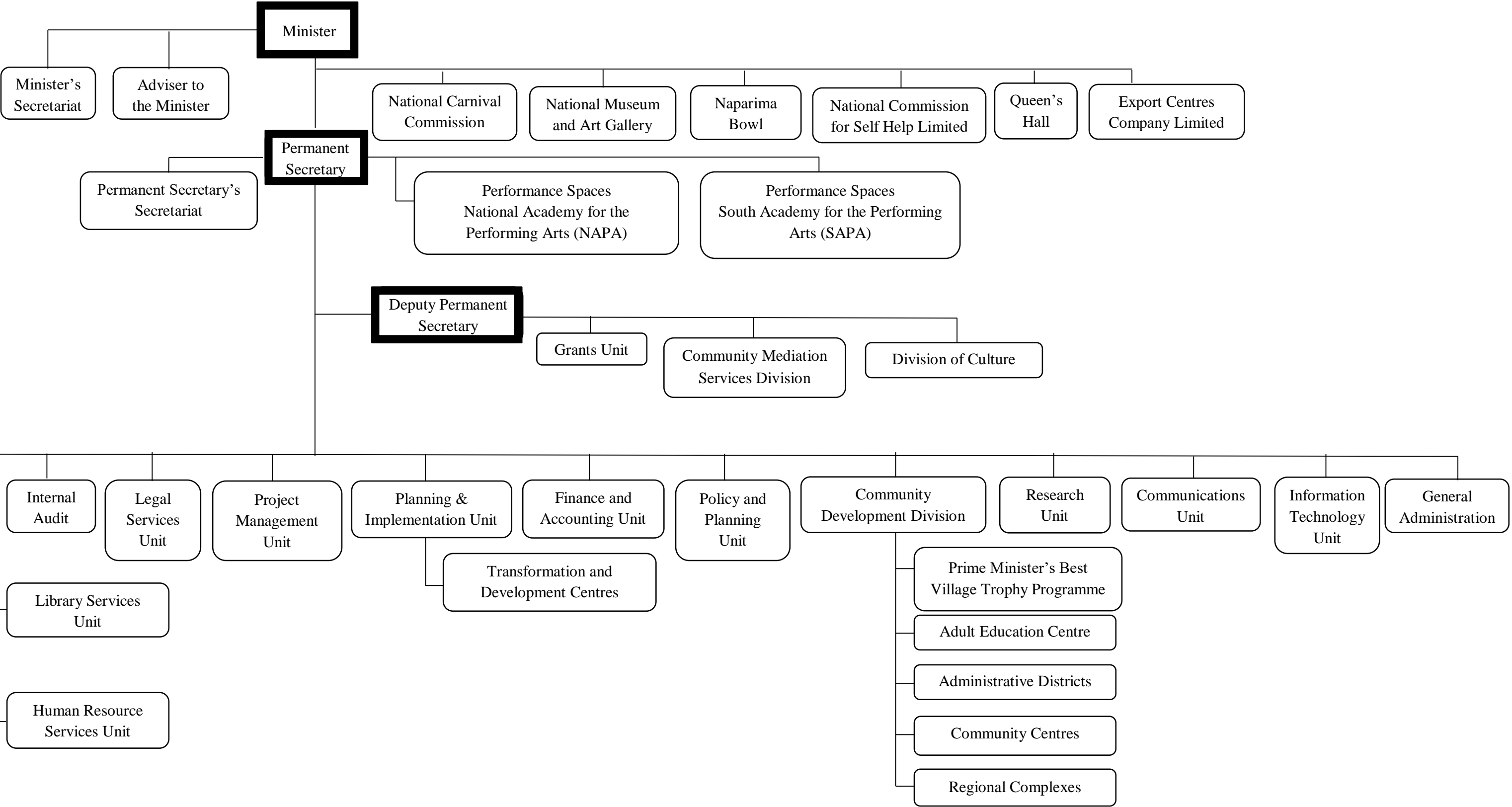
Grants Unit/Secretariat – The Grants Unit provides financial assistance to individuals, groups or organisations in the community and culture/arts sector. Assistance is enabled through the Community Action for Revival Empowerment (CARE) Fund; the Contribution to Cultural Organisations and the National Days and Festivals Fund (NDFF).

Performance Spaces – National Academy for the Performing Arts and Southern Academy for the Performing Arts contribute to development of Performing Arts in Trinidad and Tobago.

State Enterprises and Statutory Bodies

The State Enterprises and Statutory Bodies and Agencies under the Ministry's purview during fiscal 2017 included the Naparima Bowl, Queen's Hall, National Carnival Commission, National Museum and Art Gallery, Export Centres Company Limited and National Commission for Self Help Limited.

Ministry of Community Development, Culture and the Arts Organizational Chart 2017 -2018



2.2 SERVICES

MCDCA provides a number of services to its beneficiaries or clientele who comprise of individuals, groups, communities, civil societies, artistes, practitioners, cultural workers and cultural organisations. These services are distributed or provided through the following Divisions/Departments namely the Community Development Division, Community Mediation Services Division, Grants Unit/Secretariat and the Culture Division. Additionally, services are also provided by the State Enterprises and Statutory Bodies such as Queen's Hall, Naparima Bowl, National Carnival Commission, National Commission For Self-Help Limited, Export Centres Company Limited and National Museum and Art Gallery.

The services provided included:

- Skills and Leadership Training;
- Capacity Building Initiatives;
- Community Based Interventions;
- Heritage Preservation;
- Development of Professional Arts and the Cultural/Creative Sector;
- Festival Development;
- Financial Assistance and Support;
- Infrastructural Development;
- Mediation and Counselling;
- Preservation and Promotion of cultural traditions, values and heritage;
- Outreach Activities;
- Policy Development;
- Rental of Performance Space/Facilities; and
- Musical Performances.

2.3 LEGISLATIVE AND REGULATORY FRAMEWORK

The Ministry of Community Development, Culture and the Arts was established within the guidelines of the Constitution of the Republic of Trinidad and Tobago and governed by several pieces of legislation. Among those which have direct influence on the operations and function of the Ministry are:

- The Constitution (the Schedule to the Constitution of the Republic of Trinidad and Tobago) Act, 1976, Chap. 1:01;
- The Vision 2030 National Development Strategy 2016 – 2030;
- The Civil Service Act and Regulations 1966 (Chap. 23:01);
- The Industrial Relations Act Chap. 88:01 (Act 23 of 1972);
- The Freedom of Information Act Chap. 22:02 (Act 26 of 1999);
- The Occupational Safety and Health Act Chap. 88:08;

- The Exchequer and the Audit Chap. 69:01, the Financial Regulations 1965 and the Financial Instructions 1965;
- Pensions Act Chap. 23:52 and amendments thereto;
- National Carnival Commission of Trinidad and Tobago Act Chap. 42:01 (Act 9 of 1991);
- Queen's Hall Act Chap. 40:50 (Act 20 of 1969);
- Naparima Bowl Act Chap. 40:51 (Act 19 of 1969);
- National Carnival Bands Association of Trinidad and Tobago Act No. 27 of 2007;
- National Museum and Art Gallery Act, Chap. 40:52 Act 5 of 2000;
- Land Acquisition Act Chap. 58:01;
- Trinbago Unified Calypsonians' Organisation Act No. 33 of 1998;
- Pan Trinbago Act No. 5 of 1986;
- The Mediation Act Chap. 5:32, Act 8 of 2004 and the Community Mediation Regulations;
- The Public Procurement and Disposal of Public Property Act (partially proclaimed) and Central Tenders Board Act 71:91;
- The Industrial Relations Act Chap. 88:01;
- The Judicial Review Act Chap. 7:08;
- The Integrity in Public Life Act Chap. 22:01; and
- The Data Protection Act Chap. 22:04.

2.4 INTERNATIONAL CONVENTIONS AND DECLARATIONS

As a member of the United Nations (UN), Trinidad and Tobago has ratified a number of Conventions and adopted standards that inform the work of the Ministry of Community Development, Culture and the Arts. These commitments include the following:

- Convention Concerning the Protection of the World Cultural and Natural Heritage. Paris, November 16, 1972 (Ratification 2005);
- Convention on the Protection and Promotion and Diversity of Cultural Expressions, 2005 (Ratification 2010);
- Convention for the Safeguarding of the Intangible Cultural Heritage, 2003 (Ratification 2010);
- Convention on the Protection of the Underwater Cultural Heritage, 2001 (Ratification 2010);
- United Nations Declaration on the Rights of Indigenous Peoples, 2007;
- International Covenant on Economic, Social and Cultural Rights 1978;
- Constitution of the United Nations Educational, Scientific and Cultural Organisation (1945);
- Berne Convention for the Protection of Literary and Artistic Works (Accession 1998) (Adopted 1886);
- Universal Copyright Convention, 1955;
- World Intellectual Property Organisation (WIPO) Copyright Treaty (2002);
- Equal Opportunity Act (No. 69 of 2000, Amendment 2001); and
- WIPO Performances and Phonographs Treaty (Adopted, 20 December 1996).

2.5 DELEGATED LEVELS OF AUTHORITY

The Ministry of Community Development, Culture and the Arts operates within the regulatory and administrative frameworks that govern Public Service. It adopts a functional type organizational structure with the top level of the hierarchy delegating to the Director/Heads of various Units, Departments and/or Divisions. Additionally, the Ministry also monitors and manages the Statutory Boards and State Enterprises under its purview.

Reporting Functions

Internal Reporting (Divisional Reports)

Reporting functions are critical to the efficient operations of the Ministry so that a high level of transparency and accountability can be achieved as well as strategic and timely decision making and prudent risk management.

The Ministry's Organizational Structure allows for all the progress and achievement reports to reach the Permanent Secretary following quality checks and due diligence by the Deputy Permanent Secretary, Heads of Divisions and CEOs of State Agencies/Statutory Boards. Written reports were completed on a monthly, quarterly and annual basis. The Permanent Secretary then reports to the Minister as required.

External Reporting (Ministries, Cabinet, President/Parliament)

The Honourable Minister continued to report to Cabinet and to Parliament. The Permanent Secretary addressed matters raised by the Auditor General, Comptroller of Accounts, Minister of Finance and other Permanent Secretaries/Heads of Departments. The Ministry submitted monthly, quarterly and annual reports to the Ministry of Finance and the Ministry of Planning and Development.

- Monthly Expenditure Statements submitted to the Ministry of Finance;
- Monthly Reconciliation Statements submitted to the Comptroller of Accounts and Auditor General;
- Appropriation of Accounts prepared at the end of the Financial Year and submitted to the Auditor General and Budget Division, Ministry of Finance;
- Monthly Status Reports on the Public Sector Investment Programme (PSIP) submitted to the Ministry of Planning and Development;
- Annual Administrative Reports submitted to Cabinet and Parliament;
- Annual Audit Reports;
- Social Sector Investment Programme (SSIP) submitted to Ministry of Social Development and Family Services;
- Freedom of Information Act – Quarterly Reports submitted to the Ministry of Public Administration and Communications;
- Performance and/or Status Reports; and
- Any other requested reports.

3 FINANCIAL OPERATIONS

3.1 BUDGET FORMULATION

After submission of the estimates/reports from the various Departments/Divisions/Units of the Ministry, the Draft Estimates for the Ministry of Community Development, Culture and the Arts was collated and forwarded to the Budget Division, Ministry of Finance.

3.2 EXPENDITURE VERSUS REVENUE

The total Allocation for the fiscal year 2018 inclusive of Recurrent and Capital Expenditure was **Three Hundred and Seventy-Three Million, Six Hundred and Three Thousand, Nine Hundred Dollars (\$373,603,900.00)**.

The Actual Expenditure as at September 30, 2018 was **Three Hundred and One Million, Eight Hundred and Ninety Thousand, One Hundred and Forty-Six Dollars and Eighty-Eight Cents (\$301,890,146.88)**.

Following is a detailed breakdown of expenditure:

Sub-Head	Allocation Estimate	Actual Expenditure	Variance
01:Personnel Expenditure	\$ 35,529,800.00	\$ 31,139,497.59	\$ 4,390,302.41
02: Goods and Services	\$ 63,340,800.00	\$ 52,831,166.78	\$ 10,509,633.22
03: Minor Equipment	\$ 648,000.00	\$ 0.00	\$ 648,000.00
04: Current Transfers and Subsidies	\$ 91,417,800.00	\$ 82,777,266.06	\$ 8,640,533.94
06: Current Transfers to Statutory Boards and Similar Bodies	\$161,586,500.00	\$121,002,195.00	\$ 40,584,305.00
09:Development Programme	\$ 21,081,000.00	\$ 14,140,021.45	\$ 6,940,978.55
TOTAL	\$ 373,603,900.00	\$301,890,146.88	\$ 71,713,753.12

TABLE 3: MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS – ALLOCATION, EXPENDITURE AND VARIANCE FOR FISCAL YEAR 2018

3.2.1 VARIANCES UNDER RECURRENT AND CAPITAL EXPENDITURE

The main reasons for the variance between the Draft estimates and the Actual Expenditure are as follows:

1. Personnel Expenditure: Acting Allowances were not paid due to outstanding Approvals.

- | | |
|--|---|
| 2. Goods and Services: | Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance. |
| 3. Minor Equipment: | Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance. |
| 4. Current Transfers and Subsidies: | Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance. |
| 5. Current Transfers to Statutory Boards and Similar Bodies: | Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance. |
| 6. Development Programme: | Due to the Current Financial Constraints, Funds were not Released by the Ministry of Finance. |

3.3 INFRASTRUCTURAL DEVELOPMENT FUND

The total allocation under the Infrastructural Development Fund for the fiscal year 2018 was Seventy-One Million, Nine Hundred and Fourteen Thousand Dollars (\$71, 914,000.00).

Sub-Head	Allocation Estimate	Amount Released	Actual Expenditure	Outstanding Commitment	Surplus/ Deficit
Construction of Community Centres	37,022,928.00	35,162,718.00	35,162,709.36	0	1,860,218.64
Refurbishment of Community Centres	8,214,603.00	5,330,381.00	5,330,377.91	0	2,884,225.09
Implementation of Self-Help Programme	5,762,469.00	5,754,218.00	5,754,217.00	0	8,252.00
Construction of a Children's Home Work Centre Carenage	4,700,000.00	3,316,353.00	3,316,352.06	0	1,383,647.94
Re-Development of Naparima Bowl	0	0	0	0	0
Academy for the Performing Arts	6,214,317.00	5,669,508.00	5,669,507.15	0	544,809.85
Upgrade of Audio and Lighting Systems at NAPA	9,999,683.00	9,999,683.00	9,999,683.00	0	0
TOTAL	71,914,000.00	65,232,861.00	65,232,846.48	0	6,681,153.52

TABLE 4: MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS ALLOCATION UNDER THE INFRASTRUCTURAL DEVELOPMENT FUND FOR FISCAL YEAR 2018

3.3.1 VARIANCES UNDER INFRASTRUCTURAL DEVELOPMENT FUND (IDF)

The main reasons for the variance between the Draft estimates and the Actual Expenditure are as follows:

1. **Re-development of Naparima Bowl** - In fiscal 2018, the sum of \$1Mn was allocated to undertake this project. \$1Mn was transferred to Vote 701/62/004/14/A/005, Refurbishment of Community Centres, to meet payments for refurbishment works undertaken on community centres.
2. **Academy for the Performing Arts** – In fiscal 2018, the sum of \$16,214,000 was allocated under this Vote to meet outstanding payments to UDeCOTT for remedial works undertaken at NAPA. The sum of \$9,999,683.00 was transferred to 701/62/004/13/A/020 Upgrade of Audio and Lighting System at NAPA to meet urgent payment.
3. **Upgrade of Audio and Lighting Systems at NAPA** - In fiscal 2018, no funds were allocated under this Vote and the sum of \$9,999,683.00 was transferred from 701/62/004/13/A/006 Academy for the Performing Arts to meet this outstanding payment.
4. **Construction of Community Centres** – In fiscal 2018, the Construction of Community Centres Programme was executed by four (4) Special Purpose State Enterprises:-
 1. The National Commission for Self Help Limited (NCSHL);
 2. The National Maintenance Training and Security Company Limited (MTS);
 3. The Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT);
 4. The National Insurance Property Development Corporation of Trinidad and Tobago (NIPDEC).

It was agreed, inter alia, that in accordance with the provision of Section 20A (1) (c) of the Central Tenders Board Act, Chap, 71:91, Government (the former Ministry of Community Development, Culture and Gender Affairs) enter into contracts with:

- National Maintenance Training and Security Company Limited (MTS);
- National Commission for Self Help Limited (NCSHL); and
- Urban Development Corporation of Trinidad and Tobago Limited (UDeCOTT)

for the construction and/or refurbishment/modernization of community centres/facilities.

Further in fiscal 2018 the allocation of \$30Mn was revised to \$37,022,928.00. The sum of \$7,022,928.00 was vired from Vote 701/62/004/14/A/008. The Virement was necessary in order to meet payments for on-going construction works for priority centres.

5. **Refurbishment of Community Centres** – the refurbishment of community centres programme was allocated \$5Mn to undertake refurbishment works. Before the end of fiscal 2018, invoices in the sum of \$973,548.00 were submitted to the Budget Division Ministry of Finance but no funding was released before the closure of fiscal 2018. In

addition, invoices were not received in a timely manner from the various contractors to request for funding for the remainder of the unspent balance.

6. **Implementation of Self Help Programme** – the Implementation of Self Help programme was allocated \$15Mn to administer Infrastructure Projects, Minor Repair and Reconstruction Grant (MRRG) and the Emergency Repairs/ Reconstruction Assistance Grant (ERRAG). The allocation of \$15Mn received for fiscal 2018 was revised to \$5,762,469.00. The sum of \$2,214,603.00 was vired to Vote 701/62/004/12/A/003 Refurbishment of Community Centres, and the sum of \$7,022,928.00 was vired to 701/62/004/A/003 Construction of Community Centres.
7. **Construction of Children’s Home Work Centre Carenage** – In fiscal 2018, the sum of \$4.7Mn was allocated under this Vote to meet payment for construction works for the Children’s Homework Centre in Carenage.

4 INTERNAL AUDIT

Internal Audit is best described as an independent, objective assurance and consultancy activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

At the Ministry of Community Development, Culture and the Arts, the Internal Audit Unit is responsible to the Accounting Officer; to report on whether the internal controls and accounting systems are functioning effectively. In order to accomplish this, the Internal Audit Unit examines the business activities of the Ministry to evaluate the systems and controls ensuring accountability and transparency.

LEGISLATIVE FRAMEWORK

The legal basis for dealing with matters relating to revenue and expenditure by the Ministry is found in the following documents:-

- The Constitution of the Republic of Trinidad and Tobago
- The Exchequer and Audit Act, Chapter 69:01
- The Financial Regulations to the Exchequer and Audit Act
- The Financial Instructions 1965
- Ministry of Finance and Comptroller of Accounts Circulars
- Manual of Terms & Conditions of Employment
- Chief Personnel Circulars
- Commissions and Relevant Acts
- Civil Service Act Chapter 23:01
- Civil Service Regulations
- Civil Service (External Affairs) Regulations

- Public Service Commission Regulations, 1966.

Works undertaken by the Audit Department are outlined below:

1. Expenditure Records

a. Quarterly checks and verification of:-

- Vouchers
- Schedules of Accounts
- Vote Books
- Release of Funds/Virements
- Daily Abstract of Payments
- Notification of Expenditure
- Reconciliation of Monthly Abstract of Payments and Lists of Unpaid Cheques
- Register of Invoice Order Books
- Register of Blank Cheque Forms

b. Monthly (or when submitted) checks and verification of :-

- Applications for Grants of Credits on the Exchequer Account
- Previous Year Accounts

2. Payroll

a. Biannual checks and verification of:-

- Personnel Emolument Record Cards

b. Checked and verified when submitted (Public Officers):-

- Arrears of Salaries and COLA
- Acting allowance
- Increments
- Travelling

c. Checked and verified when submitted (Contract Officers):-

- Arrears of Salaries
- Allowances
- Vacation Leave Buyout

3. Registers/Ledgers

a. Biannual checks and verification of all Registers:-

- Travelling
- Motor Vehicle Advances
- Overpayment

- | | |
|---|---|
| 4. Revenue | a. Quarterly checks and verification of:- |
| | <ul style="list-style-type: none"> ▪ Revenue Account for NAPA/SAPA |
| 5. Benefits | a. Checked and verified when submitted:- |
| | <ul style="list-style-type: none"> ▪ Pension and Leave Records for Public Officers |
| | b. Checked and verified when submitted:- |
| | <ul style="list-style-type: none"> ▪ Contract Gratuity for Contract Officers |
| 6. Human Resource Management | a. Examined the internal control ensuring accountability/transparency in the activities of the HR Department annually:- |
| | <ul style="list-style-type: none"> ▪ Delegation of Authority ▪ Contract employment ▪ Training ▪ Employee Assistance Programme ▪ Staff Arrangements - acting, vacation leave, extended sick leave |
| 7. Vehicle Management | a. Checks and verify biannually:- |
| | <ul style="list-style-type: none"> ▪ Vehicle Log Books and Register ▪ Vehicle Inventory |
| 8. Inventory of Office Furniture and Equipment | a. Checked and verified biannually the safety and security of the assets in:- |
| | <ul style="list-style-type: none"> ▪ All departments/offices of the Ministry of Community Development, Culture and the Arts. |
| 9. Inventory of Office Stationery and Supplies (Stores) | a. Checked and verified biannually:- |
| | <ul style="list-style-type: none"> ▪ Register and physical stock |
| 10. Audit checks on Agencies of the Ministry of Community Development, Culture and the Arts | a. Routine examination of Accounts for compliance with established policies, regulations and procedures and to report to the Permanent Secretary/Accounting Officer. |
| 11. Meetings/Trainings | a. Attended meetings/training sessions as directed by the Permanent Secretary, Ministry of Community Development, Culture and the Arts. |

12. Miscellaneous

- a. Conducted audit checks based on any other activity or directive from the Permanent Secretary, Ministry of Community Development, Culture and the Arts.**

5 HUMAN RESOURCE DEVELOPMENT PLAN

Cabinet agreed in October 2015 inter-alia:

- a) to an interim adjustment to the Staff Establishments of Ministries in the Public Service, including the transfer of permanent and temporary positions;
- b) to the transfer of various contract positions with effect from the date of the establishment of the respective Ministries, to the end of their original contract periods, on the previous terms and conditions determined by/negotiated with the Chief Personnel Officer and to be approved by the relevant Ministers; and
- c) that the effective date of the implementation of the staffing proposals with respect to the adjustments to the Staff Establishment referred to at (a) and (b) above coincide with the date of the passage of the 2015/2016 Appropriation Bill.

Cabinet in December 2015 agreed to the further adjustment of the structure of the public service. This resulted in posts and positions originally transferred to Ministries to be further transferred, abolished or terminated. Positions also omitted in the original alignment of October 2015 were included on the structure of various Ministries. As a result of this re-alignment, adjustments were made to the established posts and contract positions of the former three (3) Ministries and the approved positions were placed under the new Ministry of Community Development, Culture and the Arts.

5.1 HUMAN RESOURCE DEVELOPMENT PLAN

The fundamental objective of the Human Resource Services Unit (HRSU) is to provide the organization with adequate, properly trained, motivated employees and build a culture that recognizes and rewards the contributions of employees. The human resource composition of the Ministry of Community Development, Culture and the Arts for fiscal year October 2017 to September 2018 consisted of a total of three hundred and eighty-seven (387) establishment positions and five hundred and thirty-six (536) contract positions. The overall goal of the Human Resource Services Unit was to achieve optimum staffing levels and promote a motivated workforce.

A total of two hundred and ten (210) acting arrangements that consisted of one hundred and sixty-four (164) persons were completed under Delegated Authority. This provided staff members with opportunities to acquire valuable experience and expertise in posts at higher levels. A total of eleven (11) applications for Maternity Leave, seven hundred and thirty-three (733) applications for Casual Leave, one hundred and eighty-eight (188) applications for Vacation Leave, one thousand and eighty-six (1,086) applications for sick leave and seventy-eight (78) applications for Extended Sick Leave were processed for Public Officers during this period. A database was maintained of personnel who were expected to retire in the ensuing five (5) years and those who were expected to exit the organization by way of resignation. This allowed for succession planning and monitoring of the opportunities for upward mobility within the organization. A total of twelve

(12) substantive officers retired during this period and seventy-nine (79) Pension and Leave records were prepared and completed for officers and submitted to the Comptroller of Accounts.

Contract gratuity was submitted to the Comptroller of Accounts for one hundred (100) employees. A total of eighty-five (85) contract positions expired during the period under review. Of the five hundred and thirty-six (536) contract positions within the Ministry, two hundred and ninety-one (291) were vacant. A total of eighty-four (84) posts were advertised in the daily newspapers amounting to a total of one hundred and nineteen (119) positions. Ministerial Minutes and Notes were prepared and approved in respect of: employment on contract for ninety-one (91) persons; for the further employment on contract of ninety-three (93) persons; and the unutilized vacation leave for four (4) persons. A total of one hundred and two (102) terms and conditions for officers were requested from the Personnel Department and approval for nineteen (19) terms and conditions were received. A total of eighty-four (84) Performance Appraisal Reports were requested from Heads of Divisions and fifty (50) contract agreements were submitted to the Legal Services Unit to be prepared. A total of four hundred and one (401) applications for Vacation Leave and six hundred and forty (640) applications for leave without pay and numerous applications for sick leave were processed. A total of one hundred and thirty-seven (137) persons were engaged on Short Term Employment/Service Provider.

5.2 PROMOTION

The Public Service Commission is duly authorized to promote employees in the Public Service on the basis of seniority and merit as dictated by the Public Service Regulations Chapter 1:01 of the Laws of the Republic of Trinidad and Tobago. However, the Permanent Secretary in the Ministry is authorized to submit recommendations for the promotion of officers in the Technical Class for Community Development Officers and Cultural Officers. A total of twenty-one (21) recommendations were sent to the Director of Personnel Administration for promotions, and a total of ten (10) public officers were promoted during the period under review.

5.3 TRAINING AND DEVELOPMENT

Strategic human resource is key to organizational success, therefore, the Ministry placed high priority on the training and development of its staff. Training was undertaken by way of the following:

- a) Invitation from Governmental and other training agencies e.g. CPO,
- b) Requests from Heads/employees to pursue courses. Such courses was deemed beneficial to the respective department or the wider Ministry, and
- c) Training initiatives recommended via Performance Appraisal Evaluations.

In this regard, due to the limited funding available, the Ministry utilized training offered by the Public Service Academy, which falls under the purview of the Ministry of Public Administration and Communications and is one of the providers of Human Resource Development training to

line Ministries, Departments, Statutory Bodies and other agencies. Training was offered in the following areas:

- a) Monitoring and Accounting Procedures for the Fleet Card Facility by Ministry of Finance, Financial Management Branch, Treasury Division;
- b) National AIDS Coordinating Committee (NACC) Partners by Pan American Health Organisation (PAHO); and
- c) National Consultation for Sexual Harassment by Ministry of Labour and Small Enterprise Development.

In an effort to provide on the job training and experience to young academics, the Ministry of Community Development, Culture and the Arts via the Human Resources Services Unit, embarked on a robust Undergraduate/Graduate Students employment drive between the months of June – August 2018. During this period, a total of thirty (30) students were assigned throughout the Ministry.

5.4 PERFORMANCE ASSESSMENTS / MANAGEMENT STRATEGIES

Quarterly and Annual Performance Appraisal reports were completed on employees in order to evaluate their work performance. Increments were awarded to those whose performance was deemed satisfactory over the period. These reports were used to identify training and development needs of staff.

5.5 EMPLOYEE SUPPORT SERVICES

A total number of twenty-five (25) persons accessed the Employee Assistance Programme (EAP) which was facilitated by PEAPSL Consultancy Limited.

5.6 HIV/AIDS COORDINATION

The HIV/AIDS Coordinating Unit is a section under the umbrella of the Human Resource Services Unit in the Ministry. This Unit collaborated with various HIV/AIDS Coordinators from several Ministries including the Ministry of Social Development and Family Services, Ministry of Labour and Small Enterprise Development, Ministry of National Security and the Ministry of Agriculture, Land and Fisheries. These activities included the sensitization of staff, Social Welfare Officers and Social Workers on HIV in the World of Work. Additionally, counselling, referrals, networking and an outreach programme for the public were conducted during this period.

5.7 MONITORING AND EVALUATION

To ensure effective monitoring and evaluation of the implementation of the Strategic Human Resource Plan, the following tools/strategies were used:

1. Meetings with Senior Managers to develop specific strategic plans for each Unit in HR and to transfer knowledge;
2. Monthly Progress Reports on deliverables in accordance with performance indicators and targets were submitted by all Senior Managers;
3. Re-introduction of quarterly performance appraisals; and
4. Re-introduction of the Kirkpatrick's Model of evaluation of training is still to be implemented.

5.8 INDUSTRIAL RELATIONS MATTERS

All industrial relations issues were addressed utilizing the Industrial Relations Act 23 of 1972 (Chapter 88:01) as a guide. The Act outlines the policies, systems and procedures the Ministry should adopt when dealing with an industrial relations matter.

During the reporting period, the Ministry of Community Development, Culture and the Arts was named as party in the following judicial matters:-

1. Two (2) Industrial Court matters;
2. Three (3) High Court matters;
3. One (1) Matter was dismissed;
4. One (1) Court of Appeal matter; and
5. Two (2) matters were at the Conciliation Stage with the Ministry of Labour and Small Enterprise Development.

6 POLICIES, PROGRAMMES, PROJECTS, AND OTHER INITIATIVES OF THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS

In 2017/2018, the Ministry of Community Development, Culture and the Arts was guided by its mandate and the National Development Strategy (NDS) 2016 - 2030. The NDS is closely aligned to the United Nations Sustainable Development Goals.

Operating in a time of economic downturn and acknowledging the main challenges² that have hindered the performance and growth of the country, the Ministry quickly embraced its role and function as a key partner in the transformation process. The MCDCA's focus on uncovering and promoting our history and heritage – our artforms and traditions, building sustainable and resilient communities and fostering a sense of national pride are essential for the sustainable development of communities and growth of the cultural and creative sector.

Culture has been proven to be a significant driver of development by experts and practitioners around the world. According to the United Nations 'Creative Economy Outlook and Country Profiles' "creative economy leverages creativity, technology, culture and innovation in fostering inclusive and sustained economic growth and development. They generate income through trade (exports) and intellectual property rights, and create new jobs in higher occupational skills, particularly for small and medium sized enterprises"³. In addition to culture playing a central role in development, sustainable development also requires human settlements and communities to be safe, inclusive, resilient and sustainable and through community development, individuals, groups and communities are empowered to effect change.

Based on the five (5) overarching development themes that guide the country's attainment of social, economic and environment transformation, the MCDCA contributed to most if not all of the five thematic areas. However, the most significant contribution was made to the thematic area of Putting People First: Nurturing Our Greatest Asset.

To grasp a clearer understanding of MCDCA's performance and contribution to the national development of Trinidad and Tobago during fiscal 2018, the report highlights some of the main programmes, projects and other initiatives developed and executed by the Ministry which were essential in contributing to the transformation of a more creative, innovative and entrepreneurial people and society as well as building resilient and sustainable communities. These were completed by the Divisions/Units such as the Policy Unit, Community Development Division, Best Village Unit, Community Mediation Services Division, the Planning and Implementation Unit, Grants Unit, the National Academy for the Performing Arts and the Southern Academy for the Performing Arts. The State Enterprises and Statutory Boards under the Ministry's purview also

² Government of Trinidad and Tobago, Vision 2030 National Development Strategy 2016 -2030.

³ United Nations 2015, Creative Economy Outlook and Country Profiles: Trends in international trade in creative industries. (United Nations Conference on Trade and Development).

contributed to its accomplishments. They include the Naparima Bowl, Queen's Hall, National Carnival Commission, National Museum and Art Gallery, Export Centres Company Limited and National Commission for Self Help Limited. The achievements of the various Statutory Bodies and State Enterprises are captured in their Annual Reports which have been attached as Appendices to this main report/document. The achievements of the National Carnival Commission (NCC) however, was not captured in this report and would be submitted as a separate report.

6.1 POLICY UNIT

The Policy Unit is the entity charged with the responsibility for developing policies in support of the strategic direction of the Ministry and improving the administration, delivery and impact of its various services. To achieve this the Policy Unit conducts research to inform policies and the positions of the Ministry; hosts internal and external stakeholder discussions and consultations; and prepares position papers to inform strategic decisions of the Ministry.

During this fiscal period, the Policy Unit was able to achieve the following:

1. The development of a Draft National Policy on Sustainable Community Development (NPSCD): a policy directed towards social change locally, and current thinking in the field of community development globally. The NPSCD is designed to ensure that community development takes a four-pronged approach addressing the following four (4) areas or pillars of sustainable development: - Human and Social, Economic, Cultural and Environmental.
2. Implementation of the Interim Policy Guidelines for the Administration of Grants in the Ministry of Community Development, Culture and the Arts. The Policy Guidelines provide for, inter alia:
 - a. The provision of clear guidelines for the disbursement of grants to ensure consistency, transparency and equitability;
 - b. The facilitation of wide and effective local involvement in the community development process; and
 - c. The encouragement of growth in the cultural sector including innovative and pioneering cultural work of world class standard that highlights local culture internationally.

This Interim Policy advocates measures to ensure the efficient, effective and transparent management of the funds. It also serves to encourage civil society, cultural and religious sectors to undertake more innovative, transformative interventions in communities.

3. The Development of a National Policy on Culture and the Arts (NPCA).
4. Finalization of the Draft Policy Guidelines for the Provision of Support to the Museum Sector in Trinidad and Tobago. The goal of the policy is to create an enabling environment that supports the development of the museum sector in Trinidad, to ensure

the realization of its full potential as an agent of education, social change, community identity and national pride.

5. Creation of the Regional Complexes (Community Facilities) Handbook Companion 2018.
6. Development of the Manager's Handbook for use at the Carenage Homework Centre with the philosophy of "**Each One Teach One**".

During this fiscal period Boards of Management (BOM) were appointed for nineteen (19) Community Centres and seventeen (17) Regional Complexes.

6.2 COMMUNITY DEVELOPMENT DIVISION

Community development seeks to empower individuals, groups and communities by providing them with the skills they need to affect change in their communities. It also includes values and practices that assist in alleviating poverty and disadvantage. It starts with the principle that within each community there is a wealth of knowledge and experiences, which if used in creative ways, can be channelled into collective action to achieve the community's collective goals.

The Community Development Division is generally guided by the overall vision, mission and strategic plan of the Ministry. The Ministry's principles and philosophies are embodied in the Division's vision, mission, philosophy and objectives and influences the establishment and delivery of the programmes.

The Community Development Division provides outreach services to communities throughout the country. The strategic location of the nine (9) administrative offices allows for the projects of the Ministry to be administered at the district level and these are as follows:

Head Office

Jobco Building
51-55 Frederick Street
Port-of-Spain
Tel: 625-9872

Nariva/Mayaro

Ramsumair Building
Naparima/Mayaro Road,
Rio Claro
Tel: 644-0849

St. Andrew/St. David

357 Brierley Street
Sangre Grande
Tel: 668-2538

Caroni

Warrenville Regional Complex (Temp)
LP 27 Warren Munroe Road, Warrenville
Cunupia
Tel: 693-2087

Victoria West

Mon Repos Regional Complex (Temp)
1-3 Tyler Smith St., Mon Repos,
San Fernando
Tel: 657-7075

Victoria East

Marlson Building
High Street, Princes Town
Tel: 655-2252

St. Patrick West

20 Agard Street,
Point Fortin
Tel: 648-4966

St. Patrick East

Siparia Administrative Complex
High Street,
Siparia
Tel: 649-2473

St. George West

Jobco Building
51-55 Frederick Street
Port-of-Spain
Tel: 623-6929

St. George East

Tunapuna Administrative Complex
E.M.R. and Centenary Street, Tunapuna.
Tel: 662-0621

The outreach services included group registration, capacity building and facilitating the formation of new groups. The achievements of the Division are the results of efforts to promote people-centred development through the process of education, empowerment, integration and community mobilisation. The main areas of activities undertaken by the Division included:

- **Community Servicing/Mobilisation** which facilitates capacity building of the Ministry's stakeholders;
- **Community Education Programme** which includes skills training and handicraft development;
- **Community Education Support Services** provides electronic and other media support for the agency's programmes and projects; and
- **Community Centres Programme** which includes the construction, refurbishment, enhancement and minor repairs to community centres/facilities and the provision of furniture and equipment to new and existing community centres/facilities.

6.2.1 COMMUNITY SERVICING/MOBILISATION

This is a continuous, interactive and enabling process used for building capacity of relevant stakeholders. As at September 2018, there were approximately two thousand, five hundred and twenty-one (2,521) groups registered with the Ministry. The Ministry, through its Community Development Division motivates, guides and assists the groups in the nine administrative districts with the following:-

- day-to-day functioning;
- programme development, implementation and management; and
- interaction with their membership as well as other voluntary community organisations.

No. of New Groups	No. of Meetings	Contact made with Organisations
96	1,677	12,081

TABLE 5: COMMUNITY SERVICING/MOBILISATION IN FISCAL YEAR 2018

One thousand, six hundred and seventy-seven (1,677) meetings were attended by District Staff during fiscal 2018, with twelve thousand and eighty-one (12,081) contacts made with various organisations.

6.2.2 COMMUNITY EDUCATION PROGRAMME

1. SKILLS TRAINING PROGRAMME

This programme provides training in a variety of marketable skills such as catering, upholstery, small appliance repairs and computer literacy and is geared towards the following:

- home-based production of goods and services;
- reduction in household expenditure, and
- employment generation.

Training is conducted at both the Basic Level over a forty-five (45) hour period, one (1) day weekly for five (5) months and Advanced Level for the same period.

For the fiscal period 2017 - 2018, two hundred (200) classes were held with a total participatory attendance of approximately five thousand, nine hundred and thirty-one (5,931) persons, comprising of one thousand, two hundred and two (1,202) males and four thousand, seven hundred and twenty-nine (4,729) females, in the skills training programme.

NO.	ADMINISTRATIVE DISTRICT/COUNTY	No. OF CLASSES /SESSIONS		No. OF TRAINEES		No. OF CLASSES/ SESSIONS	No. OF TRAINEES	
		CEP BASIC	CEP ADVANCED	CEP BASIC	CEP ADVANCED	HANDICRAFT	HANDICRAFT BASIC	HANDICRAFT ADVANCED
1	St. Andrew/ St. David	17	3	462	67	10	242	0
2	St. Patrick East	14	1	429	15	3	71	18
3	Victoria East	25	5	492	83	10	199	25

TABLE 6: PARTICIPANTS/GRADUATES FROM THE CEP (SHORT SKILLS) AND HANDICRAFT PROGRAMMES FOR FISCAL YEAR 2018

4	Caroni	19	1	576	16	9	182	17
5	Victoria West	29	1	1098	32	10	291	0
6	Nariva/Mayaro	18	2	338	38	7	83	13
7	St. George West	24	1	687	22	11	255	0
8	St. George East	25	0	1251	0	10	330	0
9	St. Patrick West	15	0	325	0	5	62	19
TOTAL		186	14	5658	273	75	1715	92
Total Trainees (No. of CEP+ No. of H/Craft)		200		5931			1807	
TOTAL TRAINEES		7738						

NO.	ADMINISTRATIVE DISTRICTS	TOTAL NO. OF TRAINEES			
		Community Education Programme		Handicraft	
		MALE	FEMALE	MALE	FEMALE
1	Caroni	146	446	12	187
2	St. George East	195	1056	26	304
3	St. George West	92	617	20	235
4	Victoria West	277	853	16	275
5	Victoria East	185	390	8	216
6	Nariva/Mayaro	63	313	7	89
7	St. Patrick East	110	334	7	82
8	St. Patrick West	60	265	4	77
9	St. Andrew/St. David	74	455	8	234
		1202	4729	108	1699
		5931		1807	

TABLE 7: NUMBER OF TRAINEES/PARTICIPANTS IN THE CEP AND HANDICRAFT PROGRAMMES ACCORDING TO SEX FOR FISCAL YEAR 2018

2. HANDICRAFT DEVELOPMENT PROGRAMME

The Handicraft Research and Development Unit through its programmes provide the stimulus for combating the negative impact of poverty among the rural and urban poor.

Community development has always been at the forefront of the creation of sustainable self-employment via the vehicle of locally produced handicraft items. The programme has been a facet of the Ministry's community outreach as the early as the 1960s. The handicraft programme aimed to develop and promote handicraft for the purpose of employment generation.

- 2018 Handicraft Skills Development Programme

Seventy-five (75) classes were held across the nine administrative districts and for this period one thousand, eight hundred and seven (1,807) trainees participated in the programme. Participants comprised of one hundred and eight (108) males and one thousand, six hundred and ninety-nine (1,699) females.

3. LEADERSHIP DEVELOPMENT

The Leadership Development/Management programme is a training platform to address the competencies of voluntary community leaders. The programme aims to reinforce the essential elements of group leadership and group management while at the same time bringing to the fore, new knowledge and experiences that promote growth and development.

It mobilizes, nurtures and develops the potential of community leaders to enable them to function at their fullest capacities when responding to their own needs and the needs of their communities.

The programme also helps community and group leaders understand and appreciate their own roles and responsibilities and locate themselves in the overall "community development" process.

Three hundred and forty-four (344) workshop/seminars were held during the period and approximately three thousand, four hundred and eight (3,408) persons benefitted from this training.

Some of the topic areas covered by the programme are as follows:

- Group Dynamics
- Constitution (Rules and Regulations to meet individual group needs)
- Managing organizational conflict/Mediation
- Developing, implementing and managing programmes, projects and other activities
- Preparation of Minutes, Reports and Record keeping
- Financial Control and Accountability
- Managerial Skills
- Preparing for Executive Leadership

- Life Skills (that are pertinent to the needs of each group)
- Protocol Training
- Events Management
- Team Building Exercises
- Time Management
- Proposal Writing
- Communication and Presentation Skills
- Networking (Other community groups, private sector and public sector agencies etc.)

4. COMMUNITY AWARENESS AND SENSITISATION PROGRAMME

The Community Awareness and Sensitization Programme provides a forum for the dissemination of public information on a multiplicity of social issues facing the population.

Through the Community Awareness and Sensitization Programme, groups, individuals and communities are provided with those tools that allow them to make informed choices and decisions.

During the 2018 fiscal year two hundred and seventy-eight (278) sessions were held and approximately ten thousand, five hundred and one (10,501) persons participated in the programme.

Community Awareness and Sensitization programmes and projects are articulated via a multiplicity of platforms, namely:-

- Lecture/discussions
- Panel discussions
- Workshops
- Seminars
- Debates
- Parades
- Exhibitions
- Sporting activities
- Social awareness caravans
- Marches/Walks/Runs.

Below is a list of some of the more common issues featured:-

- Life Styles Diseases (Obesity and Heart Disease, Diabetes)
- Gender Issues
- Environmental Care, Preservation and Management
- Disaster Preparedness
- Primary Health and Home Care
- Healthy Lifestyles

- Substance Abuse (Drugs and Alcohol)
- Family Life
- Parenting
- Juvenile Delinquency and Youth Crimes
- Care of the Elderly
- Domestic Violence
- Community Resources Management
- Education
- Sexually Transmitted Diseases (HIV/AIDS Campaigns)
- Micro-Enterprise Development for Self-Employment
- Crime and Public Safety.

5. COMMUNITY EDUCATION SUPPORT SERVICES

The Community Education Support Services Unit was established to be at the forefront of Community Development's publicity, promotions and public information efforts. The Division played a critical role in the dissemination of information on Community Development's programmes and projects by providing a wide range of Audio and Visual support services. Additionally, when called upon, support was also provided to a large cross-section of public sector agencies and voluntary community-based organisations.

The services provided are as follows:-

- a. Full range of Public Address facilities (for indoor and outdoor activities),
- b. Promotion of public activities via Public Address announcements throughout target communities,
- c. Multimedia and other complementary inputs for conferences, seminars, workshops, consultations, meetings etc.,
- d. Documentation of Community Development's programmes and projects via Audio and the Video format, and
- e. Transport Services for the Division.

The technical units: mobile operators and drivers were utilized **five hundred and fifty-seven (557)** times during the fiscal year.

6.2.3 COMMUNITY CENTRES/FACILITIES PROGRAMME

The Community Centres are the infrastructure or the tangible assets which are used to facilitate group/community interaction. These structures are vital to the communities since they provide platforms that allow individuals, groups and communities to meet, plan, and convert their ideas and creative intuition into programs and projects for the benefit of all.

At the heart of the “community development” thrust, is the facilitation of activities/programme which focus on the construction and refurbishment of Community Centres.

Three categories of accommodation for community activities exist.

- Community Centres – established to meet the needs of individual communities.
- Civic Centres – designed to serve townships.
- Regional Community Complexes – designed to serve a specific concentration of communities.

The following is a breakdown by administrative districts:

▪ St. George (West)	56 Community Centres / 5 Regional Complexes
▪ St. George (East)	48 Community Centres / 3 Regional Complexes
▪ Caroni	35 Community Centres / 1 Regional Complex
▪ Victoria (West)	28 Community Centres / 5 Regional Complexes
▪ Victoria (East)	19 Community Centres / 1 Regional Complex
▪ St. Patrick East	23 Community Centres / 1 Regional Complex
▪ St. Patrick West	14 Community Centres / 1 Civic Centre
▪ Nariva/Mayaro	15 Community Centres / 1 Civic Centre
▪ St. Andrew/St. David	28 Community Centres / 1 Reg. Complex / 1 Civic Centre.

Fourteen (14) community centres were formally opened and/or re-dedicated whilst nineteen (19) were under construction or refurbishment during fiscal 2018.

No.	Opened/ Re-dedicated	Construction/ Refurbishment
1.	Plum Mitan	Las Lomas #2
2.	Trou Macaque	Bagatelle
3.	Never Dirty	Bon Air Gardens
4.	Chinapoo	Cantaro
5.	La Fillette	Tarodale
6.	Todd's Road	Quarry
7.	Arouca	Chickland
8.	New Village	Morvant Central
9.	Pleasantville	Indian Trail
10.	Bunsee Trace	Palo Seco Settlement
11.	Curepe	San Fernando North
12.	Misir	Tarouba

No.	Opened/ Re-dedicated	Construction/ Refurbishment
13.	Bourg Mulatresse	Erin
14.	Febeau	Sea Lots
15.		Valencia
16.		Soogren Trace
17.		Arouca
18.		Blanchisseuse
19.		La Fillette

6.2.4 ASSISTANCE TO COMMUNITIES

❖ Community Development Day

Community Development Day was declared by the Government of Trinidad and Tobago on July 5th 2013. The Ministry continues to celebrate this day annually through various collaborations with community organizations.

This day was celebrated by the Ministry by hosting seminars, workshops and community based events that showcase the work of the Division as well as the various stakeholders that are aligned to the Ministry.

During this fiscal, Community Development Day was celebrated with the Prime Minister's Best Village Trophy Competition, throughout all administrative districts at their Folk Festivals.

❖ Community Centres

The Assistance to Communities (Furniture and Equipment) programme was established to provide Village and Community Councils with financial assistance to add to their stock of furniture and equipment and/or replacement old and unserviceable furniture and equipment in existing Community Centres. Fourteen (14) facilities were assisted during the fiscal year. These included:

- Plum Mitan
- Trou Macaque
- Never Dirty
- Chinapoo
- La Fillette
- Todd's Road
- Arouca
- New Village
- Pleasantville
- Bunsee Trace
- Curepe
- Misir

- Bourg Mulatresse
- Febeau.

It should be noted that, in many respects, Village and Community Councils are not always financially capable of funding the replacement of worn out, damaged or old and deteriorated furniture and equipment in the community centres.

6.3 CRAFT MARKET

The Handicraft sector has been an integral part of the work of the Community Development Division of the Ministry of Community Development, Culture and the Arts. The development of handicraft in the Ministry is visible through the various skills training programmes in handicraft, targeting the unemployed, the underemployed and at risk persons in our society. With the introduction of the Prime Minister's Best Village Trophy Competition there was the introduction of the Handicraft Competition among villages.

For fiscal 2018, the Ministry of Community Development, Culture and the Arts (MCDCA) held its annual craft market at the following venues:-

No.	Craft Market	Date	No. of Artisans
1.	NAPA – CARNIVAL	07 – 09 February, 2018	67
2.	NAPA – Jazz Festival	26 April, 2018	20
3.	NAPA – Prime Minister's Best Village Competition	13 – 15 July, 2018	38
4.	NAPA – Pan on a Higher Note	25 – 29 July, 2018	29
5.	NAPA – Prime Minister's Best Village Competition/ <i>Jewelry Explosion</i>	10 August, 2018	42
6.	SAPA – Launch of Patriotism Month	17 August, 2018	28
7.	SAPA – Prime Minister's Best Village Competition	24 – 26 August, 2018	32

6.4 PRIME MINISTER'S BEST VILLAGE TROPHY COMPETITION

Grounded in community life, the Prime Minister's Best Village Trophy Competition (PMBVTC) is a multifaceted competition that engenders a collective spirit of harmony and multiculturalism through the performing arts in the form of music, dance, drama, sports and other activities. The programme encourages community interaction and the continuity of the nation's folk traditions by keeping alive the community spirit while developing the expertise of citizens in sports and the arts.

OBJECTIVES

- To empower communities;
- To encourage in communities a sense of national pride, community spirit and community upliftment through healthy competition and social interactions;
- To encourage the creativity of our peoples culinary and artistic talents;
- To provide ample opportunity for the exercise of the creative imagination by young persons in our communities;
- To encourage specifically the retention of the Folk Art and the upliftment of the arts in general;
- To identify, preserve and record the historical and environmental sites throughout Trinidad and Tobago.

6.4.1 PROJECT ACCOMPLISHMENTS

Projects and other initiatives facilitated under the PMBVTC were as follows:

- La Reine Rive** – This event aids in developing self-worth and discipline among young women from the various communities whilst building their self-confidence through training in the areas of deportment, poise, beauty-care, etiquette, Public Relations and Public Speaking.

Training for the finalists was conducted over a period of five weeks followed by a two day retreat, with fifteen finalists from the qualifying communities who were given the opportunity to develop self-esteem and personal growth through participation and social interaction. The winner of the overall competition was Ms. Anjali Ramlalsingh representing Swastika Dance Group who was crowned **Miss La Reine Rive 2018** in August 2018.

- Training for Communities (Folk Theatre, Folk Presentations and Junior Best Village)** – In addition to workshops, training for communities in the areas of dance, music, drama, tassa, drumming and directing were conducted. At the preliminary level, 389 classes were conducted with participation of 214 communities/groups; classes were conducted in Folk Presentations, Folk Theatre and Junior Best Village.

At the final level of the training, 91 classes were conducted in Folk Presentation with a total of 1206 participants; while 45 classes were conducted in Folk Theatre with a total of 300 participants.

- Folk Theatre and Folk Presentations** – This area of the competition centered on promoting the creativity and artistic talents of communities through the presentation of Theatre Productions, Authentic Expressions in the Traditional Art-form, dance, music, drama and drumming. The preliminary round was conducted in the ten (10) Administrative Districts to select qualifiers - twenty-four (24) communities/groups participated in the Folk Theatre and one hundred and forty-six (146) participated in Folk Presentations. At the Folk Theatre finals 10 communities/groups participated with Soul

Oasis Cultural Ambassadors emerging as the winner. Eighty (80) communities/groups participated in the Folk Presentation finals.

- d. **Junior Best Village** was conceptualized primarily to develop harmony among Trinidad and Tobago's Youth, engendering through Art and Culture, a deeper appreciation and knowledge of our Caribbean Communities (CARICOM) and its diverse peoples. The programme is fun as well as educational and is designed for young persons between the ages of six to eighteen years. Camps were conducted in ten (10) Administrative Districts during the period July 09 – 27, 2018. Eight hundred and five (805) children participated in this programme.
- e. **Folk Fair [Craft Market]** – In the Craft Market seventeen (17) groups participated in the preliminary round of the competition.

CATEGORY	NUMBER OF COMMUNITIES/ GROUPS		NUMBER OF CLASSES		NUMBER OF TUTORS		NUMBER OF PARTICIPANTS	
	Prelim.	Final	Prelim.	Final	Prelim.	Final	Prelim.	Final
FOLK THEATRE	24	10	118	45	108	45	600	300
FOLK PRESENTATION	146	80	211	91	200	86	1890	1206
JUNIOR BEST VILLAGE	44	N/A	60	N/A	71	N/A	805	N/A
FOLK FAIR – CRAFT MARKET	17	N/A	N/A	N/A	N/A	N/A	23	N/A
LA REINE RIVE	33	15	N/A	N/A	N/A	N/A	33	15
SHORT STORIES	16	6	N/A	N/A	N/A	N/A	16	6
POETRY	25	11	N/A	N/A	N/A	N/A	25	11

TABLE 8: SUMMARY TABLE OF THE EVENTS OF THE PRIME MINISTER'S BEST VILLAGE TROPHY COMPETITION FOR FISCAL YEAR 2018

6.5 THE COMMUNITY MEDIATION PROGRAMME

The Community Mediation programme is guided by the fundamental principles of the Ministry, in addition to the strategic philosophical and legislative frameworks inherent to the Community Mediation Services Division.

6.5.1 ORGANIZATIONAL STRUCTURE

Organizational Profile

Background to the Community Mediation Programme

On October 02, 2000 Community Mediation was introduced to Trinidad and Tobago as an alternative to the litigation process on a pilot basis for two years; at the end of the initial two years the pilot project was extended for a further year and ended on October 01, 2003. During this period the process was available to first time offenders charged with certain criminal offences and persons involved in disputes in a limited number of civil and family matters as identified in the Community Mediation Act, No. 13 of 1998 as amended by Act No. 45 of 2000.

Definition of Mediation

Mediation is facilitated conversation or negotiation between or among parties in dispute. The aim is to allow each individual to be heard, and, the ventilation of the issues and interests which underpin the dispute in order to generate and evaluate options for solution of the matter in a way that satisfies, as far as possible, as many needs of all the affected parties.

Definition of Community Mediation

The working definition for Community Mediation is state-sponsored mediation in the communities of Trinidad and Tobago.

Primary Goals of Mediation

The Community Mediation Programme as approved by the Cabinet in 2004 contributes to national development in two significant ways.

- a. Firstly, it provides human, physical and technical resources to facilitate the peaceful management of conflict among individuals, in families and communities.
- b. Secondly, the Division designs and implements a number of proactive programmes to facilitate and encourage behavioural change and positive responses to conflict and other challenging life circumstances. These programmes are developed based on the perceived and articulated needs of the individuals, families and communities which are served by the Division. Therefore, the proactive behavioural modification component of the programme enhances its relevance, flexibility, responsiveness and credibility.

The Benefits of Community Mediation

Some of the many benefits to utilizing the services of Community Mediation are that:

- The parties involved in a dispute control the outcome of their dispute and they are able to craft solutions to best meet their collective needs.

- Community mediation promotes communication and cooperation which is conducive to building and strengthening relationships.
- It is fast, non-adversarial and informal.
- Community mediation is cost effective and less expensive than litigation.
- Mediation is a confidential and private process.
- Mediation utilizes Mediators, neutral third parties, who have no interest in the outcome. A neutral party can view the dispute objectively and can assist parties in exploring alternative solutions which they may not have considered on their own.

Types of Centres

The three types of centres consist of:

- a. **Main Centres** – administration of the region and coordination of all mediation activities within that region.
- b. **District Centres** – located in selected communities, providing a complete range of mediation services.
- c. **Sub Centres** – established to support the activities of the region as determined by the population size.

The following offices were opened but operations have been suspended because of a shortage of staff to man the offices or improper facilities:

1. **Rio Claro/Mayaro Sub-Centre**, the facilities are located at the Rio Claro Social Service Building. Operations suspended as a result of lack of manpower.
2. **Laventille District Centre**, which operated from the Morris Marshall Foundation Building at the Corner of St. Barb's Road and Laventille Road. This facility operated in shared spaces, during the morning only. Operations suspended as a result of manpower shortage.
3. The **Penal/Debe Sub-Centre** was opened in temporary facilities at the Thick Village Community Centre and later closed after approximately one year because of the deteriorated conditions at the Community Centre.

6.5.2 SERVICES/PRODUCTS PROVIDED AND SPECIAL PROJECTS

The Division executed a number of initiatives to encourage the adoption of behaviours that are consistent with the underpinning philosophy of mediation, restoration and peace building. These initiatives included peer mediation, workshops in conflict management, anger management, communication and interpersonal skills, emotional intelligence, stress management and peer mediation among other programmes which are specially designed according to the needs of the particular organisation or community.

The products and services of the CMSD are listed as follows:

Products and Services	Accomplishments
Family and Civil Mediation	<ul style="list-style-type: none"> A total of 6,365 clients accessed services at the community mediation centres of which 2,875 were men and 3,490 were women. A total of 2,322 intakes were completed, of which 1,667 were referred by the courts while 655 were self-referred. A total of 1,194 cases were received by community mediation centres comprising of multiple individuals. 812 mediation sessions were scheduled between October, 2017 and September, 2018 of which 603 cases were mediated. A total of 1,501 persons partook in mediation. 67% of the mediated cases ended with full agreement, 7% ended in partial agreement and 26% ended with no agreement. As at September 2018, one hundred and one (101) of the mediated cases were on-going to be continued in the ensuing period. Of the 1,194 cases managed by the Community Mediation Service Division for the period 2017/2018, 71% were classified as family and 29% were civil. It should be noted that the majority of family matters managed at the community mediation centres are related to the division of property or the co-habitation or use of family property or contention regarding the estate of parents.
Mobile Mediation Services	<ul style="list-style-type: none"> Following the award of the contract by PTSC to Higer Bus Company Ltd to supply the two (2) mobile mediation units, the process to design, build and retrofit the buses commenced in fiscal 2017/2018. The buses arrived in Trinidad and Tobago on July 11, 2018 and at the end of fiscal 2017/2018, arrangements were being made for port clearance and licensing of the buses.
Court Annexed Mediation	<ul style="list-style-type: none"> Sixty-one (61%) percent of the cases managed at the Community Mediation centres were referrals from the Magistrate Court System. These referrals were chiefly from the 2nd and 9th Petty Civil Court and the following Magistrates Courts: Siparia, San Fernando, Princes Town, Sangre Grande, Mayaro, Arima, Couva and Chaguanas.
Social Work Services	<ul style="list-style-type: none"> Two (2) cases were referred to other agencies for specialized attention. These agencies included the Trinidad and Tobago Police Service, Children's Authority, National Family Services, Child Guidance Unit, Psychiatric Unit – Ministry of Health and the National Mentorship Programme among other social sector agencies and programmes. Counselling was administered to 1,462 clients in fiscal 2017/2018, of which 46% were new and 54% were repeat clients.
Peer Mediation	<ul style="list-style-type: none"> 84 students of the Toco Secondary School, Cunupia Secondary School and the St. Jude's School for Girls who received Peer Mediation training in the previous fiscal year graduated on March 16, 2018. The Peer Mediation Programme was introduced to ten (10) schools during fiscal year 2017/2018. One hundred and sixty-seven (167) students from five of the schools were trained during the fiscal year: - Mt. Hope Secondary – 35; Pleasantville Secondary – 39; Sangre Grande Secondary – 43; Tranquility Government Primary – 19; Valencia Secondary – 31. Students from the remaining schools will receive training in the following fiscal year. Peer Mediation Programme will be implemented in five (5) new schools from September 2018.

Products and Services	Accomplishments
Remediation	<ul style="list-style-type: none"> • The Remediation Programme aims to provide a viable Community Based Youth Diversion and Reintegration Programme targeting youth between 12 and 17 years of age. The Ministry via the CMSD continued its work with the St. Jude's School for Girls and the Youth Training Centre (YTC); submitted a proposal to the St. Michael's School for Boys to address issues related to conflict management among residents and staff. • Stakeholder Meetings were held on November 09, 2017 at the Office of the Prime Minister to develop a Strategic Plan for the St. Michael's School for Boys. The School was subsequently closed in May 2018. • The CMSD continued its work with the St. Jude's School for Girls and the Youth Training Centre (YTC). Thirteen (13) lads of the YTC benefitted from a presentation delivered by the CMSD on "Conflict Resolution" on August 25, 2018. • During fiscal year 2017/2018 the CMSD met with senior representatives of the Trinidad and Tobago Prison Service to discuss collaboration towards the implementation of mediation as a conflict resolution tool within the Prison Service. An agreement was made to establish a Memoranda of Understanding between the Trinidad and Tobago Prison Service and the MCDCA. The MOU served to formalize the Ministry's relationship with the Prison Service and will provide for the establishment of a referral system where case will be referred to the CMSD for intervention.
Family Support Groups	<ul style="list-style-type: none"> • Seven active Parental Support Groups held sixty-two (62) group meetings. • Two seminars were hosted by the Division which addressed the issues of "Co-Parenting", and "Blended Families". • A total of two hundred and seventy-one (271) persons attended the seminars respectively. • Ten (10) Men's Support Group meetings and ten (10) Youth Peer Support meetings were also held.
Mediation Education and Awareness	<ul style="list-style-type: none"> • The Community Mediation Service Division engaged in a number of workshops, public education initiatives, outreaches and other stakeholder engagements designed to build partnerships and encourage stakeholder and citizenry involvement. Information was also disseminated on issues such as bullying, anger management, effects of violence, conflict resolution, effective parenting, abuse, healthy relationships among others as part of the Division's effort to encourage behaviour modification towards positive conflict management. • In November 2017, 72 Officers graduated from the Professional Development Series which was conducted for various ranks of the Trinidad and Tobago Defence Force as requested by the Trinidad and Tobago Regiment's Welfare Unit. Topics covered <i>Conflict De-escalation, Emotional Intelligence, Effective Communication Skills, Time Management, Stress Management, Change Management and the Importance of Confidentiality</i>. • The Sensitization Series launched during the previous fiscal continued in fiscal 2018 and was hosted in the forty-one (41) constituencies across Trinidad and Tobago to promote the programmes offered by the CMSD. During fiscal 2018, twenty-one (21) of the sensitizations sessions were completed. • 'Mediation Matters' which continued into fiscal 2018, was a live, in studio radio programme on Talk City 91.1FM. The programme was renewed for a 13 week period and ended in December 2018.

Products and Services	Accomplishments
	<ul style="list-style-type: none"> Planning commenced during fiscal 2018 for the delivery of training to Community Police Officers of the Trinidad and Tobago Police Service as well as staff of the Unemployment Relief Women's Programme. Courses to be delivered included: <i>Anger Management, Conflict Resolution and De-escalation, Effective Communication, Emotional Intelligence, Stress Management and Confidentiality.</i>
Community Empowerment Programme	<ul style="list-style-type: none"> The CMSD delivered its Community Empowerment Programme (CEP) in October and November of fiscal 2017/2018. Nineteen (19) workshops were delivered in fifteen (15) communities under the Community Empowerment Programme. Topics included: Stress Management, Conflict De-escalation, Emotional Intelligence and Effective Communication. Attendance targets were set at 30 persons per session (or total participation of 570), 824 persons registering and participating in the workshops. Actual attendance exceeded set targets by 44%.
International Day of Peace	<ul style="list-style-type: none"> A message from the Honourable Minister was published on September 21, 2018 to join the United Nations in recognition of the International Day of Peace under the theme "The Right to Peace – The Universal Declaration of Human Rights at 70".

TABLE 9: PRODUCTS AND SERVICES OF THE COMMUNITY MEDIATION SERVICES DIVISION IN FISCAL YEAR 2018

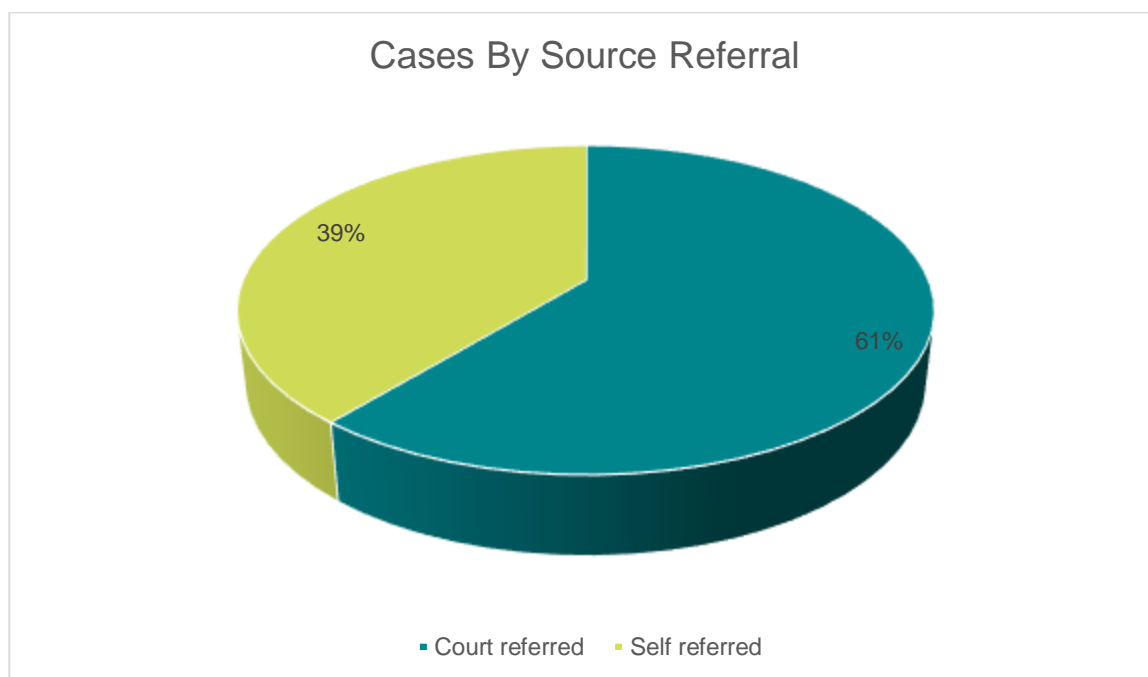


FIGURE 1: PERCENTAGE OF CASES BY SOURCE OF REFERRAL IN FISCAL YEAR 2018

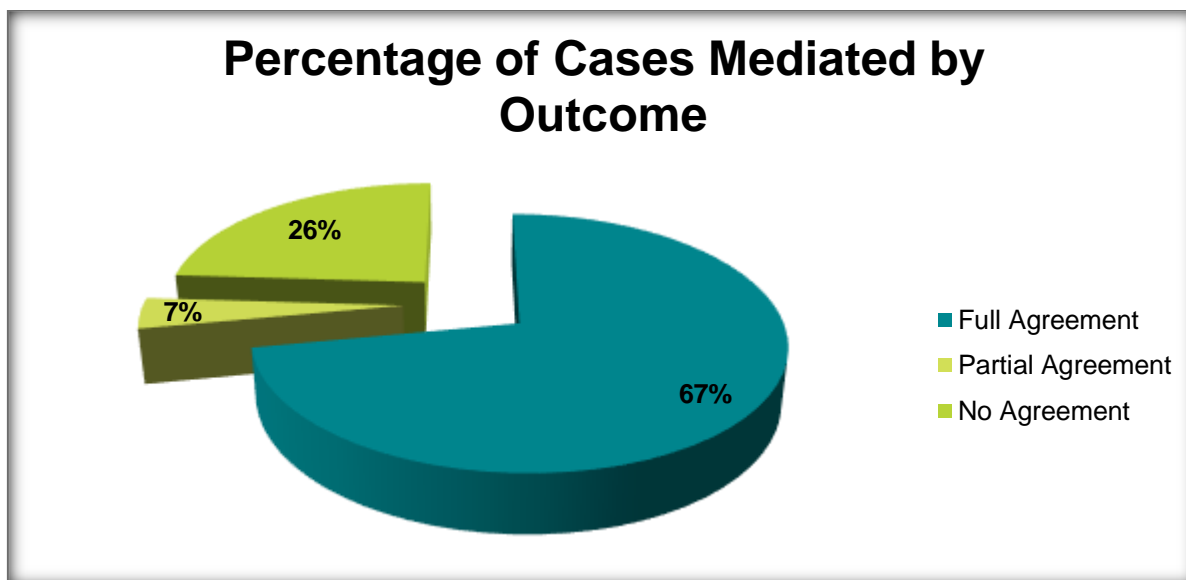


FIGURE 2: PERCENTAGE OF CASES MEDIATED BY OUTCOME IN FISCAL YEAR 2018

6.5.3 PUBLIC AND COMMUNITY RELATIONS

Client and Public Access to Services/Service Delivery Systems

Access

The services of Community Mediation programmes are accessed in one of two ways, through court-referral or through self-referral. Self-referral refers to any access to the services which did not originate at the Court.

6.5.4 COMMUNITY AND STAKEHOLDER RELATIONS/OUTREACH

The Community Mediation Services Division participated in one hundred and fifty (150) outreach events, fifty-eight (58) of which were initiated by the Division and ninety-two (92) were hosted by other agencies. At these events educational material was distributed to participants on issues of conflict, abuse, bullying, gangs, healthy relationships and parenting.

6.5.5 STRATEGIC PARTNERSHIPS (Local, Regional and International)

The Community Mediation Programme executed by the Community Mediation Services Division is aligned with the work of the following Ministries:

- **Ministry of Social Development and Family Services**
 - a. Social Welfare Division
 - b. Target Conditional Cash Transfer Programme
 - c. National Family Services Division
 - d. Geriatric Adolescent Partnership Programme (training for caregivers)
 - e. Retirees Adolescent Partnership Programme (parenting support and seminars).
- **Office of the Prime Minister**
 - a. Children's Authority of Trinidad and Tobago.
- **Ministry of National Security**
 - a. Trinidad and Tobago Police Service
 - b. Victim and Witness Support Services
 - c. Mentorship Programme
 - d. Civilian Conservation Corp.
- **Ministry of Education**
- **The Judiciary**
 - a. Courts
 - b. Justices of the Peace
 - c. Mediation Board of Trinidad and Tobago.
- **The Ministry of the Attorney General**
 - a. Consumer Affairs Department
 - b. Legal Aid and Advisory Authority.
- **The Ministry of Community Development, Culture and the Arts (Community Development Division)** – Mobilisation, education and sensitisation about the access and benefits of mediation.

6.6 DIVISION OF CULTURE

6.6.1 ORGANIZATIONAL PROFILE

VISION & MISSION

The Culture Division focuses on the development of Trinidad and Tobago's many artistic forms. The Culture Division partners with and gives support to the work of cultural organizations, community groups, arts based NGOs, artists and cultural workers.

COPRPORATE STRUCTURE & STRATEGIC OBJECTIVES

The Culture Division has established several internal teams that directly correspond to the Division's main strategic objectives. These are as follows:

- i. Development of Competencies in the Literary, Visual and Performing Arts
- ii. Development of Cultural Industries
 - a. Manages the National Registry of Artists and Cultural Workers, inclusive of its
 - i. Secretariat and
 - ii. Assessment Committee
- iii. Festival Development
- iv. Heritage Preservation
 - a. Comprises the Cultural Research Unit of the Division
- v. Professional Arts Companies
 - a. Manages the National Performing Arts Companies inclusive of
 - i. the National Steel Symphony Orchestra [NSSO],
 - ii. the National Philharmonic Orchestra [NPO] and
 - iii. the National Theatre Arts Company of Trinidad and Tobago [NTACTT].

There is also an Administrative Team that provides vital support to all these other Teams.

TABLE 10: CULTURE AND THE ARTS

6.6.2 PROGRAMMES, PROJECTS AND ACCOMPLISHMENTS

The Culture Division guided by various goals, spent fiscal 2018 maintaining its suite of programmes in the context of the nation's economic contraction. The programmes and accomplishments are highlighted in the table below:

CULTURE

GOALS	ACTION/PROGRAMME	ACCOMPLISHMENTS
Engender a sense of national pride among citizens		
Protect and safeguard our tangible and intangible cultural heritage	<ul style="list-style-type: none"> National Exhibition Series disseminating on Festivals and Observances through Exhibits Calypso History Month 	<ul style="list-style-type: none"> The National Days and Festivals Exhibition Series was staged primarily at the Trincity Mall, as well as other venues. The exhibitions mounted included: <ul style="list-style-type: none"> The Divali Exhibition (October 01 – 22, 2017) – Trincity Mall and (October 06 – 23, 2017) – C3 Centre; The Carnival Exhibitions (January 22 – February 01, 2018) - Trincity Mall; Spiritual/Shouter Baptist Liberation Day (March 26 – April 04, 2018) - Trincity Mall; Indian Arrival Day (May 22 – June 11, 2018) – NAPA Auditorium; Eid-ul-Fitr Display (June 04 – 22, 2018) – NAPA Auditorium; Republic Day Exhibition (September 2018) – NAPA Auditorium; Treasures From the Hideaway: Exhibition of the Mighty Sparrow - 2nd Floor Jobco Building, Ministry of Community Development, Culture and the Arts. The exhibition series was mounted for Calypso History Month (October 01 – 29, 2017) at Trincity Mall.

ARTS

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
Discover nascent talent.	<ul style="list-style-type: none"> Cultural and Technical Camps 	<ul style="list-style-type: none"> A call for submission for partners was made through the different Social Media pages available to the Ministry – (both Facebook and Instagram) on March 23, 2018. Application period ran from March 23 to May 08, 2018 and 38 applications were received. A total of 25 prospective candidates identified to run 15 Cultural and 10 Technical Camps based on the 2018 Releases and funding. Each of the twenty-five (25) camps culminated with a final show, displaying what they had learned via displays and various performing arts disciplines. 658 participants benefitted directly.
Nurture budding artistes	<ul style="list-style-type: none"> Music Schools in the Community 	<ul style="list-style-type: none"> The 8th semester of Music Schools in the Community commenced during the period July 10th 2018 to August 12th, 2018. During this fiscal a total of 145 students attended the Music Schools and received Certificates of Participation at the graduation. Hosted at five venues: Desperadoes Youth Steel Orchestra, (26 students); Pan Jammers Steel Orchestra Music School – Santa Cruz, (20 students); Siparia Deltones Institute of Steeldrums and Music – Siparia, (50 students); Golden Hands Steel Orchestra Music School – San Fernando, (31 students) and SWAHA Hindu College – Sangre Grande (18 students). Culminated with a Dream Big Concert at NAPA with audience at full capacity – 1100 attendees.

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
	<ul style="list-style-type: none"> Mentoring by the Masters Programme 	<ul style="list-style-type: none"> This initiative is facilitated through mentoring workshops which aims to honour the contributions of cultural icons as they pass on their knowledge and expertise to upcoming professionals in the Creative and Cultural Industries. It serves as strategy to succession planning and as well as heritage preservation. Five (5) Mentors conducted their workshops for a maximum of eighty (80) contact hours and operated for a period of three months. The programme, which centers on the transfer of knowledge of the various cultural artforms, focused on the following areas: - Dr. Suzanne Burke in 'The Enterprise of the Arts', Felix Edinborough in 'The Pierrot Grenade In and Out of Carnival', Meiling in 'Discovering the Fashion Industry', Wendell Manwarren in 'Let's Make a Show (Caribbean Theatre)', and Eintou Pearl Springer in 'The Art and Practice of the Story'. One hundred and twenty-eight (128) individuals participated in this year's programme.
Promote the Arts	<ul style="list-style-type: none"> CARIFESTA XIV 	<ul style="list-style-type: none"> Official new Host Country Baton passed on to Trinidad and Tobago to host CARIFESTA in 2019. Inter-ministerial Committee established in October 2017 to plan and implement activities for Trinidad and Tobago's hosting of CARIFESTA XIV in August 2019. Cabinet approved - establishment of Host Country Management Committee (HCMC): Host Plan and budget to establish CARIFESTA Secretariat for the Festival: Final Plan for the Hosting of CARIFESTA XIV in Trinidad and Tobago over the period 16th – 25th August, 2019. The Host Country Management Committee (HCMC) comprised representatives of Ministries and State Agencies; Ministry of Community Development, Culture and the Arts, Ministry of Tourism, Ministry of Trade and Industry, Ministry

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
		<p>of Foreign & CARICOM Affairs, Ministry of Public Administration & Communications, Ministry of Works & Transport, Ministry of National Security, Ministry of Sport and Youth Affairs, Tobago House of Assembly, Airports Authority of Trinidad and Tobago, Port Authority of Trinidad and Tobago. Additionally the HCMC comprise of creative and cultural sector advisors: Dr. Lester Efebo Wilkinson, Gillian Bishop, Rana Mohip, John Arnold, Chandra Katwaroo, Carla Foderingham, Davlin Thomas and Lorraine O'Connor.</p> <ul style="list-style-type: none"> • Launched a national call for a Logo Competition to select the official Logo for the Festival. • Launched a national call for a Jingle Competition to select the official Jingle for the Festival: 5 Jingles selected to use for the year-long campaign. • Final CARIFESTA XIV Programme designed. • Achieved under Logistics Coordination: Design of 9 online registration forms. • Achieved under the Artistic Coordination: Design and layout of Grand Market hub for CARIFESTA. • Inter-ministerial Committee established in October 2017 to plan and implement activities for Trinidad and Tobago's hosting of CARIFESTA XIV in August 2019. • The committee's work comprised planning all areas related to Programming, Marketing, Logistics, Accommodation and Protocol and was expected to deliver the following outputs at the end of the period: <ul style="list-style-type: none"> a) Resource requirements and commitments for CARIFESTA XIV, specific to the representative agencies on the Inter-Ministerial Committee and based on the hosting proposal submitted to CARICOM by Trinidad and Tobago to host CARIFESTA XIV in 2019.

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
	<ul style="list-style-type: none"> National Performing Arts Companies 	<ul style="list-style-type: none"> b) A proposal and implementation plan from each agency outlining how their areas of focus will be managed based on the hosting proposal. c) A proposal for the setup of a Secretariat to manage, coordinate and implement CARIFESTA XIV. d) Recommendations for a mechanism to facilitate the observation of CARIFEESTA XIII, to ensure a smooth transition to CARIFESTA XIV. The National Steel Symphony Orchestra [NSSO] participated in various events. This included: <ul style="list-style-type: none"> <i>Gracias a La Vida</i>, Central Bank Auditorium, December 2017; <i>Rhythms of Manipur</i>, Central Bank Auditorium, December 2017; <i>Christmas Brown Bag</i> [NSSO in collaboration with NPO and NTACTT], Harris Promenade December 15, 2017; <i>State Funeral: George Maxwell Richards</i> [NSSO in collaboration with NPO], NAPA, SAPA and Trinity Cathedral, January 17, 2018; <i>Carnival Market</i>, NAPA Frontsteps, February 09, 2018; <i>Fusion the Jazz Experience</i>, NAPA Frontsteps, April 26, 2018; <i>WE Beat Music Festival</i>, St. James Amphitheatre, June 07, 2018; <i>Brown Bag Series</i>, NALIS, June 12 and 14, 2018; <i>Pan on a Higher Note</i>, NAPA July 28 and 29, 2018; <i>Launch of TTT</i>, Maraval Road, August 30, 2018; <i>Spirit of a People J'ouvert</i> [NSSO in collaboration with NPO and NTACTT], NAPA September 06 and 07, 2018; and

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
		<ul style="list-style-type: none"> ○ <i>Chinese Traditional Orchestra</i>, NAPA September 17, 2018. • For the year the National Philharmonic Orchestra [NPO] performed in: <ul style="list-style-type: none"> ○ <i>Carnival Market</i>, NAPA Frontsteps, February 05, 2018; ○ <i>Opening of Music Festival</i>, Queen's Hall, February 18, 2018; ○ <i>"Seasons": A Time of Remembrance</i> [NPO in collaboration with NTACTT], Naparima Bowl, April 21 & 22, 2018; ○ <i>Stollmeyer's Castle Dedication</i>, Queen's Park Savannah, April 12, 2018; and ○ <i>Brown Bag Series</i>, NALIS, June 20 & 21, 2018. • The National Theatre Arts Company [NTACTT] took part in the following:- <ul style="list-style-type: none"> ○ <i>Carnival Market</i>, NAPA Frontsteps, February 07, 2018; ○ <i>Bocas Lit Festival</i>, NALIS, April 25, 2018; ○ <i>Three Sisters After Chekhov</i>, Naparima Bowl and NAPA, May 25 & 26, and July 20 & 21, 2018; and ○ <i>Brown Bag Series</i>, NALIS, June 26 & 28, 2018.
Developing Cultural Industries	<ul style="list-style-type: none"> • Artist Registry 	<ul style="list-style-type: none"> • 672 total registrants for the end of the fiscal year 2017 - 2018. • Total number of approved applicants: 112

GOALS	ACTION/PROGRAMMES	ACCOMPLISHMENTS
	<ul style="list-style-type: none"> Cultural Exchanges 	<p>(60 individuals, 14 organisations, 37 Certification of Creative Works, 1 Certification of Festivals).</p> <ul style="list-style-type: none"> Cultural Exchanges were conducted with the following countries: <i>India: Rhythms of Manipur</i>, December 07 - 12, 2017; <i>China: The China National Opera & Dance Drama Theatre</i>, September 17 – 23, 2018.

6.7 PLANNING AND IMPLEMENTATION UNIT

The Transformation and Development Centres (TDCs) continued to be overseen by the Planning and Implementation Unit (PIU).

Transformation and Development Centres

In August 2018, Cabinet agreed to continuation of the subvention for the operation of the Transformation and Development Centres for a period of one (1) year with effect from October 2018. Utilizing data from the TDC's evaluation in fiscal 2018, an average of 230 meals were served on a daily basis at the TDCs.

STRATEGIC WORK

For the fiscal period October 2017 to September 2018, the PIU was also involved in a number of strategic projects that are highlighted below.

Evaluation of Programmes/Projects/Policies

The PIU was charged with the responsibility of conducting general monitoring and evaluation exercises across the MCDCA. Evaluations of the various Non-Governmental Organisations (NGOs) under the purview of the Ministry were conducted during fiscal 2018. Additionally, the Policy and Guidelines for the Administration of Subventions to NGOs was developed and approved by Cabinet in September 2017.

i. Subvention Policy

The overarching goal of the NGO Subventions Policy is to strengthen partnerships between civil society groups and Government, reaffirming a commitment to utilize funding and other resources in an efficient, transparent and accountable manner. The guidelines for organisations currently in receipt of subventions from the Ministry as well as those seeking to apply for subvention funding are as follows:

- a. The eligibility requirements and procedures for organizations seeking subvention funding;
- b. The arrangement for the administration of subventions;
- c. The disbursement of subventions;
- d. Communications between the NGOs receiving subventions and the Ministry;
- e. The mechanisms for monitoring and evaluation of the disbursement of these subventions, and their impact; and
- f. The mechanisms for monitoring and evaluation of the impact of these subventions.

ii. Monitoring of NGOs

Guided by the Subvention Policy, the PIU was charged with overseeing the implementation of the partnership and work of the NGOs in receipt of subventions from the Ministry.

6.8 GRANTS AND SUBVENTIONS

The Ministry of Community Development, Culture and the Arts (MCDCA) provides grants and subventions to individuals, groups and Community-Based, Faith-Based, Cultural and other Non-Governmental Organizations. Funding is in support of projects that contribute to building the community, cultural, religious and creative sectors of Trinidad and Tobago. Grant funding supports the active and innovative involvement of civil society in national development.

MCDCA grants can be seen as a boost to effective civil society action, and an incentive to innovative, independent fund raising and volunteering efforts. It is provided to encourage local and individual initiative and creativity as distinct from public sector efforts.

The funding issued to individuals and organisations were facilitated through the Community Action for Revival Empowerment (C.A.R.E) Fund; the Culture and Creative Arts Fund (C.C.A.F) and the National Days and Festivals Fund (N.D.F.F). During fiscal 2017/2018, the total number of applicants receiving disbursements was seven hundred and twenty-three (723) and funds disbursed under the aforementioned avenues for fiscal 2018 were \$2,314,006.62 via the (C.A.R.E) which was issued to five individuals and two hundred and eighty-four organisations, \$7,229,900.00 via the Culture and Creative Arts Fund (C.C.A.F) which was issued to fifty-nine individuals and two hundred and thirty-six organisations and \$5,898,412.00 via the National Days and Festivals Fund (N.D.F.F) which was issued to one individual and one hundred and thirty-eight organisations; i.e. a grand total of **\$15,442,318.62**.

TABLE 11: SUMMARY OF THE DISBURSEMENT OF GRANTS UNDER THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS FOR FISCAL YEAR 2018

Community Action For Revival and Empowerment (C.A.R.E) Fund (*Total disbursed 289*)

EVENT	NO. OF INDIVIDUALS	NO. OR ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Carnival	1	14	204,385.62
Children, Adolescents and Youth	0	16	100,700.00
Christmas	0	140	559,500.00
Community Awards Function	0	4	9,000.00
Community Concert of Talent Show	0	1	10,000.00
Community Economic-Based Development	0	1	3,000.00

EVENT	NO. OF INDIVIDUALS	NO. OR ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Community Innovations Development	0	1	2,500.00
Competency Development in Arts	0	2	8,000.00
Easter	0	3	6,500.00
Education Camps	0	13	39,500.00
Environmental Enhancement	0	3	29,000.00
Family Life i.e. Parenting Seminars, Relationship Workshops, Family Life Management	0	4	34,000.00
Festival Development	0	5	146,000.00
Furniture and Equipment	0	3	16,000.00
General	0	1	3,000.00
Health Fair	0	2	6,500.00
Heritage Development	0	3	35,000.00
Individual	1	0	9,000.00
Mentorship & Literacy Programmes	0	1	50,000.00
Micro-enterprise, Income and Employment Generation	0	3	33,000.00
Mother's Day	0	1	3,000.00
Music and Arts Equipment	0	1	8,000.00
Other	0	24	404,921.00
Productions	3	0	300,000.00
Social Events & Commemoration of National Milestones	0	1	10,000.00
Sports & Family Days & Other Sporting Events	0	34	216,000.00
Steelbands	0	1	50,000.00
Training & Capacity Building	0	1	15,000.00
Walks and/or Marathons	0	1	2,500.00
Total	5	284	2,314,006.62
Total No. Disbursed			2,314,006.62

Culture and Creative Arts Fund (C.C.A.F) (Total disbursed 295)

EVENT	NO. OF INDIVIDUALS	NO. OF ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Carnival	27	159	4,807,500.00
Children, Adolescents and Youth Development	0	2	8,000.00
Christmas	1	0	2,000.00
Community Awards Function	0	1	40,000.00
Community Concert or Talent Show	0	2	43,000.00
Competency Development in Arts	0	12	602,500.00
Development of Cultural Industries	0	3	75,000.00
Education Camps	0	4	46,500.00
Emancipation	1	0	10,000.00
Festival Development	1	18	554,500.00
Fundraiser	0	1	4,000.00
General	0	1	40,000.00
Heritage Development	0	4	180,000.00
Individual	17	0	107,800.00
Other	1	11	71,000.00
Phagwa	0	2	17,000.00
Productions	8	13	494,000.00
Promotion of Local Artforms	1	0	10,000.00
Publication	1	0	4,000.00
Republic Day	0	1	3,000.00
Training & Capacity Building	1	2	110,000.00
Total	59	236	7,229,900.00
Total No. Disbursed			7,229,900.00

National Days and Festivals Fund (N.D.F.F) (Total disbursed 139)

EVENT	NO. OF INDIVIDUALS	NO. OF ORGANISATIONS	TOTAL FUNDS DISBURSED \$
Carnival	1	2	6,000.00
Community Concert or Talent Show	0	1	40,000.00
Divali	0	35	1,320,000.00
Easter	0	3	21,000.00
Eid-UI-Fitr	0	19	1,553,250.00
Emancipation	0	16	1,913,500.00
Hosay	0	1	60,000.00
Independence	0	5	149,500.00
Indian Arrival Day	0	14	165,000.00
Other	0	2	6,500.00

Phagwa	0	4	36,000.00
Productions	0	1	250,000.00
Ramleela	0	22	203,662.00
Spiritual Baptist Liberation	0	13	174,000.00
Total No. Disbursed	1	138	5,898,412.00

6.9 NATIONAL ACADEMY FOR THE PERFORMING ARTS (NAPA)

The National Academy for the Performing Arts formally opened its doors on November 9th, 2009.

The main features of the National Academy for the Performing Arts include:

Theatre:

- Theatre 1200 seating capacity, one VIP Lounge Room with a capacity for 10 persons, a Box office, and a 1,089m2 stage capable of moving in sections;
- Technical Control Rooms both onstage and front of house;
- Two main dressing rooms and smaller dressing rooms for a more personalized atmosphere as well as studios for the performing artistes; and
- Office space for administrative use.

Academy Area:

- Ten (10) small classrooms, Three (3) large classrooms;
- Two multifunction halls which are conference rooms to host functions with lighting and sound systems on the ground level with a total seating capacity of 400 persons;
- Two multifunction rooms with lighting and sound system on Level 3.

Hotel Area:

- Fifty-Three (53) room accommodation consisting of standard single and double rooms as well as three (3) suites;
- Two (2) Restaurants – Western Cuisine with a capacity of 80-100 persons and Chinese Cuisine with a capacity of 130-150 persons.

Atrium Area:

- Waterscape and garden feature; and
- Bridge connecting the hotel to the academy area.

Outdoor Area:

- Landscaping and high mast external lighting;
- Parking Facilities with one hundred and seventy-two (172) outdoor spaces and forty-four (44) basement spaces within the compound; and
- Musical fountain.

MANAGEMENT STRUCTURE

The Auditorium is managed by the Administrative Manager who reports to the Permanent Secretary. All Administrative personnel as well as the Technical Staff report to the Administrative Manager. The number of Cabinet approved positions for the Administrative and Technical areas total twenty-eight (28).

- Administrative – Four (4)
- Technical – Twenty-Four (24).

DELEGATED LEVELS OF AUTHORITY

A new Management Committee comprising approximately seven (7) members was appointed at NAPA for a period of two (2) years with effect from September 14th, 2017. The committee has been tasked with the responsibility of developing conceptual plans in line with the government's policy for making NAPA the premier performance space and cultural hub of the region.

While the Operations Manager reports to the Permanent Secretary, the Management Committee reports to the Minister with responsibility for culture on all matters appertaining to the National Academy for the Performing Arts, and performs such other duties as assigned to them by the Minister.

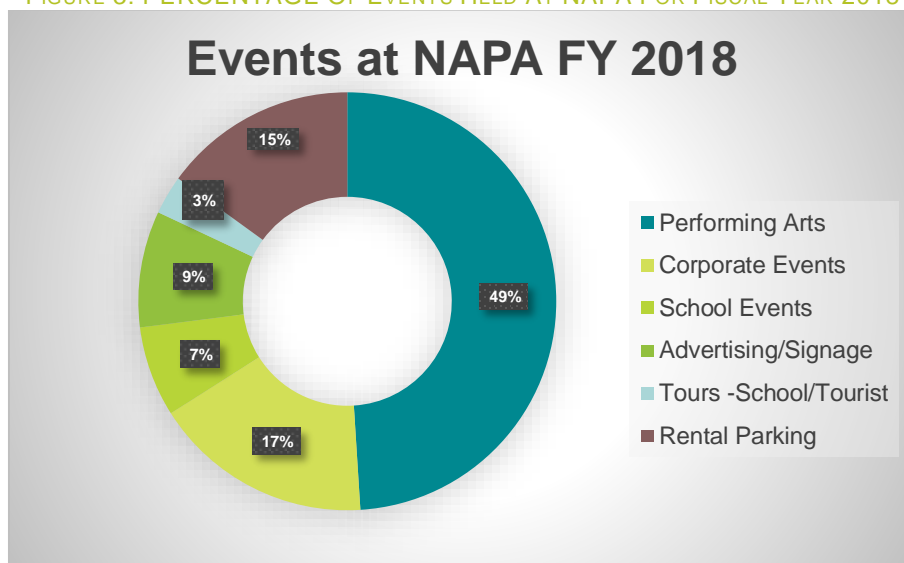
SERVICES/PRODUCTS PROVIDED

The Lord Kitchener (Aldwyn Roberts) Auditorium rents performing space to external parties to host their theatrical shows and events such as lectures, seminars, graduations, cocktail receptions, various displays and major state functions.

Auditorium staff assists clients to effectively produce their shows/events through providing technical advice and assistance during their site visits, load-in and rehearsals and facilitate the effective presentation of the show.

In fiscal 2018 a total of 152 events were held with a significant increase in external requests for parking.

FIGURE 3: PERCENTAGE OF EVENTS HELD AT NAPA FOR FISCAL YEAR 2018



Performing Arts - Theatre/ Musical/ Dance/ Comedy	Corporate - Meetings/ Conferences/ Awards	Schools Concerts/ Graduation Ceremonies	Advertising Signage	School/ Tourist Tours	Rental Parking	Total
75	25	11	14	4	23	152
49%	17%	7%	9%	3%	15%	100%

TABLE 12: DESCRIPTION OF REVENUE STREAMS AT NAPA FOR FISCAL YEAR 2018

Highlighted Events:

- Embassy of Spain 8th Christmas Concert (November 8th, 2017);
- Chamber of Industry & Commerce Champions of Business Awards (November 11, 2017);
- FAME Caribbean ONSTAGE: A Fashion Spectacle (November 25, 2017);
- Office of the President Award Ceremony for CAPE/CXC/CSEC Students (November 28, 2017);
- Trinidad and Tobago Police Service Annual Variety Christmas Concert (December 16, 2017);
- State Funeral for Former President of T&T George Maxwell Richards (January 17, 2018);
- Calypso Rose in Concert (February 8, 2018);
- Presidential Inauguration Reception of President Paula-Mae Weekes (March 19, 2018);
- FCB National Poetry Slam Finals (April 29, 2018);
- Ultimate Events Diner en Blanc (May 5, 2018);

- United Promotions Abba at NAPA (May 12-13, 2018);
- WE Charity/RBC International WE DAY (June 27, 2018);
- Elite Planners Miss World Trinidad and Tobago (August 5, 2018);
- Office of the Prime Minister Independence Concert – Celebrating Our Icons (August 29, 2018);
- 56th Toast to the Nation (August 31, 2018);
- Trinidad and Tobago Film Festival Opening Night Ceremony (September 18, 2018);
- Cultural Exchange – The Chinese Traditional Orchestra (September 19-20, 2018);
- Trinidad and Tobago National Awards 2018 (September 24, 2018);
- National Secondary Schools Entrepreneurship Competition (September 26, 2018).

In 2017/2018, the following PSIP projects were undertaken:

- Installation of Signage around NAPA compound which establishes the Ministry's presence (ongoing),
- Installation of Hand Railings and Wheelchair Access ramps for entrance to the Auditorium & Hotel,
- Painting of Stage and Technical Control Rooms – approved and to be started,
- Storage and Shelving for equipment – ongoing.

2017/2018 Major Audio and Lighting Equipment Upgrade Project:

The Audio and Lighting Equipment Upgrade project commenced with a kick-off meeting held on March 12, 2018. This is a major investment at a cost of \$10,000,000.00, that will bring significant improvements in the Audio and Lighting equipment at the Auditorium.

Change of Ownership

In May 2018 Cabinet agreed that the responsibility for the entire NAPA facility would reside with the Ministry of Community Development, Culture and the Arts. Therefore keys for the Hotel at NAPA were handed over to the Ministry on June 11, 2018. Several activities have taken place at the Hotel between July to September 2018 including meetings, graduations, workshops and luncheons. During this time negotiations began with a prospective operator for the hotel.

Total expenditure for fiscal year 2018 was **\$7,646,976.57**. The highest expenditure areas as a percentage of the total were:

- Salaries – 30%
- Security – 23%.

Revenue:

Rental fees are the main source of revenue for the Auditorium, however the current rates are heavily subsidized by the Government.

Accounting activity performed by the Auditorium:

- Monthly Deposits are prepared and signed off by Ministry Accounting Personnel before being deposited in Central Bank and the Treasury.
- Monthly Revenue Reports are prepared by the Auditorium and submitted to the Accounting Department along with the receipts received from Central Bank and the Treasury.

Total Revenue earned for the period October 1st, 2017 to September 30th, 2018 was **\$1,185,722.06**. The increase in revenue is due to the increase in parking rentals and a reduction of waivers.

Waivers granted to external clients for the period October 1st, 2017 to September 30th, 2018 was \$270,600.00. Therefore without waivers, the Auditorium could have generated revenue of \$1,456,322.06. Total Waivers for the period October 1st, 2017 to September 30th, 2018 was \$742,700.00.

HUMAN RESOURCE DEVELOPMENT PLAN**Staffing/Category of Employee**

As of September 30th, 2018 the total staff count was twenty-six (26) the breakdown is as follows:

- 17 - Contract Staff - on 3-year Contracts.
- 6 – Contract Staff on 1-year Contracts.
- 3 - 3-Month Short Term Contracts.

In December 2017 two (2) Audio Technicians from the Audio Department transferred to SAPA. In August 2018, one (1) Stage Technician was terminated.

The total number of Cabinet approved Full Time staff for the Auditorium is twenty-eight (28):

- Administrative Manager
- Front of House Coordinator
- Bookings/Marketing Coordinator
- Business Operations Assistant II
- 24 Technical Staff.

Other personnel include:

- Ushers and Box Office staff at \$30.00/hr

- Team Leads at \$35.00/hr
- Head Ushers at \$40.00/hr.

There is a total of sixty (60) Ushers/Team Leads/ Head Ushers and seven (7) Box Office staff members.

6.10 SOUTHERN ACADEMY FOR THE PERFORMING ARTS (SAPA)

The Southern Academy for the Performing Arts (SAPA) was formally opened to the public on September 28th, 2012 for the development of the Performing Arts, arts education and our nation's vibrant culture.

The main auditorium seats seven hundred and thirty (730) and is called the Sundarlal Popo Bahora Theatre. It boasts an international standard of acoustics, state-of-the-art equipment and a professional team of technicians, hosts a number of live concerts, comedy, theatre and corporate events throughout the year.

ORGANISATIONAL STRUCTURE

SAPA is governed by the Executive of the Ministry and a Management Committee, who provides oversight to the operations of the facility.

STAFFING

Of the thirty-six (36) Cabinet-approved positions, twenty-two (22) positions were filled with one (1) year contracts with the option to renew for an additional two (2) years. Interviews are scheduled for the next fiscal year to fill the remaining positions.

SERVICES PROVIDED

Services consist of rental of the facility spaces for a variety of performing arts events including theatre production, musicals, concerts, seminars, conferences, cocktail receptions, expositions, graduations and award ceremonies. Incorporated into these services is the provision of technical services such as lights, sound, multimedia, stage management. The spaces for rental include:

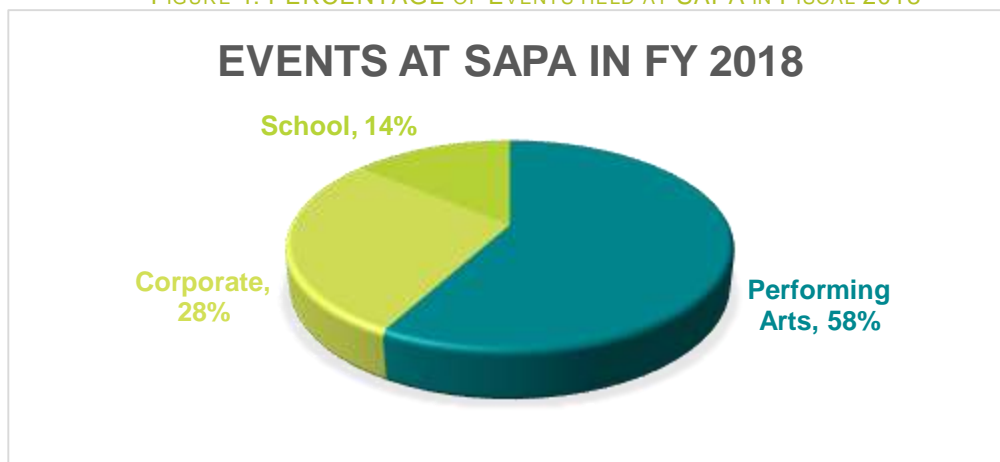
- The Sundarlal Popo Bahora (Main) Theatre – capacity 730 seats
- The Little Theatre – capacity 160 seats
- Lobby of the Sundarlal Popo Bahora Theatre
- VIP Lounge & Art Exhibition Hall
- Courtyard / Car Park
- Classrooms
- The Atrium.

The following outlines the categories and percent of total events held for the period 2017-2018 period:

TABLE 13: CATEGORIES AND PERCENTAGE OF TOTAL EVENTS HELD AT SAPA FOR FISCAL YEAR 2018

Performing Arts	Corporate	School	Total
Theatre/ Musical/ Dance/ Comedy	Meetings /Conferences /Awards	Concerts/ Graduation Ceremonies	
87	43	21	151
58%	28%	14%	100%

FIGURE 4: PERCENTAGE OF EVENTS HELD AT SAPA IN FISCAL 2018



Noteworthy Events:

- International Steelband Foundation – We Going Down San Fernando (October 5th, 2017);
- Kalypso Revue Calypso Tent (January 14th, 2018);
- Office of the Prime Minister - Junior Expo Competition (February 8th, 2018);
- The Prime Minister's Best Village Trophy Competition Prize Giving and Launch 2018 (February 16th, 2018);
- Office of the President – President Awards (March 3rd, 2018);
- Trinidad and Tobago Fire Services Credit Union - Annual General Meeting (March 10th, 2018);
- Season of Remembrance – National Philharmonic Orchestra (April 21st – 22nd, 2018);

- Ministry of Social Development and Family Services – National Parenting Consultation (April 24th, 2018);
- Office of the Prime Minister – Child Protection League (May 29th, 2018);
- FCB – 25th Anniversary Concert (September 1st, 2018);
- Ministry of National Security – National Crime Prevention Programme (September 13th, 2018).

DELEGATED LEVELS OF AUTHORITY

A new Management Committee comprising approximately seven (7) members was appointed at SAPA for a period of two (2) years with effect from September 14th, 2017. The committee has been tasked with the responsibility of developing conceptual plans in line with the government's policy for making SAPA the premier performance space and cultural hub of the region.

While the Operations Manager reports to the Permanent Secretary, the Management Committee reports to the Minister with responsibility for culture on all matters appertaining to the Southern Academy for the Performing Arts, and performs such other duties as assigned to them by the minister.

SPECIAL PROJECTS

Through the Public Sector Investment Programme (PSIP), SAPA was granted a total of one million dollars (\$1,000,000.00) to undertake aesthetic and functional facility upgrades. The actual cumulative expenditure as seen in the table below was \$781,137.62.

PROJECT	COST
Procurement of Foyer/Reception/Conference Furniture	\$307,991.25
Installation of Stage drapery	\$202,746.37
Installation of Entrance Gate & Signage & Upgrade of Guard Booth	\$165,000.00
Installation of Stage Risers	\$ 63,775.00 ⁴
Emergency Repairs to Sink Hole	\$ 41,625.00
Total	\$781,137.62

⁴ This represents a 50% payment of the total cost of the Stage Risers. The balance was not released in time to be paid before the end of the financial year.

FINANCIAL OPERATIONS

EXPENDITURE

- Total expenditure for period (2017-2018) was **\$7,240,138.42**
- Top five highest expenditure areas are as follows:

CATEGORY	TOTAL EXPENDITURE	PERCENTAGE OF TOTAL EXPENDITURE
Salaries (inclusive of NIS)	\$1,944,333.00	27%
Electricity	\$1,380,427.79	19%
Janitorial	\$1,014,998.23	14%
Security	\$ 936,013.50	13%
Landscaping	\$ 540,000.00	7%
Other Contracted Services (including: Stationery, Technical Consumables, Usher Payments, Utility Payments etc.)	\$1,424,365.90	20%

REVENUE

- Total revenue earned for period (2017-2018) was **\$941,209.00**.
- Revenue for fiscal year (2017-2018) decreased from the (2016-2017) period by \$15,424.00.

PUBLIC AND COMMUNITY RELATIONS

- Continued partnership with the office of the Mayor and secondary schools in the vicinity in allowing the parking facilities to be used by parents of students.

TABLE 14: TABULAR ANALYSIS OF PROGRAMMES, PROJECTS AND OTHER INITIATIVES OF THE MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND THE ARTS FOR FISCAL YEAR 2018

THEMATIC AREAS:

THEME I – Putting People First: Nurturing Our Greatest Asset;

THEME II – Delivering Good Governance and Service Excellence;

THEME III – Improving Productivity through Quality Infrastructure and Transportation;

THEME IV – Building Globally Competitive Business; and

THEME V – Placing the Environment at the Centre of Social and Economic Development

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
The continued Development of a National Policy on Sustainable Community Development	Theme I Theme II	<ul style="list-style-type: none"> Multi-dimensional and multi-sectoral approach towards the development of communities ensuring holistic development and the minimisation of duplication and the wastage of government resources arising from adhoc community interventions; More sustainably developed communities; More coordinated approach to the delivery of community development services; More targeted community interventions; Greater support from stakeholders of the community development sector (private sector, 	<ul style="list-style-type: none"> Consultation process time consuming; Resource requirements sometimes exceed the resource capacity of the Ministry; Attitude of both internal and external stakeholders toward collaboration is not always positive; Change management process requires time and stability. 	<ul style="list-style-type: none"> Improvement in the social, economic, cultural and environmental conditions of communities; Reduction in social ills such as crime and violence at the community level; Greater community engagement and collaboration; Institutionalisation of a more progressive and impactful approach to community development.

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
		academia, international development organisations); <ul style="list-style-type: none"> Evidence-based community interventions; Empowerment of stakeholders of the community development sector; More collaboration across the community development sector. 		
Finalization of the Interim Policy Guidelines for the Administration of Grants	Theme I Theme II	<ul style="list-style-type: none"> More structured mechanisms for the delivery and access of grants; Greater transparency; Greater accountability. 	<ul style="list-style-type: none"> Time consuming; More involved process of evaluation of applications; Internal feedback is not forthcoming. 	<ul style="list-style-type: none"> Standardisation of a more effective grants process; Improvement in the focus on developmental grants for greater community impact.
The Development of a National Policy on Culture and the Arts (NPCA)	Theme I	<ul style="list-style-type: none"> Provision of clear pathways for the development of the cultural sector in Trinidad and Tobago; Development of the culture industry in a more coordinated manner; More revenue generating opportunities. 	<ul style="list-style-type: none"> Given the diversity of opinions which is reflective of Trinidad and Tobago's cultural landscape consensus was difficult to obtain on the approach to developing the National Policy on Culture and the Arts (NPCA); Involved process of consultation is necessary, but time consuming. 	<ul style="list-style-type: none"> A culturally confident Trinidad and Tobago; Strengthened National Identity; Economic diversification; An explosion of cultural offerings and opportunities for cultural expression in Trinidad and Tobago.

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
Finalization of a Draft Policy Guidelines for the Provision of Support to the Museum Sector in Trinidad and Tobago	Theme I Theme II Theme IV	<ul style="list-style-type: none"> Financial support to the museum sector; Opportunity to develop greater capacity towards the preservation of our heritage assets; Standardisation of the Museum Sector; Greater collaboration within the sector towards improved public benefit. 	<ul style="list-style-type: none"> Limited government funding to provide support to the museum sector; The absence of minimum standards within the sector locally, means a great amount of foundational work has to be done. 	<ul style="list-style-type: none"> Preservation of our National Heritage; Improved and increased opportunities for public awareness; Improved cohesiveness and appreciation of our history and diversity.
Finalization of the Interim Policy and Guidelines for the Use of Community Facilities	Theme I Theme II Theme III Theme IV Theme V	<ul style="list-style-type: none"> Clear procedure regarding the use of our community facilities; Greater transparency; Reduction in the perception of favouritism regarding the use of community facilities. 	Conflict arising from a difference of opinion between the MCDCA and the Trinidad & Tobago Association of Village Community Councils (TTAVCC) regarding the management of community facilities.	<ul style="list-style-type: none"> Optimal use of community facilities; Better maintenance of community facilities; Greater use of community facilities to develop communities in a sustainable manner.
The Development of the Manager's Handbook for the Use of the Carenage Homework Centre	Theme I Theme IV	<ul style="list-style-type: none"> Terms of Reference for the administration, management and use of our community educational facilities; Greater emphasis on homework support, skills and life-skills development; Opportunity to teach, mentor and transfer skills; 		<ul style="list-style-type: none"> Optimal use of support and educational facilities; Youth encouraged to express creativity and develop underlying skills; Greater use of educational facilities thus providing a platform for the exchange of ideas, training and experience to assist the youth in the community.

NAME OF PROGRAMME/ PROJECT/INITIATIVE		FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
Community /Mobilisation	Servicing	Theme I Theme II Theme IV	<ul style="list-style-type: none"> Registered new groups with the Ministry – 96; Meetings held – 1,773; 12,081 contact made to various organisations. 	<ul style="list-style-type: none"> Insufficient Human Resource. 	<ul style="list-style-type: none"> Capacity Building; Effective and efficient functioning of groups, CBOs, NGOs etc. Greater collaboration between CBOs, NGOs etc. and the State.
Community Programme	Education	Theme I Theme II Theme IV	<ul style="list-style-type: none"> Skills Training Programme – 200 classes held and 5,931 participants; Handicraft Skills Development Programme – 75 programmes and 1,807 participants graduated; Leadership Development – 344 workshops/seminars and 3,408 beneficiaries; Community Awareness and Sensitisation Programme – 278 programmes and 10,501 participants. 		<ul style="list-style-type: none"> Empowerment of unemployed, underemployed and vulnerable individuals in society; Youth encouraged to express creativity and develop underlying talents; It provided a therapeutic medium for the differently-abled; Expanding the competencies and capabilities of community leaders through the exposure to new knowledge and experiences that promote growth and development; Individuals, groups and communities are better informed to make decisions on a multiplicity of social issues facing the population.

NAME OF PROGRAMME/ PROJECT/INITIATIVE		FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
Community Support Services	Education	Theme I Theme II Theme IV	<ul style="list-style-type: none"> Technical units utilized 557 times. 		<ul style="list-style-type: none"> Individuals, groups and communities are better informed to make decisions and access resources and support.
Community Programme	Centres	Theme I Theme II Theme III Theme IV Theme V	<ul style="list-style-type: none"> 14 community centres commissioned/re-dedicated; 19 community centres under construction/ Refurbishment; 14 community centres/facilities assisted. 		<ul style="list-style-type: none"> Development and maintenance of infrastructure that facilitate community/group interactions as well as providing a platform for the exchange of ideas and the development of projects to improve the community.
Prime Minister's Best Village Trophy Competition		Theme I Theme IV Theme V	<ul style="list-style-type: none"> Training in the performing arts and other events such as the La Reine Rive, Food and Folk Fair; Short Story/Poetry/ Spoken Word; Folk Theatre; Folk Presentations; and Dance were facilitated under the programme throughout the various districts. 	<ul style="list-style-type: none"> Inadequate promotions; Lack of patrons; Inappropriate venues for displays; Lack of recording; Insufficient funding; Shortage of Tutors; Short time frame allotted for the training programmes. 	<ul style="list-style-type: none"> Facilitated community interaction as well as the transfer of knowledge and skills in the oral tradition and indigenous craft from one generation to the next; Allowed for the development of self-worth and discipline among young women.
Community Programme	Mediation	Theme I Theme II Theme IV	<ul style="list-style-type: none"> 7 active Parental Support Groups held 62 group meetings; 271 persons in total attended the seminars; 	<ul style="list-style-type: none"> Limited human resources. 	<ul style="list-style-type: none"> Provides an alternative way for individuals, groups or communities to manage conflict and disputes in a non-violent way without having to go to court;

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
		<ul style="list-style-type: none"> 10 Men Support Group Meetings; 10 Youth Peer Support Meetings; Peer Mediation Programme – 84 students graduated (Toco Secondary School, Cunupia Secondary School and St. Jude's School for Girls – received training in fiscal 2017); 167 students of the new schools trained (Mt. Hope Secondary School, Pleasantville Secondary School, Sangre Grande Secondary School, Tranquillity Government Primary, Valencia Secondary). Remediation Programme: 13 lads of the Youth Training Centre benefitted from a 'Conflict Resolution' presentation; establishment of a Memoranda of Understanding between the Trinidad and Tobago Prison Service and the MCDCA. 		<ul style="list-style-type: none"> It continued to promote communication and cooperation; Providing citizens with information to make better informed decisions as well as encouraging them to become peace champions; With the significant focus placed on enhancing family life in communities, parents were equipped with information and skills to boost their confidence and competence in childrearing; providing them with support and a coping mechanism.

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
		<ul style="list-style-type: none"> ▪ Sensitisation Series: 21 sensitisations completed; 72 Officers of the Trinidad and Tobago Defence Force graduated. ▪ Service delivery – 6,365 accessed services; ▪ Intakes completed 2,322; ▪ Cases managed – 1,194; ▪ Cases mediated – 603; ▪ Counselling administered to 1,462 clients. 		
Music Schools in the Community	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> ▪ Music Schools in the Community – 145 students participated respectively. 	<ul style="list-style-type: none"> ▪ Financial constraints. 	<ul style="list-style-type: none"> ▪ Development of competencies in the Literary, Visual and Performing Arts through the transferring of knowledge and music skills from experts to beginners; ▪ Cultural retention; ▪ Nurturing cultural and creative expressions at an early age; ▪ Strengthens national identity and cultural pride, while fostering unity in diversity.

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
Cultural Camps		<ul style="list-style-type: none"> ▪ Cultural Camps and Technical Camps – 658 students participated. 		<ul style="list-style-type: none"> ▪ Development of competencies in the Literary, Visual and Performing Arts through the transferring of knowledge and music skills from experts to beginners; ▪ Cultural retention; ▪ Nurturing cultural and creative expressions at an early age.
National Registry of Artists and Cultural Workers	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> ▪ National Registry of Artists and Cultural Workers: - Total number of approved applicants – 112. 		<ul style="list-style-type: none"> ▪ Cultural Linkages – Regional and International among creative sectors; ▪ A database of registered artistes/artists and Cultural Workers which facilitated the development of cultural industries, research and heritage. ▪ Promotion and sustainability of the creative sector. ▪ Fosters the opportunity for a sustainable livelihood for persons directly and indirectly involved in the arts. ▪ Promotion of Trinidad and Tobago's culture around the world.

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
Mentoring by the Masters		<ul style="list-style-type: none"> 5 mentors; 128 mentees received training. 		<ul style="list-style-type: none"> Transferring knowledge from various artforms and music skills from experts to beginners; Cultural retention.
Cultural Exchanges	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> Cultural Exchanges conducted with groups from two (2) countries - India and China. 		<ul style="list-style-type: none"> Development of the cultural and creative sector; Promotion of the diverse culture of Trinidad and Tobago internationally; Cultural Linkages – Regional and International.
Cultural Exhibitions	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> Exhibitions <ul style="list-style-type: none"> Calypso History Month; Divali; Carnival; Spiritual/Shouter Baptist Liberation Day; Indian Arrival Day; Eid-ul-Fitr; Treasures from the Hideaway; and Republic Day. 		<ul style="list-style-type: none"> Preservation and promotion of Trinidad and Tobago's diverse culture, practitioners and artisans.
Performances	Theme I Theme II Theme IV Theme V	<ul style="list-style-type: none"> Performances held by performance spaces/facilities – NAPA 152 events; SAPA 151 events; Naparima 161 events; and Queen's Hall 230. 		<ul style="list-style-type: none"> Strengthening of National Pride; Showcasing and promotion of Trinidad and Tobago's diverse culture.

NAME OF PROGRAMME/ PROJECT/INITIATIVE	FRAMEWORK/ THEMATIC AREA	BENEFIT(S)	CHALLENGE(S)/ CONSTRAINT(S)	IMPACT
Transformation Development Centre	Theme I	<ul style="list-style-type: none"> 230 meals distributed daily. 		<ul style="list-style-type: none"> Providing the homeless or underprivileged with a nutritious meal.
Grants and Subvention	Theme I Theme II Theme III	<ul style="list-style-type: none"> 723 applicants received funding; Total funds disbursed - \$15,442,318.62. 		<ul style="list-style-type: none"> Building and strengthening communities through the provision of financial assistance and support to address the basic needs, development aspirations and critical interventions of the community; Preservation and promotion of Trinidad and Tobago's diverse culture; Development and growth of the creative and cultural sector.

7 CONCLUSION

The Annual Report for 2017/2018 comprised of information on the overall administration, technical services and supporting agencies within the Ministry of Community Development, Culture and the Arts.

The information highlights the Ministry's performance and efforts to align its policies, programmes, procedures and systems to the National Development Strategy 2016 – 2030. Through the establishment and implementation of its various policies, programmes, projects and other initiatives which are geared to nurturing an innovative and entrepreneurial spirit among individuals and communities, building resilient and sustainable communities, fostering national pride in addition to protecting, preserving and promoting the rich heritage, traditions and art forms, the Ministry remains committed to function as a key partner in the socio-economic transformation of Trinidad and Tobago towards sustainable growth and development.

8 APPENDICES

The Appendices, attached to this report, comprise the Annual Reports for the State Enterprises and Statutory Boards and other Bodies under the ambit of the Ministry of Community Development, Culture and the Arts. These Agencies include the following: Naparima Bowl, Queen's Hall, National Museum and Art Gallery, Export Centres Company Limited and National Commission for Self Help Limited.

APPENDICES

- ❖ APPENDIX I – QUEEN'S HALL: ANNUAL REPORT 2017 – 2018 AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH SEPTEMBER 2018
- ❖ APPENDIX II – NAPARIMA BOWL: ANNUAL REPORT 2017 – 2018 AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH SEPTEMBER 2018
- ❖ APPENDIX III – NATIONAL MUSEUM AND ART GALLERY OF TRINIDAD AND TOBAGO: ANNUAL REPORT 2017 – 2018
- ❖ APPENDIX IV – EXPORT CENTRES COMPANY LIMITED: ANNUAL ADMINISTRATIVE REPORT 2017 – 2018
- ❖ APPENDIX V – THE NATIONAL COMMISSION FOR SELF-HELP LIMITED: ANNUAL ADMINISTRATIVE REPORT 2017 – 2018 AND UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30TH SEPTEMBER 2018

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ANNUAL REPORT 2017 - 2018
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APPENDIX I

QUEEN'S HALL

ANNUAL REPORT 2017 - 2018 AND
FINANCIAL STATEMENTS FOR THE YEAR
ENDED 30TH SEPTEMBER 2018

ANNUAL REPORT 2017-2018

QUEEN'S HALL

INTRODUCTION

Queen's Hall falls under the jurisdiction of the Ministry of Community Development, Culture and The Arts. During the reporting period, the Queen's Hall Board continued to uphold its Vision which is stated below:

"To create an organization which would facilitate a deep and lasting appreciation of all forms of the Arts among all sectors of society and promote the nurturing and development of excellence in the Performing Arts."

Organizational Structure

Corporate Structure

Queen's Hall is a semi-autonomous agency which reports to the Ministry of Community Development, Culture and The Arts. The Hall is managed by a nine-member board led by the Chairman and supported by a General Manager. Under the Queen's Hall Act, the Board is responsible for the 'management, control and maintenance of the Hall'. The Board carries out its mandate through the establishment of policy direction rather than Executive action. Implementation of Board Policy and direction is the responsibility of the Executive.

The Board has set up the following Committees through which it functions:

- 1) Finance
- 2) Tenders
- 3) Human Resources
- 4) Plant and Infrastructure
- 5) Marketing/Bookings
- 6) Legal

Services/Products provided

Currently Queen's Hall operates as a rental facility in that Clients book the Hall and present and promote their productions. Queen's Hall strives to maintain a high quality of service to clients and makes every effort to provide the following facilities and equipment to its clients:

- An enclosed Auditorium and Lobby area
- Controlled Air conditioning
- Car Parks with access from Car Park A to Car Park B
- Separate rental of the Lobby, Courtyard, Grounds and Helen May Johnstone Room

- Facilities for the physically challenged – wheelchairs, vertical wheelchair lift and equipment for the hearing impaired
- State of the art theatre equipment for Stage, Lighting and Audio
- Assistance from Technical personnel

Reporting Functions

Monthly financial reports are submitted to the Ministry of Community Development, Culture and The Arts and to the Ministry of Finance. Quarterly Development Programme reports are sent to the Ministry of Community Development, Culture and The Arts.

Special Plans and Projects for the year

For the period 2017-2018, emphasis of the Development Programme projects was placed on the replacement and upgrading of aged equipment and technologically obsolete equipment, on the restoration of the Steinway Grand Piano, the refurbishment of the Dome Roofing, construction of additional storage space in the Maintenance Building and the replacement of theatre black-out blinds. All of these projects allowed Queen's Hall to provide enhanced services to clients and patrons, as well as ensured that Queen's Hall maintained its status as the Grande Dame of the Performing Arts.

Financial Operations

Background

The Board continued its work in the strengthening of the financial management system at Queen's Hall. During the period 2017/2018 the focus of the financial operations continued to be center on the review of expenditure with the implementation of further cost reduction measures, as well as a review of the reporting systems used and their timely delivery of internal reports used for decision making by Management and the Board. This emphasis continues to be particularly important in light of the challenging economic circumstances. Through the review of the reporting systems being used, Queen's Hall is better able to utilize expenditure projections, actual incurred costs, projected income and variations to ensure the operations of the organisation are maintained to established standards.

Strategic Objective:

Ensure a financial system that facilitates the Financial viability and sustainability of the organization, in accordance with Government's rules and within the framework of its government given mandate.

Results

- *Audited Accounts up to date and submitted to the line Ministry.*
- *Comprehensive review of the Financial Management System conducted in accordance with International Accounting Standards and International Financial*

- Reporting Standards for Small and Medium Sized Entities Recommendations were reviewed by the Board for implementation.*
- *Continuous review and updating of the Manual of Accounting Procedures aimed at the furtherance of good Corporate Governance was conducted and approved by the Board.*
 - *Development of a tracking system for each financial account to ensure that checks and balances are applied to each transaction. This system works in synch with the Accounting system.*
 - *Changes in the structure and frequency of reports generated to ensure a more holistic view of all financial transactions. This system works in synch with the Accounting system.*
 - *Review of the Accounts Receivable function to set stipulated timelines for payment and enforce such.*
 - *Recurrent and Capital Budgets formulated according to procedures set out by the Ministry of Finance and the Ministry of Planning and Development*
 - *Monthly financial reporting to the Board, Line Ministry and Ministry of Finance to ensure adequate budgetary and variance analyses are carried out based on stated projections.*

Human Resources

Background

Queen's Hall was renovated over the period 2001-2002 and was equipped with highly sophisticated and technologically advanced theatre equipment, including sound, lighting, stage and rigging. Cabinet by Minute 3376, December 21st, 2006 approved the creation/abolition/reclassification of posts as requested with the proviso that the Line Ministry and the Queen's Hall Board seek the advice of the CPO with respect to the final classification of the positions created. This advice was sought and the process for classification was begun in March 2007 with the CPO. During the period 2007/2011 tremendous efforts were made by the Board to elicit the completion of this exercise by the CPO. To date this exercise was not completed by the CPO. As a consequence, the Board with the approval of the Line Ministry and the collaboration of the recognized Union (Public Services Association) embarked on a Job Evaluation exercise for the organization in 2012.

In May 2015 and again in 2016, coming out of submissions by the Line Ministry to the Ministry of Public Administration, a Revised Staff Establishment and New Classification and Compensation Plan for employees of Queen's Hall was forwarded, along with the comments of the Minister of Public Administration, for the consideration of the Human Resource Advisory Committee. This is a Sub-Committee of Cabinet responsible for monitoring wage and salary arrangements, as well as job evaluation, restructuring or similar exercises in the Public Service. During the 2017-2018 period Queen's Hall has kept in touch with this Committee regarding the submission. To date approval is still being sought for the above mentioned submission.

Strategic Objective

To create an organization with highly trained personnel that are capable of providing managerial, technical, administrative and physical support to clients, which mirrors international best practices, while preserving the integrity of the facility and optimizing its use.

Results

- *The incompleteness of the regularization exercise has resulted in the Board's inability to permanently employ staff in critically needed positions resulting in low staff morale. As a result, key positions on the establishment have been filled on a contractual basis. This is both to provide the organization with needed manpower and to improve staff morale.*
- *As a result, the Board agreed that the conducting of a Job Evaluation Exercise could be another method to accelerate the process. The Job Evaluation Exercise was conducted during 2012 and involved the collaboration of the Recognised Union for monthly paid workers, the Public Services Association (PSA), the Line Ministry, the QH Board, Management and Staff at all levels.*
- *A draft Cabinet Note with recommendations was sent to the Line Ministry for its review and approval. The draft Note was then forwarded to the Ministry of Public Administration for their review and analysis.*
- *In May 2015 and in 2016 a Revised Staff Establishment and New Classification and Compensation Plan for employees of Queen's Hall was submitted to the Ministerial Committee responsible for monitoring remuneration arrangements in the Public Service, whose secretariat is the CPO. No response has as yet been received.*
- *Continued development and implementation of a comprehensive organization wide Training Programme for technical, non-technical, administrative staff and volunteer ushers has been taking place.*
- *Continued updating and implementation of a Health and Safety Programme for staff, suppliers and users of the Hall. Queen's Hall has finalized and distributed its Health and Safety Manual to staff, which outlines measures to be taken, in keeping with the OSHA Act, to safeguard employees in carrying out of their duties while on the organization's compound.*
- *The committee which coordinates staff activities has continued to solicit feedback from staff regarding their concerns and ideas for improvement of the organization. This provides an avenue for staff to have a voice in the operation of the facility.*
- *The approved Queen's Hall Human Resource Manual which adheres to all Labour Laws and good Industrial Relations practice is being kept updated and staff informed of all revisions.*
- *The use of technology in the development of various communication channels, so that staff are informed of the organization's decisions, policies and procedures and general information.*
- *Development has begun on a Succession plan for the organization. This plan will ensure that a cadre of persons are developed and trained so as to reduce the risk associated with the loss of experienced leadership.*

- *Introduction of a Change Management System, to streamline the activities of each department and staff member to the Vision and Mission of the organization.*

Staffing

There are currently Forty-three (43) monthly (Permanent and contract) and thirty-eight (38) volunteer Ushers who comprise the staff at Queen's Hall.

Procurement of Resources

Strategic Objective

(1) To ensure that all technology (theatre-related and otherwise) procured and implemented at Queen's Hall remains up-to-date and that the physical plant is maintained and enhanced to the benefit of all users of Queen's Hall. (2) To ensure that all equipment, goods and services, etc. procured by Queen's Hall are accounted for and that the procedures used for their procurement are transparent and in accordance with government's procurement regulations.

Results

- *Queen's Hall has developed an organization-wide integrated system which has streamlined all of the organization's information from the various departments into one central storage space. This has allowed the output information from one area to be the input information in another area, thus improving efficiencies within the organization.*
- *This system has various modules which include a Bookings System, Event Management System, Accounting System (inclusive of the Fixed Asset Register) and an Inventory/Stores system.*
- *The linkage of information will ensure that there are minimal areas where gaps in the process exist, since the Bookings, Event Management and Accounting Systems feed off of the same client information, and the Fixed Asset Register and Stores would feed off of the same information regarding purchases for the organization*
- *The integrated organization-wide system has enjoyed great success since its deployment, this has led to the further development of an additional module for the Technical Specifications for events which was created and synchronised with the other modules that currently exist. The information in this module feeds into the Event Management and Accounting Systems.*
- *The Technical Specification module has been completed and is fully integrated with the other system.*

- *The inclusion of the Technical Specification module allows the organization to gather additional useful information as per client requirements which will assist management with the services and equipment offered to clients.*

Tendering Procedures

Tender Committee Rules for Queen's Hall were set up since 1984 with the assistance of the Central Tenders Board. As a result, the Board determined that it was necessary to amend the Tenders Rules based on the Public Procurement and Disposal of Public Property (Amendment) Act 2016 which was assented to by the President on June 17th, 2016. These rules delineate the composition of the QH Tenders Committee, the power and duties of the committee, the recording of decisions, the method of invitation of tenders, the contents of the invitation to tender etc.

Results

- *During 2016, the QH Board unanimously approved the new Tenders Rules Procedures and Standing Orders for the Supply of Goods, Works and Services and for the Disposal of Unserviceable and Surplus Goods.*
- *The QH Tenders Committee began developing procurement procedures which would facilitate an approved list of suppliers that fall outside of the standard contracted services. This is with an aim to again ensure transparency in the purchasing of goods and services.*

Public and Community Relations

As a venue, Queen's Hall is intrinsically linked with the performances it hosts, it is necessary for Queen's Hall to:

1. Further cement its "brand" by ensuring a presence in the market place;
2. Inform Clients of its new systems, procedures and facilities;
3. Satisfy its mandate of nurturing excellence in the performing arts through ensuring that events held at the Hall are promoted through the Queen's Hall Website and other social media.

Strategic Objective

- To promote Queen's Hall as a Concert Hall of choice for the performing arts
- To provide communications to the wider community on the role of Queen's Hall in the enrichment of the lives of the nation and the performing arts community of Trinidad and Tobago

Results

- *Queen's Hall had negotiated and implemented a "What's Going on in Theatre Column, which is published every Friday in the Trinidad Express newspaper. The column provides information on a weekly basis of shows being held at Queen's Hall, NAPA, SAPA, the Naparima Bowl, and the Little Carib Theatre. This is still on-going. Additionally, Queen's Hall had developed quarterly bookmarks for "What's going on at Queen's Hall" which are distributed to Hotels, Embassies, Queen's Hall client database and patrons attending shows.*
- *Queen's Hall's Marquee/Electronic Signboard for the promotion of shows held at Queen's Hall and for public service and community announcements, has received positive response from clients, patrons and the Community.*
- *Increase in the number of On-site tours of back stage Technical Theatre for Primary and Secondary school students as well as increased participation in Student Career fairs. This allowed the wider dissemination of information on the Performing Arts as an option for youth.*
- *Introduction of a Box office solution through the introduction of a ticketing system which provides clients with easy access to printed tickets and on-line sales.*
- *Queen's Hall continues to strengthen its Social Media presence through improvement of its reach via Facebook, Twitter, Instagram, YouTube and LinkedIn.*



Chartered Accountants
& Business Advisors

QUEEN'S HALL BOARD
FINANCIAL STATEMENTS
30 SEPTEMBER 2018



Chartered Accountants
& Business Advisors

QUEEN'S HALL BOARD

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June 25th, 2019

Queen's Hall Board

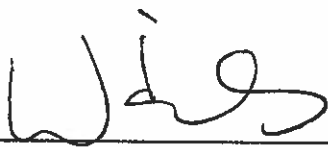
Statement of Management Responsibilities

It is the responsibility of management to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Board as at the end of the financial year and of the operating results of the Board for the year. It is also management's responsibility to ensure that the Board keeps proper accounting records which disclose with reasonable accuracy at any time the financial position of the Board. The Board is also responsible for safeguarding the assets of the Board.

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances.


Management accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Financial Reporting Standards. Management is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Board and of its operating results. Management further accepts responsibility for the maintenance of accounting records which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of Management to indicate that the Board will not remain a going concern for at least the next twelve months from the date of this statement.



Director

Date: 25th June-2019



Director

Date: 25th June-2019

Board Members:

Dr. Helmer Hilwig (Chairman), Mrs. Nisa Suepaul (Deputy Chairman), Ms. Zaida Rajnauth,
Ms. Michelle Joy Cato, Mr. Raymond Choo-Kong, Ms. Karla Gonzales, Ms. Charlene Griffith, Mr. Victor Prescod, Mr. Brian Wood



Chartered Accountants
& Business Advisors

INDEPENDENT AUDITORS' REPORT

The Members Queens Hall Board

Opinion

We have audited the financial statements of Queens Hall Board, which comprise the statement of financial position as at 30 September 2018, the statements of comprehensive income, appropriated funds and cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Queens Hall Board as at 30 September 2018 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards ("IFRSs").

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing ("ISAs"). Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of Queens Hall Board in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and the Board for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Queens Hall Board's ability to continue as a going concern; disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless management either intends to liquidate the Queens Hall Board or to cease operations, or has no realistic alternative but to do so.

The Board is responsible for overseeing the entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

PKF Chartered Accountants and Business Advisors (Trinidad) is a member of the PKF International Limited family of legally independent firms and does not accept any responsibility or liability for the actions or inactions of any individual member or correspondent firm or firms.

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Chartered Accountants
& Business Advisors

INDEPENDENT AUDITORS' REPORT (Cont'd)

Responsibilities of Management and the Board of Directors for the Financial Statements (Cont'd)

In preparing the financial statements, management is responsible for assessing the Queens Hall Board's ability to continue as a going concern; disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless management either intends to liquidate the Queens Hall Board or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Queens Hall Board's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Queens Hall Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Queens Hall Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Queens Hall Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

PKF

25 June 2019
Barataria
TRINIDAD

QUEEN'S HALL BOARD
STATEMENT OF FINANCIAL POSITION

ASSETS

	<u>Notes</u>	30 September	
		<u>2018</u>	<u>2017</u>
		<u>(\$)</u>	<u>(\$)</u>
Current Assets:			
Cash and cash equivalents	5	875,713	2,337,228
Accounts receivable and prepayments	6	<u>1,092,345</u>	<u>1,013,897</u>
Total Current Assets		1,968,058	3,351,125
Non-Current Assets:			
Property, plant and equipment	7	<u>67,864,554</u>	<u>67,842,311</u>
Total Assets		<u><u>69,832,612</u></u>	<u><u>71,193,436</u></u>

LIABILITIES AND FUNDS

Current Liabilities:			
Overdrawn current accounts	8	-	949
Accounts payable and accruals	9	<u>1,989,320</u>	<u>1,739,010</u>
Total Liabilities		<u>1,989,320</u>	<u>1,739,959</u>
Funds:			
Property Fund	13	3,544,377	3,644,377
Property Improvement and Equipment Fund	14	89,735,690	87,285,439
General Fund		<u>(25,436,775)</u>	<u>(21,476,339)</u>
Total Funds		<u>67,843,292</u>	<u>69,453,477</u>
Total Liabilities and Funds		<u><u>69,832,612</u></u>	<u><u>71,193,436</u></u>

These financial statements were approved and authorised for issue by the Board on 25 June 2019 and signed on their behalf by:


Honorary Treasurer


Chairman

(The accompanying notes form part of these financial statements)

QUEEN'S HALL BOARD
STATEMENT OF COMPREHENSIVE INCOME

	For the year ended 30 September	
	<u>2018</u> (\$)	<u>2017</u> (\$)
Income:		
Government Grant	7,695,345	10,692,566
Rental and takings from:		
- Local variety and dance	627,072	838,897
- Other bookings	325,203	252,703
- Broadcast and recordings	-	12,528
- Miscellaneous	359,968	272,216
- Restaurant and bar	49,612	66,150
- Foreign performances	<u>12,775</u>	<u>5,831</u>
Total Income	<u>9,069,975</u>	<u>12,140,891</u>
Expenditure:		
Advertising and promotion	237,236	326,140
Audit fees	58,500	61,800
Board fees	229,636	253,015
Depreciation	2,540,158	2,481,068
Gratuity	137,771	755,719
Insurances	241,827	238,757
Maintenance and repairs	798,135	1,008,907
National Insurance contributions	124,713	129,841
Office expenses and stationery	54,861	252,269
Other goods and services	5,175,784	5,432,286
Other operating expenses *	98,868	29,490
Refurbishment expense	10,059	263,323
Salaries, wages and other benefits	1,595,854	1,724,498
Security	591,782	790,457
Seminars	-	10,383
Telephone	125,451	117,758
Training	109,418	259,900
Travelling and transport	(1,895)	24,722
Utilities	649,721	693,264
Value Added Tax written off	<u>352,532</u>	<u>514,719</u>
Total Expenditure	<u>13,130,411</u>	<u>15,368,316</u>
Deficit of income over expenditure	<u><u>(4,060,436)</u></u>	<u><u>(3,227,425)</u></u>

* The increase in Other Operating Expenses is primarily due to annual fees for software licenses arising from the purchase of software which was initially capitalized.

(The accompanying notes form part of these financial statements)

QUEEN'S HALL BOARD
STATEMENT OF APPROPRIATED FUNDS
30 SEPTEMBER 2018

	Property Fund (\$)	Property Improvement and Equipment Fund (\$)	General Fund (\$)
Balance as at 1 October 2016	3,744,377	84,325,718	(18,348,914)
Depreciation expense on Queen's Hall property	(100,000)	-	100,000
Deficit of income over expenditure	-	-	(3,227,425)
Receipts for property improvement	<u>-</u>	<u>2,959,721</u>	<u>-</u>
Balance as at 30 September 2017	<u>3,644,377</u>	<u>87,285,439</u>	<u>(21,476,339)</u>
Balance as at 1 October 2017	3,644,377	87,285,439	(21,476,339)
Depreciation expense on Queen's Hall property	(100,000)	-	100,000
Deficit of income over expenditure	-	-	(4,060,436)
Receipts for property improvement	<u>-</u>	<u>2,450,251</u>	<u>-</u>
Balance as at 30 September 2018	<u>3,544,377</u>	<u>89,735,690</u>	<u>(25,436,775)</u>

(The accompanying notes form part of these financial statements)

QUEEN'S HALL BOARD
STATEMENT OF CASH FLOWS

	For the year ended 30 September	
	<u>2018</u>	<u>2017</u>
	(\$)	(\$)
Operating Activities:		
Deficit of income over expenditure	(4,060,436)	(3,227,425)
Adjustments for:		
Depreciation	2,540,158	2,481,068
Value Added Tax written off	<u>352,532</u>	<u>514,719</u>
	(1,167,746)	(231,638)
Net change in accounts receivable and prepayments	(430,980)	(466,419)
Net change in accounts payable and accruals	<u>250,310</u>	<u>(619,680)</u>
Cash used in operating activities	<u>(1,348,416)</u>	<u>(1,317,737)</u>
Investing Activities:		
Additions to property, plant and equipment net of transfers	<u>(2,562,401)</u>	<u>(1,702,020)</u>
Cash used in investing activities	<u>(2,562,401)</u>	<u>(1,702,020)</u>
Financing Activities:		
Receipts for property improvement	<u>2,450,251</u>	<u>2,959,721</u>
Cash provided by financing activities	<u>2,450,251</u>	<u>2,959,721</u>
Net change in cash resources	(1,460,566)	(60,036)
Cash resources, beginning of year	<u>2,336,279</u>	<u>2,396,315</u>
Cash resources, end of year	<u><u>875,713</u></u>	<u><u>2,336,279</u></u>
Represented by:		
Cash and cash equivalents	875,713	2,337,228
Overdrawn current accounts	<u>-</u>	<u>(949)</u>
	<u><u>875,713</u></u>	<u><u>2,336,279</u></u>

(The accompanying notes form part of these financial statements)

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

1. Incorporation and Activities:

The Board is a non-profit organisation, incorporated by Trinidad and Tobago Act of Parliament (Queen's Hall Act, Chapter 40:50; Act of 1969 amended by Act No. 45 of 1979). The principal activity is operation of the cultural and recreational facility known as "Queen's Hall". The principal place of business is #1-3 St. Ann's Road, St. Ann's.

2. Summary of Significant Accounting Policies:

(a) Basis of Financial Statements Preparation

These financial statements are prepared in accordance with the International Financial Reporting Standards (IFRSs) and are stated in Trinidad and Tobago dollars rounded to the nearest dollar. These financial statements have been prepared on the historical cost basis.

(b) Use of Estimates

The preparation of financial statements in conformity with IFRSs requires the use of certain critical accounting estimates and requires management to exercise its judgement in the process of applying the Board's accounting policies. It also requires the use of assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

c) New Accounting Standards and Interpretations -

The Board has not applied the following standards, revised standards and interpretations that have been issued but are not yet effective as they:

- do not apply to the activities of the Board;
- have no material impact on its financial statements; or
- have not been early adopted by the entity.

IFRS 1 First-time Adoption of Financial Reporting Standards - Amendments regarding the deletion of short-term exemptions for first-time adopters (effective for accounting periods beginning on or after 1 January 2018).

IFRS 2 Share-based Payment - Amendments regarding the classification and measurement of share-based payment transactions (effective for accounting periods beginning on or after 1 January 2018).

IFRS 4 Insurance Contracts - Amendments regarding the application of IFRS 9 'Financial Instruments' with IFRS 4 'Insurance Contracts' (effective for accounting periods beginning on or after 1 January 2018).

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

2. Summary of Significant Accounting Policies (Cont'd):

(c) New Accounting Standards and Interpretations (cont'd) -

IFRS 9	Financial Instruments (effective for accounting periods beginning on or after 1 January 2018).
IFRS 9	Financial Instruments - Amendments regarding the application of IFRS 9 'Financial Instruments' with IFRS 4 'Insurance Contracts' (effective for accounting periods beginning on or after 1 January 2018).
IFRS 9	Financial Instruments - Amendments regarding prepayment features with negative compensation (effective for accounting periods beginning on or after 1 January 2019).
IFRS 15	Revenue from Contracts with Customers (effective for accounting periods beginning on or after 1 January 2018).
IFRS 16	Leases (effective for accounting periods beginning on or after 1 January 2019).
IFRS 17	Insurance Contracts (effective for accounting periods beginning on or after 1 January 2021).
IAS 28	Investment in Associates - Amendments regarding the long-term interests in associates and Joint Ventures (effective for accounting periods beginning on or after 1 January 2019).
IAS 40	Investment Property - Amendments regarding the transfer of investment property (effective for accounting periods beginning on or after 1 July 2018).
IFRIC 22	Foreign Currency Transactions and Advance Consideration (effective for accounting periods beginning on or after 1 January 2018).
IFRIC 23	Uncertainty over Income Tax Treatments (effective for accounting periods beginning on or after 1 January 2019).

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

2. Summary of Significant Accounting Policies (Cont'd):

(d) Property, Plant and Equipment

Property, plant and equipment are stated at cost less related depreciation. Full depreciation is charged in the year of purchase and none in the year of disposal. Depreciation is provided at rates estimated to write-off the cost of the assets over their useful lives except for the capital work-in-progress which is not depreciated. The rates applied are shown hereunder:

Queen's Hall property	-	2%	straight line basis
Furniture and fixtures	-	10%	reducing balance basis
Electrical equipment	-	10%	reducing balance basis
Mechanical equipment	-	10%	reducing balance basis
Land and building improvements	-	10%	reducing balance basis
Motor Vehicle	-	10%	reducing balance basis
Office and computer equipment	-	25%	reducing balance basis

No depreciation is charged on capital work-in-progress

(e) Financial Instruments

Financial assets and financial liabilities are recognised on the Board's Statement of Financial Position when the Board becomes a party to the contractual provisions of the instrument.

The fair values of the Board's financial assets and liabilities approximates to their carrying amounts at the reporting date.

i) Cash and Cash Equivalents

Cash and cash equivalents consist of highly liquid investments which are carried at cost, which approximates market value.

ii) Accounts Receivable and Prepayments

Accounts receivable and prepayments are measured at initial recognition at fair value, and are subsequently measured at amortised cost using the effective interest rate method. Appropriate allowances for estimated irrecoverable amounts are recognised in the Statement of Comprehensive Income when there is objective evidence that the asset is impaired. The allowance recognised is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the effective interest rate computed at initial recognition.

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

2. Summary of Significant Accounting Policies (Cont'd):

(e) Financial Instruments (cont'd)

iii) Accounts Payable and Accruals

Accounts payable and accruals are initially measured at fair value, and are subsequently measured at amortised cost, using the effective interest rate method.

(f) Foreign Currency

Monetary assets and liabilities denominated in foreign currencies are expressed in Trinidad and Tobago dollars at rates of exchange ruling at the reporting date. All revenue and expenditure transactions denominated in foreign currencies are translated at the average rate and the resulting profits and losses on exchange from these trading activities are recorded in the Statement of Comprehensive Income.

(g) Comparative Figures

Certain changes in the presentation have been made during the year and comparative figures have been restated accordingly. These changes have no impact on the net profit reported for the previous year.

(h) Revenue Recognition

Government Grants are accounted for using the income approach. Under this approach, the grant is recognised in profit or loss on a systematic basis over the periods in which the entity recognises as expenses, the related costs for which the grant is intended to compensate.

(i) Taxation

The Board is not subjected to Corporation Tax.

(j) Going Concern -

At the year-end date, the Board's current liabilities exceeded its current assets by **\$21,262**. Notwithstanding the foregoing, these financial statements have been prepared on the going concern basis. This basis has been deemed appropriate in view of the Board's ability to continue its operation using internally generated cash flow and funding from government and sponsors. In the subsequent financial year, such funding was received.

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

3. Financial Risk Management:

The Society's activities are primarily related to the use of financial instruments. The Society accepts funds from members and earns interest by investing in equity investments, government securities and on-lending to members at higher interest rates.

Financial instruments

The following table summarizes the carrying amounts and fair values of the Society's financial assets and liabilities:

		<u>2018</u>	
	<u>Carrying Value</u>		<u>Fair Value</u>
Financial Assets	(\$)		(\$)
Cash and cash equivalents	875,713		875,713
Accounts receivable and prepayments	1,092,345		1,092,345
Financial Liabilities			
Accounts payable and accruals	1,989,320		1,989,320
		<u>2017</u>	
	<u>Carrying Value</u>		<u>Fair Value</u>
Financial Assets	(\$)		(\$)
Cash and cash equivalents	2,337,228		2,337,228
Accounts receivable and prepayments	1,013,897		1,013,897
Financial Liabilities			
Overdrawn current account	949		949
Accounts payable and accruals	1,739,010		1,739,010

Financial risk factors

The Board is exposed to interest rate risk, credit risk, liquidity risk, currency risk, operational risk, compliance risk and reputation risk arising from the financial instruments that it holds. The risk management policies employed by the Board to manage these risks are discussed below:

(a) Interest rate risk

Interest rate risk is the risk that the value of financial instruments will fluctuate due to changes in market interest rates. The Board is exposed to interest rate risk through the effect of fluctuations in the prevailing levels of interest rates on interest bearing financial assets and liabilities, including customer deposits and other funding instruments.

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

3. Financial Risk Management (Cont'd):

(a) Interest rate risk (cont'd)

Interest rate sensitivity analysis

The Board's exposure to interest rate risk is summarized in the table below, which analyses assets and liabilities at their carrying amounts categorized according to their maturity dates.

	<u>Effective Rate</u>	<u>Up to 1 year (\$)</u>	<u>1 to 5 years (\$)</u>	<u>2018 Over 5 years (\$)</u>	<u>Non-Interest Bearing (\$)</u>	<u>Total (\$)</u>
Financial Assets						
Cash and cash equivalents	0.01%	874,213	-	-	1,500	875,713
Accounts receivable and prepayments	0.00%	-	-	-	1,092,345	1,092,345
		<u>874,213</u>	<u>-</u>	<u>-</u>	<u>1,093,845</u>	<u>1,968,058</u>
Financial Liabilities						
Accounts payable and accruals	0.00%	-	-	-	1,989,320	1,989,320
		<u>-</u>	<u>-</u>	<u>-</u>	<u>1,989,320</u>	<u>1,989,320</u>
	<u>Effective Rate</u>	<u>Up to 1 year (\$)</u>	<u>1 to 5 years (\$)</u>	<u>2017 Over 5 years (\$)</u>	<u>Non-Interest Bearing (\$)</u>	<u>Total (\$)</u>
Financial Assets						
Cash and cash equivalents	0.01%	2,335,736	-	-	1,492	2,337,228
Accounts receivable and prepayments	0.00%	-	-	-	1,013,897	1,013,897
		<u>2,335,736</u>	<u>-</u>	<u>-</u>	<u>1,015,389</u>	<u>3,351,125</u>
Financial Liabilities						
Overdrawn current account	3.00%	949	-	-	-	949
Accounts payable and accruals	0.00%	-	-	-	1,739,010	1,739,010
		<u>949</u>	<u>-</u>	<u>-</u>	<u>1,739,010</u>	<u>1,739,959</u>

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

3. Financial Risk Management (Cont'd):

(b) Credit risk

Credit risk arises when a failure by counter parties to discharge their obligations could reduce the amount of future cash inflows from financial assets on hand at the reporting date. The Board relies heavily on a written Internal Control Operations Manual, which sets out in detail the current policies governing the granting of credit and provides a comprehensive framework for prudent risk management of the credit function.

Adherence to these guidelines is expected to communicate the Board's granting of credit philosophy, provide policy guidelines to team members involved in the granting of credit, establish minimum standards for credit analysis, documentation, decision-making and post-disbursement administration, as well as create the foundation for a sound credit portfolio.

The Board's receivable portfolio is managed and consistently monitored by management and provisions have been established for potential credit losses on delinquent accounts.

Cash balances are held with high credit quality financial institutions and the Board has policies to limit the amount of exposure to any financial institution.

The Board also actively monitors global economic developments and government policies that may affect the growth rate of the local economy.

(c) Liquidity risk

Liquidity risk is the risk that arises when the maturity of assets and liabilities does not match. An unmatched position potentially enhances profitability, but can also increase the risk of losses. The Board has procedures with the object of minimising such losses such as maintaining sufficient cash and other highly liquid current assets and by having available an adequate amount of committed credit facilities.

The Board is exposed to daily calls on its available cash resources to settle financial and other liabilities.

i) Risk management

The matching and controlled mismatching of financial assets and liabilities are fundamental to the management of the Board. The Board employs various asset/liability techniques to manage liquidity gaps. Liquidity gaps are mitigated by generating sufficient cash from customers' deposits.

To manage and reduce liquidity risk the Board's management actively meets to match cash inflows with liability requirements.

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

3. Financial Risk Management (Cont'd):

(c) Liquidity risk (cont'd)

ii) Liquidity gap

The Board's exposure to liquidity risk is summarised in the table below which analyses assets and liabilities based on the remaining period at the reporting date to the contractual maturity date.

	2018			
	<u>Up to 1 year</u>	<u>1 to 5 years</u>	<u>Over 5 years</u>	<u>Total</u>
	(\$)	(\$)	(\$)	(\$)
Financial Assets				
Cash and cash equivalents	875,713	-	-	875,713
Accounts receivable and prepayments	<u>1,092,345</u>	<u>-</u>	<u>-</u>	<u>1,092,345</u>
	<u>1,968,058</u>	<u>-</u>	<u>-</u>	<u>1,968,058</u>
Financial Liabilities				
Accounts payable and accruals	<u>1,989,320</u>	<u>-</u>	<u>-</u>	<u>1,989,320</u>
	<u>1,989,320</u>	<u>-</u>	<u>-</u>	<u>1,989,320</u>
	2017			
	<u>Up to 1 year</u>	<u>1 to 5 years</u>	<u>Over 5 years</u>	<u>Total</u>
	(\$)	(\$)	(\$)	(\$)
Financial Assets				
Cash and cash equivalents	2,337,228	-	-	2,337,228
Accounts receivable and prepayments	<u>1,013,897</u>	<u>-</u>	<u>-</u>	<u>1,013,897</u>
	<u>3,351,125</u>	<u>-</u>	<u>-</u>	<u>3,351,125</u>
Financial Liabilities				
Overdrawn current account	949			949
Accounts payable and accruals	<u>1,739,010</u>	<u>-</u>	<u>-</u>	<u>1,739,010</u>
	<u>1,739,959</u>	<u>-</u>	<u>-</u>	<u>1,329,959</u>

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

3. Financial Risk Management (Cont'd):

(d) Currency risk

Currency risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates. Currency risk arises when future commercial transactions and recognised assets and liabilities are denominated in a currency that is not the Board's measurement currency. The Board is exposed to foreign exchange risk arising from various currency exposures primarily with respect to the United States Dollar. The Board's management monitors the exchange rate fluctuations on a continuous basis and acts accordingly.

(e) Operational risk

Operational risk is the risk that derives from the deficiencies relating to the Board's information technology and control systems as well as the risk of human error and natural disasters. The Board's systems are evaluated, maintained and upgraded continuously.

(f) Compliance risk

Compliance risk is the risk of financial loss, including fines and other penalties, which arise from non-compliance with laws and regulations of the state. The risk is limited to a significant extent due to the supervision applied by the Ministry of Community Development, Culture and Gender Affairs, as well as by the monitoring controls applied by the Board.

(g) Reputation risk

The risk of loss of reputation arising from the negative publicity relating to the Board's operations (whether true or false) may result in a reduction of its clientele, reduction in revenue and legal cases against the Board. The Board applies procedures to minimize this risk.

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

4. Critical Accounting Estimates and Judgments:

The preparation of financial statements in accordance with the IFRSs requires management to make judgements, estimates and assumptions in the process of applying the Board's accounting policies.

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The Board makes estimates and assumptions concerning the future and actual results could differ from those estimates as the resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Changes in accounting estimates are recognised in the Statement of Comprehensive Income in the period in which the estimate is changed, if the change affects that period only, or in the period of the change and future periods if the change affects both current and future periods.

The critical judgements, apart from those involving estimations, which have the most significant effect on the amounts recognised in the financial statements, are as follows:

- i) Whether leases (if any) are classified as operating leases or finance leases.
- ii) Which depreciation method for property, plant and equipment is used.

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date (requiring management's most difficult, subjective or complex judgements) that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

i) Impairment of assets

Management assesses at each reporting date whether assets are impaired. An asset is impaired when the carrying value is greater than its recoverable amount and there is objective evidence of impairment. Recoverable amount is the present value of the future cash flows. Provisions are made for the excess of the carrying value over its recoverable amount.

ii) Property, plant and equipment

Management exercises judgement in determining whether future economic benefits can be derived from expenditures to be capitalised and the useful lives and residual values of these assets.

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

5. Cash and Cash Equivalents:

	30 September	
	<u>2018</u>	<u>2017</u>
	(\$)	(\$)
Petty cash	1,500	1,492
First Citizens Bank Limited	695,939	2,217,651
Republic Bank Limited - Account #1	144,069	-
Republic Bank Limited - Account #2	3,537	118,085
Scotiabank Trinidad and Tobago Limited	<u>30,668</u>	<u>-</u>
	<u><u>875,713</u></u>	<u><u>2,337,228</u></u>

6. Accounts Receivable and Prepayments:

	30 September	
	<u>2018</u>	<u>2017</u>
	(\$)	(\$)
Trade receivables	926,139	788,540
Value Added Tax receivable	4,645	-
Other receivables	16,385	55,275
Prepayments	<u>145,176</u>	<u>170,082</u>
	<u><u>1,092,345</u></u>	<u><u>1,013,897</u></u>

Accounts receivable and prepayments are stated at amortised cost. Because of the short maturity period, historic cost is a reasonable approximation of amortised cost.

QUEEN'S HALL BOARD

NOTES TO THE FINANCIAL STATEMENTS

30 SEPTEMBER 2018

7. Property, Plant and Equipment:

Cost:	Queen's Hall Property (\$)	Furniture and Fixtures (\$)	Electrical Equipment (\$)	Mechanical Equipment (\$)	Land and Building Improvements (\$)	Motor Vehicles (\$)	Office and Computer Equipment (\$)	Capital Work In Progress (\$)	Total (\$)
As at 1 October 2017	5,000,000	3,382,251	11,671,735	1,831,231	59,768,542	161,602	1,857,876	1,519,070	85,192,307
Additions	-	34,371	1,739,462	11,391	836,687	-	159,749	2,691	2,784,351
Transfers	-	-	-	-	-	-	-	(221,950)	(221,950)
Balance as at 30 September 2018	<u>5,000,000</u>	<u>3,416,622</u>	<u>13,411,197</u>	<u>1,842,622</u>	<u>60,605,229</u>	<u>161,602</u>	<u>2,017,625</u>	<u>1,299,811</u>	<u>87,754,708</u>
Accumulated Depreciation:									
Balance as at 1 October 2017	1,355,623	1,250,030	4,613,929	905,547	7,841,672	95,334	1,287,861	-	17,349,996
Charge for the year	<u>100,000</u>	<u>218,159</u>	<u>883,280</u>	<u>93,707</u>	<u>1,055,271</u>	<u>6,627</u>	<u>183,114</u>	-	<u>2,540,158</u>
Balance as at 30 September 2018	<u>1,455,623</u>	<u>1,468,189</u>	<u>5,497,209</u>	<u>999,254</u>	<u>8,896,943</u>	<u>101,961</u>	<u>1,470,975</u>	-	<u>19,890,154</u>
Net Book Value									
Balance as at 30 September 2018	<u>3,544,377</u>	<u>1,948,433</u>	<u>7,913,988</u>	<u>843,368</u>	<u>51,708,286</u>	<u>59,641</u>	<u>546,650</u>	<u>1,299,811</u>	<u>67,864,554</u>
Balance as at 30 September 2017	<u>3,644,377</u>	<u>2,132,221</u>	<u>7,057,806</u>	<u>925,684</u>	<u>51,926,870</u>	<u>66,268</u>	<u>570,015</u>	<u>1,519,070</u>	<u>67,842,311</u>

QUEEN'S HALL BOARD

NOTES TO THE FINANCIAL STATEMENTS

30 SEPTEMBER 2018

7. Property, Plant and Equipment (Cont'd):

Cost:	Queen's Hall Property (\$)	Furniture and Fixtures (\$)	Electrical Equipment (\$)	Mechanical Equipment (\$)	Land and Building Improvements (\$)	Motor Vehicles (\$)	Office and Computer Equipment (\$)	Capital Work In Progress (\$)	Total (\$)
As at 1 October 2016	5,000,000	3,339,669	10,791,143	1,824,386	59,459,169	161,602	1,651,210	1,263,108	83,490,287
Additions	-	42,582	872,469	6,845	291,450	-	206,666	282,008	1,702,020
Transfers	-	-	8,123	-	17,923	-	-	(26,046)	-
Balance as at 30 September 2017	<u>5,000,000</u>	<u>3,382,251</u>	<u>11,671,735</u>	<u>1,831,231</u>	<u>59,768,542</u>	<u>161,602</u>	<u>1,857,876</u>	<u>1,519,070</u>	<u>85,192,307</u>
Accumulated Depreciation:									
Balance as at 1 October 2016	1,255,623	1,013,117	3,829,728	802,693	6,781,939	87,971	1,097,857	-	14,868,928
Charge for the year	<u>100,000</u>	<u>236,913</u>	<u>784,201</u>	<u>102,854</u>	<u>1,059,733</u>	<u>7,363</u>	<u>190,004</u>	-	<u>2,481,068</u>
Balance as at 30 September 2017	<u>1,355,623</u>	<u>1,250,030</u>	<u>4,613,929</u>	<u>905,547</u>	<u>7,841,672</u>	<u>95,334</u>	<u>1,287,861</u>	-	<u>17,349,996</u>
Net Book Value									
Balance as at 30 September 2017	<u>3,644,377</u>	<u>2,132,221</u>	<u>7,057,806</u>	<u>925,684</u>	<u>51,926,870</u>	<u>66,268</u>	<u>570,015</u>	<u>1,519,070</u>	<u>67,842,311</u>
Balance as at 30 September 2016	<u>3,744,377</u>	<u>2,326,552</u>	<u>6,961,415</u>	<u>1,021,693</u>	<u>52,677,230</u>	<u>73,631</u>	<u>553,353</u>	<u>1,263,108</u>	<u>68,621,359</u>

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

8. Overdrawn Current Accounts:

	30 September	
	<u>2018</u>	<u>2017</u>
	(\$)	(\$)
Republic Bank Limited - Account #1	-	816
Scotiabank Trinidad and Tobago Limited	-	133
	<u>-</u>	<u>949</u>

9. Accounts Payable and Accruals:

	30 September	
	<u>2018</u>	<u>2017</u>
	(\$)	(\$)
Trade creditors	197,489	247,421
Cautionary fees	234,262	203,514
Audit fees	58,500	58,500
Accrued vacation payable	368,153	352,789
Deferred income	778,725	592,950
Other payables	<u>352,191</u>	<u>283,836</u>
	<u>1,989,320</u>	<u>1,739,010</u>

10. Related Party Transactions:

Parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial decisions.

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Board. Key management compensation comprises the fees and salaries paid to Board Members and Executive Management.

A number of transactions are entered into with related parties in the normal course of business. These transactions were carried out on commercial terms at market rates. Balances and transaction with related parties and key management personnel during the year were as follows:

	30 September	
	<u>2018</u>	<u>2017</u>
	(\$)	(\$)
Short-Term Benefits	536,410	580,350
Post-employments benefits	<u>-</u>	<u>104,640</u>
	<u>536,510</u>	<u>684,990</u>

QUEEN'S HALL BOARD
NOTES TO THE FINANCIAL STATEMENTS
30 SEPTEMBER 2018

11. Fair Values:

Fair value is the amount for which an asset could be exchanged, or a liability settled between knowledgeable, willing parties in an arm's length transaction. The existence of published price quotation in an active market is the best evidence of fair value. Where market prices are not available, fair values are estimated using various valuation techniques, including using recent arm's length market transactions between knowledgeable, willing parties, if available, current fair value of another financial instrument that is substantially the same and discounted cash flow analysis.

The following method has been used to estimate the fair values of financial assets and liabilities. The carrying amounts of current assets and liabilities are a reasonable approximation of the fair values because of their short-term nature.

12. Capital Risk Management:

The Board manages its capital to ensure that it will be able to continue as a going concern while maximising its returns, whilst providing value to its customers. The Board's overall strategy remains unchanged from previous years.

The capital structure of the Board consists of equity attributable to members, which comprises Property Fund, Property Improvement and Equipment Fund and General Fund.

13. Property Fund:

This fund was created in 1985 to recognise the Queen's Hall property which was vested in the Board by enabling Act, without monetary consideration. The value assigned thereto was determined by the Board as the minimum replacement cost of the Hall.

14. Property Improvement and Equipment Fund:

The Property Improvement Fund reflects subsequent contributions received from Government and other agencies, in respect of improvement to the Hall.

From 1985, all amounts received by the Board specifically for additional or replacement equipment are credited to the Equipment Fund.

15. Value Added Tax Written Off:

This represents the expensing of the portion of Value Added Tax on expenses, deemed illegible for reimbursement, on account of the quantum of Government Grants from which Value Added Tax is not collectible by the Board of Inland Revenue.

APPENDIX II

NAPARIMA BOWL

ANNUAL REPORT 2017 -2018 AND FINANCIAL
STATEMENTS

YEAR ENDED 30TH SEPTEMBER 2018



#19-21 Paradise Pastures
San Fernando.

www.naparimabowl.com

NAPARIMA BOWL

ANNUAL REPORT

OCTOBER 2017 TO SEPTEMBER 2018

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EXECUTIVE SUMMARY

Naparima Bowl (fondly referred to as ‘the Bowl’) was established by Act #19 of 1969, amended by Act #45 of 1979, with the sole purpose of providing for the establishment of a Concert Hall in the Borough of San-Fernando. Naparima Bowl as a sanctuary for the arts is an intrinsic part of the creative industries’ well-being – a sustainable creative enterprise. Our arts is our nation’s most precious heritage, for it is in our works of art that we reveal to ourselves, and to others, the inner vision which will guide us as a nation.. The ‘arts’ is a powerful tool and a sustainable driver of emerging economies, it helps individuals connect with each other and it accesses cultures and educates and enriches society.

Naparima Bowl has been functioning on a limited basis since 2005 when a major part of the Bowl was demolished to make way for a new Naparima Bowl. Finally, in April 2018, the process for the Refurbishment and Expansion of Naparima Bowl began. The Board of Directors and the C.E.O worked in conjunction with the Ministry of Community Development, Culture and the Arts for the refurbishment and expansion of the Bowl. Approval was given by the Permanent Secretary, (MCDCA) to utilize our unspent balances to cover the cost of this process. With the assistance of two (2) officers from the Ministry of Community Development, Culture and the Arts (MCDCA), a Design Master Plan – Request for Proposals (RFP) document was submitted to the Board of Directors for their approval and consent to continue. Having approved the final draft, the document was submitted to the Permanent Secretary for her approval, which we are currently awaiting. The Naparima Bowl, fully redeveloped will be an agent for active, positive social change

Naparima Bowl’s phased Refurbishment and expansion programme hinges on the underlying business philosophy to keep the entity financially viable rather than just alive. This redevelopment prioritizes the provision of related, contiguous spaces for the core performing visual, literary and allied artistic pursuits – for our current and anticipated practitioners and audiences. The Auditorium is our main revenue earner. During this fiscal year, the auditorium has been continuously upgraded with cutting edge technology in Lighting and Sound reproduction. Management and staff continue to offer the best available service to our clients and patrons.

1.1. Mission Statement

“To make the Naparima Bowl a true centre for the arts where artists can be supported and encouraged to pursue their dreams and where the community

can access the beauty and truth that the arts can provide for their enjoyment and the enrichment of their lives.”

1.2 **Vision Statement**

To establish the Naparima Bowl as a premier arts centre that will be the forum for the expression and celebration of culture.

1.3 **Philosophy**

Our philosophy embodies our policies and management goals for the future destination of Naparima Bowl. Both our Mission & Vision are driven by the dedication of our staff towards creating and providing the best competitive and popular product in theatre, music, drama, dance and the literary arts. We have already been partly successful in our Mission by creating a competitive edge in the theatre industry. Our Vision is to maintain and expand that edge together with our market segment

1.4 **Strategic Objectives**

- To provide exceptional, efficient, affordable infrastructure and cultural facilities and opportunities for all the Arts.
- To provide job enhancement and job enrichment opportunities for all our staff in our quest to maintain a higher standard of customer service
- Continue to provide a cadre of expert professionals dedicated to the customized and unique needs of all our clientele.

2.0 **ORGANISATION STRUCTURE**

2.1 **Organisational Profile**

The Bowl is comprised of the Auditorium, Amphitheatre, dressing room facilities, courtyard/patio and Administrative Offices. The Auditorium accommodates 500 seats and hosts plays, musicals, oratorios, dance, comedies, weddings, seminars, graduations, Annual General Meetings, Music Festival, Secondary Schools Drama, Best Village, foreign productions.

Immediately south of the Auditorium is a massive 2500-seater open-air Amphitheatre that often accommodates performances such as, Calypso, Comedy productions, concerts etc. The courtyard/patio hosts events such as weddings, parties, fetes, bazaars. For a wedding, the area can accommodate approximately 200-250 guests (inclusive of tables and chairs); for large fetes, it can accommodate between 3,000-4,000 persons.

The Bowl is a preferred choice for local, national and international clients that include non-profit organisations, professional bodies, businesses, Ministries, churches and NGOs. Complementary services include secure parking for 140 vehicles, a Box Office, a Cafeteria/Bar, a kitchen and a patio with a scenic background. The Bowl is manned by a complement of 33 full-time staff members (permanent and contract), and 23 on-call workers (3 Janitors, 2 Watchman, and 18 Ushers). Our premises are protected by 24/7 Security.

At present, the Bowl cannot provide conference and training facilities as part of our income stream neither can it accommodate meetings, rehearsals, classes etc. Parking is also limited, hence inadequate. Most of the Bowl continues to be housed in refurbished steel shipping containers; space is severely restricted and we are unable to accommodate Technical staff and Ushers.

However, a space was identified to be refurbished; it will be separated into two (2) floors, one to house technical staff and the other to house the piano music room. (Diagram A). The refurbishment of this space, started in 2017 and had to be halted because of a lack of funds. It was re-started during this fiscal year and will not interfere with the bigger plans for refurbishment and expansion.

Diagram A



2.2 Corporate Structure

The Chief Executive Officer is responsible for the management and financial operations of the Organisation. The Board of Directors provides governance and the CEO acts as the interface between the Bowl, its objectives and the Board. The Board of Directors is appointed by Cabinet and is accountable to the Minister of Community Development, Culture and the Arts.

2.3 Services / Products Provided

a) Services –

Naparima Bowl continuously seeks to encourage and nurture a culture of customer service excellence in its systems, operations and procedures.

Naparima Bowl's product is strictly and essentially a Service defined as follows:

- 1) Rental of the following facilities:
 - a) Auditorium inclusive of dressing rooms
 - b) Amphitheatre

- c) Box Office, Cafeteria, Kitchen,
 - d) Grounds, for performing Arts and other affiliated activities.
- 2) In addition, clients enjoy the essential up-to-date technical services, which are an integral component of theatrical productions: lights, sound, multi-media scenery and properties.
- 3) Ushering and car park attendant services are also provided.
- 4) In September, 2018 we began the provision of a new service – making available video-recording of events for clients.

b) Special Projects

Ministry of Community Development, Culture and the Arts has continued to alleviate infrastructural problems being experienced by the Bowl, pending the start of the Refurbishment and Expansion Project of Naparima Bowl. Under the PSIP, \$1.5M was released to Naparima Bowl to purchase lights, sound and stage equipment for the Auditorium.

Other maintenance works in the auditorium, containers and grounds continued throughout the year, in some instances with the assistance of Ministry of Works, who supplied their labour free of charge. We were unable to undertake any major capital projects because of a lack of funds.

2.4 Delegated Levels of Authority

Hierarchical levels of Authority: Minister of Community Development, Culture and the Arts, Permanent Secretary, Deputy Permanent Secretary, Board of Directors, CEO, Supervisors, Staff. (See Appendix 1).

2.5 Legislative and Regulatory Framework

Naparima Bowl (fondly referred to as ‘the Bowl’) was established by Act #19 of 1969, amended by Act #45 of 1979, with the sole purpose of providing for the establishment of a Concert Hall in the Borough of San-Fernando. Monthly paid and contract employees operate within guidelines set by the Chief Personnel Officer. National Union of Government and Federated Workers (NUGFW)

bargain with Naparima Bowl for terms and conditions for daily-rated employees, which must to be approved by the CPO. Monthly-paid employees are represented by the Public Services Association Union.

Naparima Bowl, with the assistance of its Industrial Consultant, submitted proposals to National Union of Government and Federated workers (NUGFW) and the Minister of Labour for the new Collective Agreement 2014-2016 in July 2015. We are still awaiting a response from the Union to begin negotiations.

2.6 Reporting Functions

Departments submit monthly and annual reports, which are used to prepare a consolidated report. These reports provide statistical data on the use of the Auditorium by clients and patrons. Annual reports are submitted to the Board of Directors of Naparima Bowl and to the line Ministry, Ministry of Community Development Culture and the Arts.

3.0. POLICIES AND DEVELOPMENT INITIATIVES

3.1 Short, Medium and long term plans

- ✓ Short Term Plans: A large portion of the Bowl was demolished in 2005 and in April 2018, plans for the refurbishment of expansion work began. In the short term, extensive repairs continue towards building maintenance.
- ✓ Long Term Plans: In May, 2018 the Board of Directors revised and approved plans for the refurbishment and expansion of Naparima Bowl in three (3) phases, with the assistance of the Permanent Secretary, Mrs. Angela Edwards and Mr. Sookdeo Sankar, Planning Coordinator, MCDCA:

Phase 1 – (\$3.100m) Development of Design Build Master Plan – Request for Proposals (RFP) and site surveys (cadastral survey, topographical and drainage surveys, geotechnical surveys)

Phase 2 – (\$5.6M) Preparation of Design Build tender documents and preparation of tender documents for

construction drawing for new L-shaped 2-3 story building (inclusive of project management, supervision and consultancy fees) to house the following,

- Administrative Building
- Rehearsal Rooms (3)
- Foyer/ Green Room
- Change Rooms- Washrooms
- Library
- Dance Studios (2)
- Black Box Theater
- Multimedia/ Visual Arts
- Art/ Exhibition Spaces
- Choral and Orchestra Studio (Drumming Studio)
- Ticket/Box Office

Phase 3 – (\$14M) Preparation of tender documents and construction drawings and construction for phase 3 new works, inclusive of continuation and finalization of all works, together with consultancy fees and supervision.

- Car Parking Facility
- Culinary Arts Facility
- Archives Room
- Support Facilities
- External Works

In May 2018, these proposals were submitted to the Ministry, seeking approval for Phase I to be put into effect in the fiscal year 2017-2018. Approval was received to begin the Master Plan Design Build documents in July 2018.

3.2 Performance Objectives and Accomplishments

- The auditorium continued to be upgraded with top of the line lighting, sound and stage equipment thanks to the Ministry of Community Development, Culture and the Arts, who funded this exercise.
- Other refurbishment works on containers, grounds and Auditorium were effected, e.g.:

Maintenance of stage, lights, sound, soft goods, fire curtain, genie lift, fly gallery, A/C units, generator, security lights and cameras, general electrical repairs.

- The majority of staff continues, unfortunately, to be on short-term employment – we are awaiting approval from the MCDCA for the approval of contract positions, which will see staff enjoying more long-term contracts (3 years). This request was made in February 2018.

Although we continue to serve the public on a smaller scale than what was offered prior to 2005, the Bowl remains fully booked. The full redevelopment of Naparima Bowl has started by the preparation of the RFP. In the interim, repairs and short-term refurbishments have become the norm for Naparima Bowl.

4.0 FINANCIAL OPERATIONS

A new firm of Auditors, Bob Gopee and Associates, was hired to audit the financials of the Bowl for the period October 2017 to September 2018, in keeping with the Naparima Bowl Act.

4.1 Budget Formulation:

Budget formulation is an essential step in the process of securing financial resources for the Naparima Bowl. Two (2) budgets are prepared once per year within the framework drawn up by the Ministry of Finance; one (1) budget covers recurrent income and expenditure and the other covers Development Programmes. Each department is requested to submit their budgetary requests to the accounting unit, giving detailed information and justification for their proposals. The budget is prepared by March of the current year for the next fiscal year, and submitted to the Board of Directors for their approval. It is then submitted to the line Ministry, Ministry of Community Development, Culture and the Arts, who then forwards it to the Ministry of Finance. Officers from Naparima Bowl are usually invited to a meeting with the Ministry of Community Development, Culture and the Arts to defend its budgets.

4.2 EXPENDITURE VERSUS INCOME:

- a) Expenditure for the fiscal year, inclusive of commitments for gratuities and contract employment totaled \$ 4,778,496 – a decrease of \$1,604,796 over last year's expenditure. Because

of the current economic climate more stringent measures were employed to manage expenditure. Utilization of our revenue helped us through a very difficult year.

- b) The total annual amount received under Government Grant was \$4,342,359 (a sharp decrease of \$1,663,567) from last year). Total annual revenue earned from venue and affiliated rentals was \$436,748 (an increase of \$12,332 over last year). Total revenue for the year under report was \$4,779,107.

Income exceeded expenditure by \$611.00

Naparima Bowl defended a charge laid by the Ministry of Finance that the Bowl had accrued a VAT liability to the value of \$559,745; a figure that arose from offsetting the Vat on inputs against Vat on outputs over the years. . The matter was heard in the VAT Appeal Court and judgement was granted in favour of Naparima Bowl. Consequently, we are now awaiting a refund of said \$559,745 from the VAT office.

4.3 Debt Policy:

Although the Naparima Bowl Acts states in part..."*may, subject to the approval of the Minister of Finance borrow sums required by it for meeting any of its obligations and discharging any of its functions...*" it has not been the policy of the Board to accrue debts.

4.4 Investment Policy:

The Act states in part..."*Funds of the Board not immediately required to be expended in the meeting of any obligations or the discharge of any functions of the Board may be invested from time to time in securities approved by the Minister for investment by the Board.*" The Board has Fixed Deposits in its name held at RBTT Bank Limited, RBTT Merchant Bank and Republic Bank (Total: \$1,245,422).

5.0 HUMAN RESOURCE DEVELOPMENT PLAN

5.1 Organisational Establishment

The Bowl is a Statutory Body guided by a Board of Directors, falling under the ambit of the line Ministry, (Ministry of Community Development, Culture and the Arts) and receives an annual subvention from Government, based on the submission of annual estimates of anticipated revenue and expenditure.

5.2 Category of Employees

- *Public Officers –*
1 Clerk/Stenographer II,
- *Daily Paid –*
3 Watchmen
1 Agricultural Foreman
4 Male Labourers,
2 Female Labourers
- *Contract Staff –*
1 Chief Executive Officer
1 Accountant
1 Accounts Clerk
1 Technical Coordinator
1 Facilities Coordinator
1 Stage Manager
1 Asst. Stage Manager
1 Lighting Technician
1 Sound Technician
1 House Manager
1 Customer Service Representative
1 Courier/Driver
1 Security
9 Stage Technicians
- *On-call labour -*
3 Watchmen
2 Janitors
18 Ushers

5.3 Career Path Systems:

Naparima Bowl is a small organisation. Workers are exposed to training in the technical field and all workers are encouraged to pursue studies in relevant fields in the hope of advancing themselves. Employees are able to see the relationship between what they are learning and the career paths available to them because of their increased knowledge and skills.

5.4 Performance Assessment/Management Strategies

Performance Appraisals are conducted on all staff members either on a yearly basis, or at the end of his/her contracted term. This enables the individual to be aware of his/her strengths and weaknesses, and management can make the necessary arrangements to assist the individual where needed, either by training or counselling. It also serves as a form of motivation.

5.5 Promotion – Selection procedures

a) Promotion is based on the procedures listed in the Collective Agreement for daily-rated employees and Public Service Regulations for monthly-paid employees. There was one (1) promotion during the fiscal year – a Labourer was promoted to the post of Agricultural Foreman, following the retirement of the original holder.

b) Recruitment - Selection Procedures

Staff recruitment to *Daily Paid and Monthly Paid* positions is by internal and subsequent external advertisement, interview and recommendation by the interviewing panel to the Board, who in turn recommends to the parent Ministry. Personnel to fill *contract positions*, following advertisements, are interviewed by the Board who makes the selection and recommends same to the parent Ministry who then seeks the approval of the Chief Personnel Officer to determine terms and conditions. An Accountant was hired on short-term contract in April, 2018.

5.6 Employee Support Services

Ushers are regularly exposed to refresher training programmes. On-call workers in the Auditorium continue to be trained in the field of lights, audio and stage, on an on-going basis.

Two (2) supervisors were exposed to a seminar entitled “Crisis Communication Management”.

6.0 **PROCUREMENT PROCEDURES**

6.1 A Tenders Committee, numbering four (4), is appointed from among members of the Board. They operate within the rules of the ‘Naparima Bowl Board Tenders Committee Rules’. The committee invites and considers tenders for works and makes the necessary recommendations to the Board

7.0 **PUBLIC AND COMMUNITY RELATIONS**

7.1 Client and Public Access to services/service delivery systems:

Access to the Bowl's services is through personal contact, telephone contact or through our website. A schedule of upcoming events is placed in the newspapers, on our bulletin board and on our website.

7.2 Activities during the year:

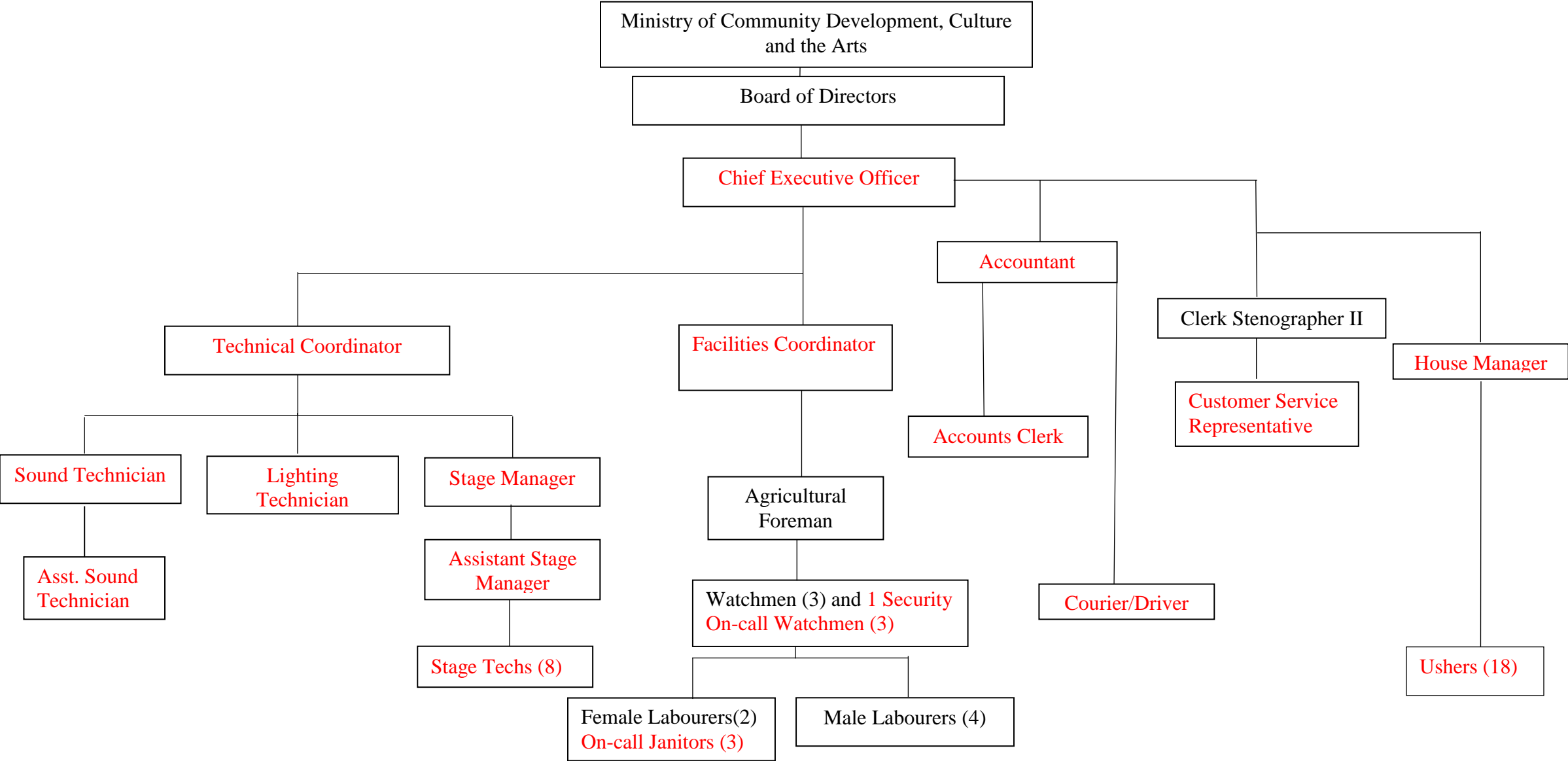
- During the period October 2017 to September 2018, (with the exception of October and November, when the Auditorium was closed for refurbishment) 161 events took place with an attendance of approximately 2,939 patrons. One carnival fete on the grounds attracted about 3,000 persons. On days when there were no events, technical meetings and technical rehearsals were carried out.

Camille Ramjohn

Camille Ramjohn (Ms.)
Chief Executive Officer

November 22nd 2018

ORGANISATIONAL CHART – NAPARIMA BOWL (WITH ALL CONTRACT/ON-CALL POSITIONS IN RED)



NAPARIMA BOWL
FINANCIAL STATEMENTS
30TH SEPTEMBER 2018

NAPARIMA BOWL
FINANCIAL STATEMENTS
30TH SEPTEMBER 2018

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INDEPENDENT AUDITORS' REPORT
TO
THE MEMBERS
OF
NAPARIMA BOWL

Opinion

We have audited the financial statements of **NAPARIMA BOWL**, which comprise the statement of financial position as at 30th September 2018, and the statements of comprehensive income, changes in equity, cash flows and notes to financial statements, including a summary of significant accounting policies. In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the company as at 30th September 2018 and its financial performance and its cash flows for the year then ended in accordance with International Reporting Standards.

Basis of Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of Financial Statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the business or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing its financial reporting process.

Auditors' Responsibilities for the Audit of Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements are as a whole free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of our audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

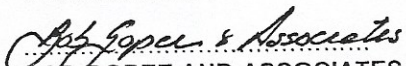
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than that for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

6th February 2019.

#144 POINTE-A-PIERRE ROAD
VISTABELLA
SAN FERNANDO.


BOB GOPEE AND ASSOCIATES
CHARTERED ACCOUNTANTS

NAPARIMA BOWL
STATEMENT OF FINANCIAL POSITION
AS AT 30TH SEPTEMBER 2018
 (With comparative figures as at 30th September 2017)

	<u>Notes</u>	<u>\$TT</u> <u>2018</u>	<u>\$TT</u> <u>2017</u>
<u>ASSETS</u>			
<u>NON CURRENT ASSETS</u>			
Property, Plant and Equipment	N5	<u>47,776,114</u>	<u>48,792,444</u>
<u>CURRENT ASSETS</u>			
Cash in Hand		1,293	4,860
Cash at Bank	N3	3,863,808	4,276,845
Investments	N4	1,245,421	1,241,416
Accounts Receivable		10,689	2,425
Prepayments		334,119	57,434
Value Added Tax Refundable	N6	2,301,212	2,144,811
Taxation Refundable		874	28
		<u>7,757,416</u>	<u>7,727,819</u>
		<u>55,533,530</u>	<u>56,520,263</u>
TOTAL ASSETS			
<u>EQUITY AND LIABILITIES</u>			
<u>ACCUMULATED FUNDS AND RESERVES</u>			
Accumulated Fund - General		13,443,264	14,130,168
Accumulated Fund - Appeal Committee	N7	203,980	203,980
Revaluation Reserve		<u>39,702,616</u>	<u>39,702,616</u>
		<u>53,349,860</u>	<u>54,036,764</u>
<u>CURRENT LIABILITIES</u>			
Accounts Payable		87,915	839,205
Accruals		21,839	15,291
Other Payable		2,073,916	1,628,625
Taxation		-	378
		<u>2,183,670</u>	<u>2,483,499</u>
		<u>55,533,530</u>	<u>56,520,263</u>
TOTAL EQUITY AND LIABILITIES			

The attached notes form an integral part of these financial statements and should be read in conjunction therewith.

DIRECTOR:.....*John Cook*.....

DIRECTOR:.....*[Signature]*.....

On 12/3/19.....the Board of Directors approved the financial statements and authorised its issue.

NAPARIMA BOWL
STATEMENT OF COMPREHENSIVE INCOME - GENERAL FUND
FOR THE YEAR ENDED 30TH SEPTEMBER 2018
 (With comparative figures for the year ended 30th September 2017)

	<u>\$TT</u> <u>2018</u>	<u>\$TT</u> <u>2017</u>
<u>REVENUE</u>		
Government Monthly Subventions	4,342,359	6,005,926
Government Funding for Upgrade of Facilities	1,497,254	1,904,263
Rental of Auditorium and Amphitheatre	351,778	328,940
Other Rental Income	35,223	45,794
Interest Income	4,006	1,011
Recording and Broadcasting Income	1,219	2,525
	<u>6,231,839</u>	<u>8,288,459</u>
<u>LESS: EXPENDITURE</u>		
Wages	779,946	909,796
Contract Employment Expenses	1,271,975	945,919
Short Term Employment	565,526	601,494
Remuneration to Board Members	378,600	341,600
Gratuities	284,602	350,000
Salaries	83,664	92,507
Contribution to National Insurance	185,607	180,908
Pensions	84,000	84,000
Overtime	65,768	72,113
Contribution to Group Health	43,210	38,408
Uniforms	6,622	17,107
Janitorial	30,500	34,335
Electricity	216,490	219,330
Security Services	82,289	77,733
Repairs and Maintenance - Building	142,935	709,414
Promotions, Publicity and Printing	47,057	140,163
Other Contracted Services	53,970	231,410
Repairs and Maintenance - Equipment	150,432	209,253
Insurance	118,506	115,028
Fees	54,927	109,152
Office Stationery and Supplies	59,731	106,604
Telephone	39,905	43,920
Training	4,800	10,537
Materials and Supplies	8,699	57,729
Water Rates	17,154	15,559
Repairs and Maintenance - Motor Vehicles	5,058	4,812
Loss on Disposal of Property, Plant and Equipment	211,551	405
Travelling Expenses	1,026	2,870
Green Fund Levy	1,596	773
Depreciation	<u>1,920,280</u>	<u>1,882,616</u>
	<u>6,916,426</u>	<u>7,605,495</u>
GENERAL FUND (DEFICIT)/SURPLUS BEFORE TAXATION	(684,587)	682,964
TAXATION - BUSINESS LEVY	(2,317)	(1,548)
GENERAL FUND (DEFICIT)/SURPLUS AFTER TAXATION	<u>(686,904)</u>	<u>681,416</u>

NAPARIMA BOWL
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30TH SEPTEMBER 2018
(with comparative figures for the year ended 30th September 2017)

	<u>GENERAL FUND</u>	<u>APPEAL COMMITTEE</u>	<u>REVALUATION RESERVE</u>	TOTAL
<u>2018</u>				
Balance b/f at 01-10-2017	14,130,168	203,980	39,702,616	54,036,764
Less: Net Loss after Taxation	(686,904)			(686,904)
Balance c/f at 30-09-2018	<u>13,443,264</u>	<u>203,980</u>	<u>39,702,616</u>	<u>53,349,860</u>
<u>2017</u>				
Balance b/f at 01-10-2016	13,448,414	204,318	39,702,616	53,355,348
Add: Net Profit/(Loss) after Taxation	681,754	(338)		681,416
Balance c/f at 30-09-2017	<u>14,130,168</u>	<u>203,980</u>	<u>39,702,616</u>	<u>54,036,764</u>

NAPARIMA BOWL
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH SEPTEMBER 2018
(with comparative figures for the year ended 30th September 2017)

	<u>\$ TT</u> <u>2018</u>	<u>\$ TT</u> <u>2017</u>
<u>NET CASHFLOW FROM OPERATIONS</u>		
Net (Deficit)/Surplus before Taxation	(684,587)	683,737
Adjustments to reconcile net profit to net cash flows from operating activities:		
Loss on Disposal of Property, Plant and Equipment	211,551	405
Depreciation	1,920,280	1,882,616
Movements in working capital:		
(Increase)/Decrease in Accounts Receivable	(8,264)	3,500
(Increase)/Decrease in Prepayments	(3,555)	781
Increase in Value Added Tax Recoverable	(156,401)	(210,706)
(Decrease)/Increase in Accounts Payable	(751,290)	771,893
Increase in Accruals and Other Payable	451,839	972,107
	<u>979,573</u>	<u>4,104,333</u>
	(3,541)	(3,215)
<u>TAXATION PAID</u>		
<u>INVESTING ACTIVITIES</u>		
Additions to Property, Plant and Equipment	(1,115,623)	(1,163,226)
Property, Plant and Equipment in Transit	(273,130)	(1,129,100)
Sale Proceeds on Disposal of Property, Plant and Equipment	122	-
	<u>(1,388,631)</u>	<u>(2,292,326)</u>
NET CASH FLOW BEFORE FINANCING ACTIVITIES	(412,599)	1,808,792
<u>FINANCING ACTIVITIES</u>	-	-
(DECREASE)/INCREASE IN CASH	<u>(412,599)</u>	<u>1,808,792</u>
CASH BALANCE - AT START OF YEAR	5,523,121	3,714,329
CASH BALANCE - AT END OF YEAR	<u><u>5,110,522</u></u>	<u><u>5,523,121</u></u>
<u>REPRESENTED BY:</u>		
CASH IN HAND	1,293	4,860
CASH AT BANK	3,863,808	4,276,845
INVESTMENTS	1,245,421	1,241,416
	<u><u>5,110,522</u></u>	<u><u>5,523,121</u></u>

NAPARIMA BOWL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30TH SEPTEMBER 2018

1 INCORPORATION AND PRINCIPAL ACTIVITY

The Naparima Bowl was established on 1st July 1969 in the Republic of Trinidad and Tobago by the Naparima Bowl Act Chapter 40:51 (and Act of Parliament to provide for the establishment of a concert hall in the city of San Fernando and for the management and control facilities thereof). Its registered office is at #19 Paradise Pasture, San Fernando. The principal activity of Naparima Bowl is the hosting of national, social and cultural events.

2 SIGNIFICANT ACCOUNTING POLICIES

The following accounting policies, based on generally accepted accounting principles, have been applied, unless otherwise stated.

a Basis of Preparation

These financial statements have been prepared under the Historical Cost Convention Basis and in accordance with International Financial Reporting Standards. These amounts have been rounded to the nearest dollar.

b Use of estimates

The preparation of financial statements, in conformity with International Financial Reporting Standards, requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

c Property, Plant and Equipment

Property, Plant and Equipment are stated at Net Book Value. Depreciation is provided for at rates established to write off the cost of the assets by the reducing balance method, as follows:

Computer Equipment	25%
Appliances and Lamps	12.50%
Office Equipment and Furniture	10%
Water Tanks	10%
Chairs and Tables	10%
Building and Leasehold Property	5%
Piano and Paintings	5%

d Revenue Recognition

Revenue comprises the invoiced value for the sale of goods and /or services net of Value Added Tax, rebates and discounts. Revenue from the sale of goods is recognized when significant risks and rewards of ownership of the goods are transferred to the buyer. Revenue from rendering services is recognized based on the stage of completion determined by references to services performed to date as a percentage of total services to be performed.

(i) Government Subventions

These are contributions received from the government towards the operation of Naparima Bowl and are recognised on the accrual basis.

(ii) Non Government Sources

This relates to income generated from the rental of premises, equipment and services in the ordinary course of Naparima Bowl's activities. Rental income is recognised on the accrual basis and is net of value added tax and discounts.

NAPARIMA BOWL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30TH SEPTEMBER 2018

2 SIGNIFICANT ACCOUNTING POLICIES

e Cash and Cash Equivalent

Cash and Cash Equivalent are carried in the Statement of Financial Position at cost. For the purpose of the Statement of Cash Flows cash and cash equivalents comprise of cash on hand and at bank, bank overdrafts and other short term highly liquid investments with original maturity of three (3) months or less.

f Accounts Receivable

Accounts Receivable are carried at original invoice amount less provision made for impairment of these receivables. A provision of impairment of accounts receivable is established when there is an objective evidence that the company will not be able to collect all amounts due. The amount of the provision is the difference between the carrying amount and the receivable amount.

g Provisions

Provisions are recognised when there is a present legal or constructive obligation as a result of past events, from which it is more likely than not that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

h Taxation

The company is subject to corporation tax based on the stipulated rate for the respective year of income, in addition to green fund levy at the rate of 0.3% and business levy at the rate of 0.6% of gross revenue.

3 CASH AT BANK - \$3,863,808

The company maintains an account with RBC Royal Bank (Trinidad and Tobago) Limited, High Street, San Fernando.

4 INVESTMENTS - \$1,245,421

This balance is made up as follows:

	<u>\$ TT</u> <u>2018</u>	<u>\$ TT</u> <u>2017</u>
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	194,782	194,343
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	912,782	909,350
Republic Bank Limited - Fixed Deposit	7,723	7,684
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	55,398	55,353
RBC Royal Bank (T. & T.) Limited - Fixed Deposit	74,736	74,686
	<u>1,245,421</u>	<u>1,241,416</u>

NAPARIMA BOWL
NOTES TO THE FINANCIAL STATEMENTS
YEAR ENDED 30TH SEPTEMBER 2018

5 PROPERTY, PLANT AND EQUIPMENT - \$47,776,114

	LAND & BUILDING	MOTOR VEHICLE	LIGHTING & STAGE EQUIPMENT	FURNITURE & EQUIPMENT	TOTAL
	\$	\$	\$	\$	\$
<u>Year Ended 30th September 2018</u>					
Opening net book amount	43,050,544	61,894	1,132,358	4,547,648	48,792,444
Additions	190,500			925,122	1,115,622
Disposals and adjustments	(211,672)				(211,672)
Depreciation charge for the year	(1,277,519)	(15,473)	(107,847)	(519,441)	(1,920,280)
Closing net book amount	41,751,853	46,421	1,024,511	4,953,329	47,776,114
<u>At 30th September 2018</u>					
Cost	55,870,124	160,047	1,166,463	9,238,671	66,435,305
Accumulated Depreciation	(14,118,271)	(113,626)	(141,952)	(4,285,342)	(18,659,191)
Net book amount	41,751,853	46,421	1,024,511	4,953,329	47,776,114
<u>Year Ended 30th September 2017</u>					
Opening net book amount	43,772,500	82,525	3,596	4,524,518	48,383,139
Additions	586,669		1,129,100	576,557	2,292,326
Disposals and adjustments				(405)	(405)
Depreciation charge for the year	(1,308,625)	(20,631)	(338)	(553,022)	(1,882,616)
Closing net book amount	43,050,544	61,894	1,132,358	4,547,648	48,792,444
<u>At 30th September 2017</u>					
Cost	55,891,297	160,047	1,166,463	9,238,671	66,456,478
Accumulated Depreciation	(12,840,753)	(98,153)	(34,105)	(4,691,023)	(17,664,034)
Net book amount	43,050,544	61,894	1,132,358	4,547,648	48,792,444

6 VALUE ADDED TAX REFUNDABLE - \$2,301,212
This amount represents VAT refunds due to Naparima Bowl for the periods October 2016 to September 2018.

7 ACCUMULATED FUND - APPEAL COMMITTEE - \$203,980
This amount represents donations from non government sources at the start up of the operations which were used for the purchase of specific assets and short term investments.

8 EMPLOYEES

The number of employees at year end

2018

36

2017

26

APPENDIX III

THE NATIONAL MUSEUM AND ART GALLERY
OF TRINIDAD AND TOBAGO
ANNUAL REPORT 2017 -2018



**THE NATIONAL MUSEUM AND ART
GALLERY OF TRINIDAD AND TOBAGO**

**117 Frederick Street, Port of Spain | Phone: (868) 623-5941
Fax: (868) 623-7116 | Email: nationalmuseum@nmag.gov.tt**

NMAG

TRINIDAD AND TOBAGO

**ANNUAL ADMINISTRATIVE REPORT
OCTOBER 2017-SEPTEMBER 2018**

Institutional Profile:

The National Museum and Art Gallery, a unit of the Ministry of Community Development, Culture and the Arts, has its roots in the Royal Victoria Institute, one of the oldest buildings in Port of Spain. The building was constructed in 1892 in commemoration of the Jubilee of Queen Victoria as part of a general British colonial policy to build cultural institutions throughout the Commonwealth.

The Museum was established to care for the material culture of Trinidad and Tobago. It is a non-profit, permanent institution in the service of society and its development. The Museum acquires, conserves, researches, interprets and exhibits, for the purpose of education and enjoyment, the material culture of the people of Trinidad and Tobago and their environment.

The Museum has five (5) major collections: Art, History, Natural History, Geology and Archaeology, with a permanent collection of approximately ten thousand (10,000) objects and artefacts. The Museum also houses a small gallery of paintings by famous 19th century artist Michel Jean Cazabon.

The Museum is open to the public from Tuesday - Saturday 10:00am – 6:00pm and the office operates from Monday – Friday 8:00am- 4:15pm.

In recent years, the National Museum has extended beyond the walls of the Royal Victoria Institute. Notable extensions of the service include the opening of the Museum of the City of Port of Spain at Fort San Andres on South Quay and the Sugar Museum at Sevilla House, Couva, both currently closed for refurbishment.

Vision:

The vision of the Museum is encompassed in the wider Ministry vision of building culturally rich, resilient communities.

Mission Statement:

The Mission of the Museum is to foster public awareness, understanding and enjoyment of Trinidad and Tobago's human and natural heritage through the collection, preservation, research, interpretation and exhibition of significant and representative collections of that heritage.

Legislative & Regulatory Framework:

The National Museum and Art Gallery is governed by the National Museum and Art Gallery Act, Chapter 40:52 of the Laws of Trinidad and Tobago. Operations are currently executed by the Curator of the Museum, until such time that a Board has been duly appointed.

Strategic Objectives:

The National Museum aims to become:

- **THE LEADING AUTHORITY IN THE DEVELOPMENT OF THE MUSEUM SECTOR**
- As the sector continues to expand and develop the work of the National Museum as an exemplary leader in the museum community cannot be overlooked. The Museum must always deliver best practise expertise in the areas of collection management and exhibit development.
- **A PREMIER EDUCATIONAL INSTITUTION FOCUSED ON CITIZEN EDUCATION**
– Citizen education about the heritage of Trinidad and Tobago would help to create a more patriotic and cohesive society that can harness its diversity and embrace a national identity.
- **A CENTRE OF ENTERTAINMENT-** the Museum will combine learning and leisure, ensuring that the history and heritage of Trinidad and Tobago appeal to all visitors and stakeholders of the Museum.
- **A TOP-TIERED RESEARCH INSTITUTION** – the National Collection underpins the Museum’s role in the life-long process of learning. At the heart of this role are exhibitions and the proper care and conservation of collections. Additionally, the Museum must continuously pursue investigations in the human and natural sciences, and make that material available for students and other researchers, locally, regionally and internationally.
- **THE MAJOR CUSTODIAN OF THE TANGIBLE HERITAGE OF TRINIDAD AND TOBAGO** – as a Custodian the Museum performs the role of acquiring and preserving works of art, heritage objects and scientific specimens. Collecting and safeguarding National Collection for the future is the only way that we can ensure the socio-economic development of Trinidad and Tobago.

Areas of Priority

The areas of priority for the National Museum at this time are as follows:

- Collections Management.
- Improved Institutional Capacity
- Enhancement of the Physical Plant
- Enhanced public awareness, access and understanding

Human Resource

The current Organization chart, as well as the categories of Museum staff, is listed at Appendices A and B. There are several challenges with the current structure including:

- A lack of technical positions at the Museum
- Workflow inefficiencies stemming from a very bottom-heavy organization
- A dated staff structure which increases the operating costs of the institution

In the circumstances, a recommendation was made for a comprehensive review of the organization structure at the museum by the Public Management Consulting Division of the Ministry of Public Administration. It is hoped that this situation will be addressed in timely manner.

Financial Operations:

The National Museum and Art Gallery is funded by an annual government allocation every fiscal year. All procedures governing expenditure and procurement are guided by the Exchequer and Audit Act, 1959.

The sum of \$3,500,000.00 was allocated for recurrent expenditure for the 2017/2018 financial year, to meet the daily operational costs as well as the programs and activities of the National Museum and Art Gallery. The revised allocation for that period decreased to \$2,500,000.00 with actual expenditure resting at \$2,237,198.87 at the close of the financial year.

Development Initiatives:

In the fiscal year 2017/18 the National Museum and Art Gallery sought to continue its signature projects in order to achieve its core strategic goals.

Funds were allocated under the 2017/18 Public Sector Investment Programme as listed hereunder:

a. National Museum Development	\$1,000,000.00
A contract was awarded for the felling and removal of large trees on the compound of the Museum. Project was completed in June 2018.	
A contract was awarded for the supply and installation of a water tank farm at the Museum. Project was completed in September 2018.	

<p>a. Establishment of the Sugar Museum</p> <p>Evaluation of submissions for restoration work on Sevilla House was completed in August 2017. Works could not be carried out due to a lack of releases.</p>	\$500,000.00
<p>a. Museum of the City of Port Spain</p> <p>Contracts were awarded for refurbishment works, carpentry works, railing and walkway works and flooring works. Refurbishment works were completed in 2018 with flooring, carpentry, railing and walkway works continuing in FY 2018/2019.</p>	\$1,000,000.00

Policies:

The Institution's activities remain guided by Government's policies in the area of arts and culture.

The core museum business of acquiring artefacts and exhibiting them for public education and enjoyment are guided by the following internal policies:

- Collections Management Policy
- Documentation Policy & Guidelines
- Exhibitions Policy
- Visitor Services Policy

These policies are in the process of being reviewed for revision.

Public and Community Relations:

Each year the Museum mounts a lively programme of exhibitions from its permanent collections and from artefact loans. Local and international contemporary art, historical works, and exhibitions are highlighted in a series of temporary exhibitions.

The Museum is open to the public from Tuesdays to Saturdays 10a.m to 6 p.m. The public is welcomed to visit the national Museum and Art Gallery during these hours, to learn, explore and be inspired by the history and cultural heritage of Trinidad and Tobago.

Visitor figures showed approximately 8,747 persons toured the Museum for 2018

The list of curatorial activities, events, exhibitions and programs executed for 2017/2018 is as follows:

TWO (2) WORKSHOPS

1. Creative Arts Workshop- Paper Collage
2. Creative Arts Workshop- Figure Drawing

SEVEN (7) EXHIBITIONS

1. Carnival Exhibit
2. Virtual Steelpan Exhibit
3. Beyond Boundaries
4. Through My Lens

5. UWI Art and Design 2018
6. The Benefits of Play
7. Conversations of Africa: Memory and Future.

Strategic Partnerships:

1. Collaboration with the Zoology Museum of the University of the West Indies:

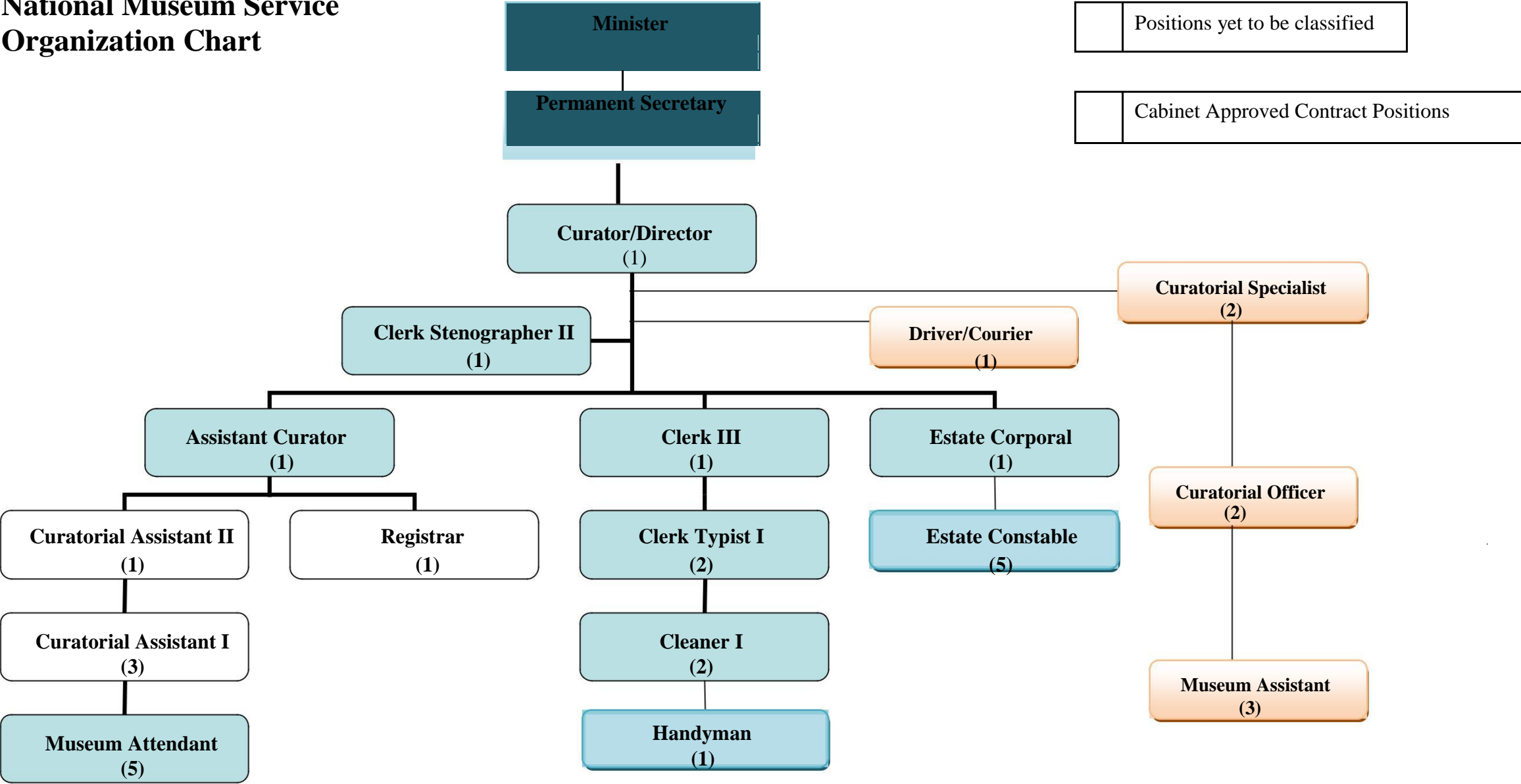
In 2016/2017, because of the many challenges in the preservation, storage and display of the Natural History Collection, the National Museum and Art Gallery continued its collaboration with the Zoology Museum of the University of the West Indies in the caring for, cataloguing and storing of part of the Natural History Collection of the Museum. The Museum hopes to continue this relationship with the UWIZM in 2017/2018 and to now include a new exhibit on Trinidad's flora and fauna in the National Museum.

Community and Stakeholder Relations:

1. Guidelines for Support to Community Museums:

In working with the Policy Unit of the Ministry of Community Development, Culture and the Arts, the Museum has developed guidelines (DRAFT) for providing resources, both financial and administrative, to community museums in Trinidad and Tobago. It is the intent of the Museum and the Ministry, that these guidelines will be used as a tool to standardize the sector and so maximize the output of the museum sector.

Appendix A
National Museum Service
Organization Chart



Appendix B

NATIONAL MUSEUM AND ART GALLERY

ESTABLISHMENT

Name of Position	Category
Curator	Vacant Public Service Position. Duties performed using Short Term Contract
Assistant Curator	Vacant Public Service Position
Museum Registrar	Vacant Public Service Position. Awaiting Classification from CPO
Curatorial Assistant II	Vacant Public Service Position. Awaiting Classification from CPO
Curatorial Assistant I	Vacant Public Service Position. Awaiting Classification from CPO
Clerk III	Vacant Public Service Position. Filled by Acting appointment
Clerk Stenographer II	Vacant Public Service Position. Filled by temporary appointment.
Clerk Typist I (2)	Public Service Positions. One vacant. One filled by temporary appointment.
Estate Corporal	Vacant Public Service Position.
Estate Constable (5)	3 Vacant Public Service Positions. Two filled on a permanent basis.
Museum Attendant (5)	2 Vacant Public Service Positions. Three filled on a permanent basis.
Handyman	Vacant Public Service Position.
Cleaner I (2)	Public Service Positions. Two vacant. One filled on a temporary basis.
Driver/Courier	Contract (On Assignment from GA)
Curatorial Specialist (2)	Contract (Vacant)
Curatorial Officers (2)	Contract (Vacant)
Museum Assistant (3)	Contract (Vacant)
Administrative Manager	Short Term Contract
Clerk II	Acting arrangement. Public Officer
Museum Assistant	Short Term Contract
Education and Public Programs Co-ordinator	Short Term Contract
Education Assistant	Short Term Contract
Exhibit & Research Assistant	Short Term Contract
Labourer	Daily Paid
Checker	Daily Paid

APPENDIX IV

EXPORT CENTRES COMPANY LIMITED

ANNUAL ADMINISTRATIVE REPORT

2017 -2018



EXPORT CENTRES COMPANY LIMITED

**ANNUAL
ADMINISTRATIVE
REPORT**

**Oct. 2017-
Sept.2018**

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Preface

In keeping with the vision of the Government of The Republic of Trinidad and Tobago, Export Centres Company Limited (ECCL) is committed to nation building while contributing to sustainable development of the innate potential and creativity of our people. The ECCL has embarked on a path whereby; we see our organisation as the leading institution involved in training persons to become micro-entrepreneurs capable of producing and selling high quality craft items

ECCL offers distinct and various handicraft programmes at our eleven geographically dispersed centres across Trinidad and Tobago. This organisation operates under the purview and mandate of its line Ministry in playing a major role in artisan development by providing quality craft and enterprise training, aimed at developing the manufacturing sector of the craft industry with the intention of penetrating the export market.

VISION

ECCL sees itself as the leading institution involved in the revitalization of the local handicraft and fashion industry and playing a major role in artisan development.

MISSION

To provide guidance, research and support to producers of craft and fashion throughout Trinidad and Tobago so as to facilitate and promote their development and success.

POLICY AND PHILOSOPHY

ECCL's policy direction is underpinned by the five (5) pillars from the GORTT Policy Framework 2016-2030:



ECCL's organizational philosophy is based on the following beliefs:

- Belief in delivering excellence and innovative service to empower members of the craft sub-sector.
- Belief in facilitating and inspiring the craft sub-sectors to deliver superior quality, efficiency, productivity and best in class.
- Belief that the true wealth of our nation lies in the creativity of our citizenry.

STRATEGIC PLAN OBJECTIVES

The Strategic direction is geared to the revitalization of the craft industry in Trinidad and Tobago.

This is a re-formed ECCL and it explicitly employs a particular business model that describes the architecture of the value created for the sub sectors in which it operates and the delivery mechanisms that are to be employed

The essence of the business model is that it defines the process through which the ECCL delivers value/benefits to the craft sector, customers and other stakeholders. The new ECCL business model will serve as the platform to launch artisan development.

ECCL will execute two sustainable performance strategies:

1. Institutional alignment
2. Promoting innovative and entrepreneurial competitiveness.

Emanating from these Performance strategies are the following strategic objectives:

- To revitalize the craft industry by initiating craft training at a higher level. This will be accomplished by providing business support for local artisans and promoting the development of craft clusters through research, development, production and marketing.
- Working towards making ECCL globally competitive by repositioning and rebranding the organization with 21st century organizational standards and quality management systems.
- ECCL intends to embark on a course to reconfigure departments and align them with the chosen strategic direction.
- ECCL will drive a new product development and innovation process by concentrating on new design elements in handicraft and fashion and establish an innovative environment through a virtuous circle of innovation.

ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL PROFILE

The Government of the Republic of Trinidad and Tobago inaugurated the Export Centres Company Limited on July 3rd, 1996. The Export Centres Company Limited (ECCL) presently falls under the purview of the Ministry of Community Development Culture and the Arts. This organization was initially geared towards the revitalization of the craft industry and enterprise development in Trinidad and Tobago.

The company is also a special government initiative that has a long-term goal of crime and poverty reduction, while contributing to the economic diversification of the economy.

ECCL is modelled under the Weberian Bureaucratic structure which follows a functional orientation. Corporate governance is entrusted on the Board of Directors. There are presently five (5) Directors and a Chairman. The Chief Executive Officer (Interim) is entrusted with managing the business and general affairs of the Company.

There are at present three de facto managers that report to the CEO: the Training and Development Manager (now Interim CEO), the Facilities Manager and the Production Manager. However, when projects are initiated a matrix structure is implemented as a form of cross fertilization across departments.

There are 11 Training Centres dispersed Nationwide and fully utilized for training. At present two (2) of these centres have the necessary resources for the production of a variety of craft items ranging from Woodcarving to fabric design and jewelry.

ORGANIZATIONAL PROFILE (CON'T)

ECCL has a staff of 66 persons with a wealth of institutional knowledge and experience in the local handicraft industry. Financing comes through a government subvention. In addition to this a disbursement from the Public Sector Investment Program (PSIP) is allocated to ECCL to be used for the refurbishment and construction of Centres,

CORPORATE STRUCTURE

The Export Centres Company Limited is made up of the following departments:

- ➔ Training Department
- ➔ Production Department
- ➔ Maintenance Department (Security unit)
- ➔ Human Resource Department
- ➔ Accounts Department
- ➔ Administration Department (Communication Unit, Marketing Unit, Health & Safety Unit, Information Technology Unit)

SERVICES PROVIDED

ECCL'S projects, programmes & services:

For the period October 2017 to September 2018 The ECCL was unable to conduct our routine training programs due to insufficient funding. ECCL received subvention for salaries and wages and recurring administrative and operational expenses only. However we were still able to conduct small workshops and partner with our line Ministry to host a Carnival Craft Market. Normally this is the list of services that ECCL would provide:

- Basic, Intermediate and Advance Craft Training.
- Information services for the craft sector.
- Business Development support.
- Production of high end quality craft items.

DELEGATED LEVELS OF AUTHORITY

Levels of authority are ascertained by the organizational structure. The Board of Directors directs the management of the business and affairs of the Company. The BOD is appointed by shareholders to control the overall direction of the Company. The Board of Directors is headed by the Chairman who has the responsibility of achieving the stated objectives of the company.

The Chief Executive Officer is charged with the responsibility of implementing the strategic objectives established by the BOD, he/she is accountable to the Board through the Chairman.

The management team is headed by the Chief Executive Officer and is accountable to the Board. Objectives and performance targets are set by the Chief Executive Officer and delegated to management which in turn cascades to staff.

LEGISLATIVE AND REGULATORY FRAMEWORK

The legal and regulatory framework is comprised of several laws, regulations and international conventions which impact on the ECCL. Among these however, are some which have direct connection to the work of the ECCL:

- **The Constitution (the Schedule to the Constitution of the Republic of Trinidad and Tobago Act, 1976, Chapter 1:01)** – This is the supreme law of the land. The constitution establishes Ministries, Ministerial portfolios, appoints the various Ministers and sets out their tenures. Also establishes the offices of Permanent Secretary and Auditor General among others.
- **The Civil Service Act (Chapter 23:01) and Regulations** – Governs the relationship between the ECCL and public servants in such areas as personnel, consultation and negotiation.
- **The Public Service Commission Regulations** – Made under section 129 of the 1976 Constitution which sets out the role of the Public Service Commission as it pertains to the holders of public office that are employed by the Export Centres Company Limited.
- **The Freedom of Information Act, 1999** – This Act extends the right of (citizens) to gain access to information in the possession of public authorities, affecting them in their dealings with public authorities. This includes the ECCL

- **The Occupational Safety and Health Act, 2004** – This Act seeks to ensure that employers respect and provide for the safety, health and welfare of persons at work. ECCL is no exception.
- **The Exchequer and Audit Act Chap. 69:01, the Financial Regulations 1965 and the Financial Instructions 1965** provide the framework for financial management of ECCL.
- **Ministry of Finance Financial Directives.** The Ministry of Finance issues Financial Directives from time to time, related to the spending of money and overall budgetary allocations. ECCL is not exempt in this area, and must follow these directives.
- **Industrial Relations Act 23 of 1972, chapter 88:01** and amendments thereto. ECCL has a unionized workforce. This Act therefore impacts on the operations of ECCL as it is a state enterprise and falls within the overall industrial relations regulations of the legislation.
 - ✓ Procurement Legislation (Draft legislation at this stage)
 - ✓ Memorandum and Articles of Association of ECCL 1996. (Companies Ordinance Chap. 31, No.1)

The legal parameters in which public institutions are obligated to function are generally known, and as a result, ECCL is obligated to plan and implement within the above legislative framework.

REPORTING FUNCTIONS

DEPARTMENTAL REPORTS

Departmental reports are to be submitted by the head of each department on a monthly basis to the Chief Executive Officer. These reports form part of his status report to the Board of Directors. Reports consist of budgets, project status, weekly action plans etc. Through these reports the Chief Executive Officer can utilize the information to better monitor and evaluate the operations of the organization.

REPORTS TO MINISTRY, PRESIDENT/PARLIAMENT

Reports to Ministry:

Report/Request	Due Date/Period
Achievement Report	Quarterly and Yearly (3 rd day of the following quarter and the end of the fiscal year)
Status Report	Monthly (3 rd day of the following month)
Implementation Schedules	Yearly (At the start of every fiscal year)
Projections of Expenditure for Fiscal Year	Yearly (At the start of every fiscal year)
Requests for Release of Funds	Monthly (2 weeks before payroll)

REPORTING FUNCTIONS (CON'T)

REPORTS TO MINISTRY, PRESIDENT/PARLIAMENT

Reports to Ministry:

Report/Request	Due Date/Period
Draft Estimates of Expenditure	March 1 st
Action Report	Quarterly (3 rd day of the following quarter)
Administrative Report	Yearly (At the end of every fiscal year)
Social Sector Programme (SSIP) Report	Quarterly (3 rd day of the following quarter)
Achievement Report	Monthly (3 rd day of the following monthly)

POLICIES AND DEVELOPMENT INITIATIVES

SHORT, MEDIUM AND LONG TERM PLANS

The ECCL short, medium and long term plans focuses on human and social capital development by building on the national policy framework of the Government of Trinidad and Tobago.

Three of these policy directives in particular are taken into consideration:

- 1. People Centred Development**
- 2. Poverty Eradication and Crime Reduction**
- 3. A more Diversified Knowledge Intensive Economy-Building on the Native Genius of our People**

Our plans places emphasis on the revitalization of the craft industry by initiating craft training at a higher level. This is accomplished by providing business support for local artisans and promoting the development of a craft cluster through research, development, production and marketing.

The plan will also place priority on making ECCL globally competitive by repositioning and rebranding the organization in alignment with 21st Century organizational standards and quality management systems

ECCL will embark on a course of Business Process Reengineering to reconfigure departments and align them with the chosen strategic direction.

ECCL will also drive a new product development and innovation process by concentrating on new design elements in handicraft and establishing an innovative environment through a virtuous circle of innovation.

PERFORMANCE ACCOMPLISHMENTS

For the period September 2017 to current the Export Centres Company Limited has been restricted in our services provided due to financial constraints, however we were assigned a new Board of Directors in May 2018 who have been working tirelessly to chart the way forward through the development of the New Strategic Plan 2019-2021.

Additionally, since the aforementioned period above the organisation has only been in receipt of subvention for the purpose of salaries, wages, and mandatory administrative and operational expenses. Moreover, the organisation has not received any PSIP funding for this fiscal period to conduct any maintenance or refurbishment work to our facilities, despite these challenges ECCL still managed to successfully carry out some projects.

In the interim we have been able to partner with our Line Ministry MCDCA in hosting a Carnival Craft Market at NAPA in February 2018, and were instrumental in providing one day workshops on Costing & pricing, marketing, packaging and labelling to 160 craft artisans.

ECCL also conducted its first Assessor Training Programme to twelve (12) Craft Tutors from the MCDCA who were awarded City & Guilds International Vocational Qualification (IVQ) Certificates in Teaching, Learning and Assessing Learning – 1106-93.

ECCL also embarked on our first in-house Craft Training Program where members of staff performed the role of tutors and offered training in the following areas: Fabric design, Straw work, Wood craft, Jewellery, Linen & Drapery, Home furnishings, Pyrography and Candle making. These classes are scheduled to end in December 2018, currently we have 129 Trainees enrolled.

REMEDIAL PLANS

ECCL's present architecture is not in congruence with both its internal and external environment.

- Its internal organizational structure is outmoded and a revised vision and mission will be prepared to create innovative capacity for the craft industry.
- Its bureaucratic structure and functions are similar to other organizations that exist within the Ministry of Community Development, Culture and the Arts and there is a duplication of some services. ECCL plans to form alliances with similar organisations to foster growth and alignment.
- The external environment is in constant flux. Economic problems drive the need to diversify the economy and the thrust in the GORTT Medium Term Policy Framework towards the creative industries is well received. ECCL will utilize this opportunity to focus on penetrating the export market as indicated in our pathway

FINANCIAL OPERATIONS OF ECCL

BUDGET FORMULATION

Budget helps to aid management in the planning of actual operations and to consider how change affects cost. It also helps coordinate the activities of the organization by compelling managers to examine relationships between their own operation and those of other departments.

The managers of ECCL are provided with a template for the budget, the prior year's actual expenditure for their respective department and the current strategic plan.

The following are to be considered in preparation of the budget.

- Recurrent cost for the past year (past year's expenses less any one off expenditure)
- The changes in the cost of essential expenses, e.g. electricity, water rates, NIS etc.
- Any expenditure that must be incurred to complete activities coming forward from the prior year
- The cost of activities that must be taken to achieve the objectives of the Strategic plan in the coming year
- The cost of severances, union negotiations, new employment positions and staff salary increases in the coming year
- Staff training initiatives, staff functions and seminars to be undertaken in the coming year
- Special projects of the Board of Directors

The managers are required to prepare the budgets for their respective departments in the format provided. They must consider the above and any other situation that materially changes expenditure.

The managers meet to present their department's budget to ensure their activity complement each other, according to the strategic plan and that efforts are not being duplicated.

These rules are used in the standard formation of ECCL's budgets. However, due to financial constraints the budget prepared for 2018 (Fiscal Year October 01st 2017 to September 30th 2018) was focused on payments of staff salaries/wages and payment only to basic administrative Expenses such as utilities, yard maintenance etc...

EXPENDITURE VERSUS INCOME

The financial expectations of the management are detailed in their budget. When commenced, the operational activity will incur actual costs that are to be compared against the budgeted costs. Hence variances will arise.

Any differences are known as variances. If the actual expenditure is greater than the budgeted expenditure, then the variance is adverse. If the actual expenditure is lower than the budgeted expenditure, then the variance is favourable.

Differences are required to be explained by the managers and the budgets may have to be reviewed.

DEBT POLICY

Nil

INVESTMENT POLICY

Nil

See Appendix 1 – Financial Statements

THE HUMAN RESOURCE DEVELOPMENT PLAN

ORGANIZATIONAL ESTABLISHMENT

The Human Resource utilized in the daily operations of the company comprise mainly of administrative support staff and technical experts in various craft skill areas, who are required to efficiently assist the organisation in realizing its goals and objectives.



CATEGORY OF EMPLOYEES

ECCL current compliment of staff includes the following:

- 40 permanent staff members 6 of which are daily paid and 34 monthly paid
- 26 contracted workers 4 of which are monthly paid and the remaining 22 are daily paid.

CAREER PATH SYSTEMS

RECRUITMENT AND SELECTION PROCEDURES

Export Centres Company Limited is committed to establishing recruitment, hiring and orientation practices that attract high qualified candidates and ensure that the workforce will meet the organization's goals and objectives.

OCCUPANCY OF VACANCIES

In filling vacancies, the Company shall give first consideration to current employees.

Whenever a vacancy arises, the following procedure shall be adopted for filling such a vacancy.

- The Department Head where the vacancy occurs shall recommend to the appropriate Senior Authority, the employee most suitably qualified to fill the vacancy.
- The assessment of suitability for this purpose shall include proven ability, experience and qualifications to adequately perform the job in accordance with the job specification.
- All other things being equal, seniority in service shall be the deciding factor where two or more employees hold equal claim to the filling of a vacancy.

Currently the following positions are vacant:

- 1 Chief Executive Officer – (Interim CEO currently in place, an internal advertisement was sent out to all staff and formal interviews and an aptitude test was conducted where the best suited candidate was selected for a period of three months)
- 1 Human Resource Manager
- 1 Human Resource Officer
- 1 Accountant – (Assistant Accountant receiving extra duty allowance)
- 1 Internal Auditor
- 3 Programme Delivery Supervisor
- 2 Centre Supervisors
- 1 Custodian
- 1 Secretary
- 1 Business Development Officer
- 1 Research Officer
- 1 Information Technology Officer – (HSE Officer receiving extra duty allowance)
- 1 Quality Assurance Clerk
- 1 Security Supervisor – (Security Personnel receiving extra duty allowance)
- 1 Procurement Officer

SELECTION OF CANDIDATES

Interviews must be conducted by a panel that must include a senior member of the Human Resources Department. A Selection Committee comprising the Department Head in which the vacancy exists and the HR Officer shall review and select a candidate for the vacant position. Before the final appointment is made, the Chief Executive Officer's approval shall be obtained in writing.

The hiring of personnel at Export Centres Company Limited shall as far as possible be based on merit, qualifications, and abilities. In compliance with the provisions of the Equal Opportunity Act (2000) Export Centres Company Limited does not discriminate in employment opportunities or practices because of race, colour, religion or political persuasion, sex, national origin, age or disability.

As part of the company's selection process, all persons who are being considered by the Company for employment may be required to pass a pre-employment medical examination in order to ensure that the prospective employees are medically fit and physically able to perform in the position for which they are being considered.

Character Reference

The Company may enquire of any referee named by a prospective employee without further reference to the prospective employee.

- Business references for employment shall be processed by the HR Officer and forwarded to the Chief Executive Officer, for approval.
- Information obtained from referees and/or previous employers shall be treated in confidence and not be disclosed to prospective employees.
- Any decision to appoint a person despite an unsatisfactory report from a referee must first have the approval of the Chief Executive Officer.

Police Certificate of good character

All employees will be required to submit a police certificate of good character as a pre-requisite for employment.

PERFORMANCE ASSESSMENT

MANAGEMENT STRATEGIES

There now exist an Employee Performance Management System (EPMS) at the Export Centres Company Limited (ECCL).

This System is based on Key performance indicators that are guided by Export Centres Company Limited (ECCL) strategic Plan (2012-2016) and cascaded to Department where department performance.

An overall perspective of Export Centres Company Limited (ECCL) Performance Management System includes the following et.al:-

- Achievement against objective KPI's.
- Standards of Performance against competencies and Development needs.
- Training Coaching
- Reward Recognition
- Establishing Performance Standards
- Problem Solving and analytical skills

This system is subject for review after the completion of the Strategic Plan 2019-2021.

PROMOTION - SELECTION PROCEDURES

Employee review is held every six months – June and December of each year to assess their performance and determine whether they are entitled for promotion where vacancies exist. The following instrument is used for conducting EPA:

Employee Name:	Supervisor's Name:
Position Title:	Position Title:
Date Of Hire: Length Of Time In Current Position: Years: Months:	Department:
Evaluation Period:	Length Of Time You Have Supervised Employee: Years: Months:
Evaluation Type: End Of Probation <input type="checkbox"/> Mid-Year <input type="checkbox"/> Annual <input type="checkbox"/> Promotion <input type="checkbox"/> Other <input type="checkbox"/> (Please Specify)..... ----	

Guidelines for Use

NOTES TO THE EMPLOYEE

The Export Centres Company Limited Performance Management System is a developmental tool used to evaluate and assess performance with the aim of assisting you in the execution of your duties. The Performance Developmental Review is an estimation of your performance in your current position within the review period, with a guide to your developmental (training) needs.

The Performance Review is a continuation of the meaningful dialogue which should be taking place between you and your supervisor. It is a valuable opportunity to have open discussion with your supervisor about your performance. Employee participation is important and you are encouraged to raise questions.

Key Points to Remember:

- **At the beginning of the review period**, the employee should be provided with a copy of their Performance Developmental Review form. A private meeting will be arranged a few days later to discuss the form and make any amendments necessary. The employee should feel free to propose amendments (in terms of the job description and performance standards). **NB: If circumstances change within your department during the review period, which may impact on the employee's performance, a subsequent meeting would be needed.**
- **The Performance Developmental Review meeting MUST be confidential and private.** Please allow for sufficient time to conduct the review, since neither party should feel rushed during the process.

- **The employee must know why he/she received a particular rating** and clearly understand what is needed to achieve a higher rating or maintain the rating received during the period.
- **Developmental Plan** – Allow the employee to identify the areas he/she would like to receive training in during the period. It is management’s responsibility to guide the employee (if he/she is unsure) and confirm that the training is relevant to the achievement of the performance standards.
- **Ending of the meeting** – The meeting should always end on a positive note, with future developmental plans. At the end of the meeting, the employee is allowed to retain the Review form for no more than two (2) days so he/she can re-examine and comment. Management should not attempt to influence the comments being made by an employee. Management must sign and date the form before the employee is allowed to leave with it. When the form is returned ensure that it is signed and dated by the employee, with either the “Agree” or “Disagree” boxes checked off.

PERFORMANCE RATING

RATING		DESCRIPTION
EXCEPTIONAL	5	<p>Performance results are consistently above the standards set and overall performance substantively exceeds objectives.</p> <p>The supervisor has no hesitation in delegating important tasks to the employee. The employee exercises initiative, assumes responsibility, and has a sound knowledge of the policies and procedures related to the position. Minimal supervision is required.</p>
OUTSTANDING	4	<p>Performance results are usually above the standard and overall performance consistently exceeds objectives. The supervisor can delegate most tasks to the employee. The employee demonstrates sound interest in his/her work.</p>
SATISFACTORY	3	<p>Performance results show generally consistent achievement of objectives. The employee performs duties with efficiency and effectiveness. There is room for improvement in meeting performance standards, but the quality and quantity of work are acceptable.</p> <p>The supervisor must continue to guide and assist the employee and provide ongoing opportunities for training and development.</p>

RATING		DESCRIPTION
DEVELOPMENTAL	2	<p>Performance results show generally inconsistent achievement of objectives; performance improvement needed. The employee's performance falls below the standard required for the job.</p> <p>The supervisor spends a substantive amount of time monitoring the employee's work and cannot delegate important tasks to him/her. The supervisor concludes that the weaknesses may be overcome by training, self-development and coaching.</p>
	1	<p>Performance results show consistent deficiencies that seriously affect the attainment of objectives and the performance of the position.</p> <p>The employee consistently performs work of an unacceptable poor standard and tasks are frequently left unfinished. The employee fails to meet deadlines on an on-going basis and has to be consistently monitored. The employee is unwilling to change his/her behaviour and/or attitudes to facilitate improvement in performance. He/she may be recommended to seek career options external to the organisation.</p>

GENERAL WORK ATTRIBUTES

Employee's Quantity of Work – Required- look at work actually done against that which should have been done.

Employee's Quality of Work –Required- look at the depth and value of the employee's work.

Employee's Presentation of Work – Required- look at standards and professionalism of work.

Problem Analyzing/Decision Making Skills – Should look at employee's capacity to obtain, co-ordinate and formulate information that can dictate a course of action and use logical or systematic approaches in dealing with problems related to job functions.

Communication Skills (Written/ Oral) – Should look at ability to arrange thoughts and ideas and translate them on paper and also look at employee's ability to express him/herself clearly and effectively.

Punctuality – Should look at employee's ability to be on time on a consistent basis.

Ability to Meet Deadlines – Should look at employee's ability to meet company's deadlines especially in urgent cases.

Team Spirit/Leadership – Should look at employee's willingness and ability to gain co-operation, delegate responsibility, foster team work, inspire confidence, direct people, treat others with dignity and be flexible in dealing with differences and tolerance.

Creativity/ Innovation – Should look at the ways individuals move the organization ahead through generating and applying new ideas, finding better ways of doing work, and encouraging others to think and act creatively.

Adaptability – Should look at the ability to grasp, interpret and adjust to instructions, new situations and procedures.

Integrity – Should look at employee's honesty and consistent use of moral principles.

Attendance –Should look at the way in which employees follows rules concerning time off and lunch periods, number of days sick leave used during the period of review, the number of occurrences, and whether these were in conjunction with a weekend and/or statutory holiday.

PROMOTION

Promotion is ultimately the discretion of the Chief Executive Officer. Other deciding factors shall include:

- Availability of position/rank
- Head of Department recommendation
- Human Resource approval

EMPLOYEE SUPPORT SERVICES

Export Centres Company Limited supports the professional development of all staff at all levels of the organization. We are committed to training and development in areas that further enhances staff's ability and capacity to contribute to the organization in a meaningful way and at the same time to develop their career aspirations in the future.

As a result, the company provides financial aid to staff desirous of furthering their studies.

POLICY

The Company shall provide assistance by way of a reimbursement to employees up to seventy-five (75%) of the tuition to an amount not exceeding \$20,000.00. A course is eligible under the Plan if it is directly related to the work/job currently being performed by the employee or his or her work group, or a course/degree recommended by the employee's supervisor as part of the employee's overall development and training as discussed and agreed upon in the Performance Management Process.

PROCUREMENT PROCEDURES OF ECCL.

PROCUREMENT PROCEDURES

Export Centres Company Limited in an effort to operate in an atmosphere of accountability and transparency has developed a procurement policy document.

Inherent in this strategic policy is the adoption of **ethical principles** that underpin best practice tendering procedures.

Scope of Document

This document will outline and establish the parameters and requisite information necessary for the procurement of goods and services.

Pursuant to the state enterprises performance operating manual this document will be mirrored along those lines

Deliverables of this document:

- This document outlines the standardization of the tendering process for ECCL
- Provides a framework for the effective, consistent and efficient management of tendering practices in keeping with the procedures as set out in the State Performance Monitoring Manual
- In addition this document will address and ensure that once the tendering process is complete, projects' will be completed within Time, Budget Quality and Scope

OPEN TENDER

The Company's first stage in procurement procedures is the practice of Open Tendering. This provides Companies with the opportunity to become pre-qualified with ECCL.

This involves pre-qualification with ECCL for General Construction and Service works which are advertised in the public spheres for example the Newspaper for a period of two weeks.

This type of tendering is practiced when the Company's needs requires services and goods which the current suppliers with the Company are unable to fulfil.

SELECTED TENDERING

When the Company requires specific works and services to be performed for instance roof works, ECCL utilises selective tendering. This involves suppliers who have already been pre-qualified/registered with the Company are then chosen and invited to tender for projects. This form of tendering fosters competition among companies. Suppliers that have a good performance record and provide cost effective bids are selected.

Selective Tendering is a process where Tenders are invited from the Company's list of approved vendors and/or where justified , vendors specifically approved by the Registration Committee responsible for the pre –qualification of vendors in closing a Selective Tendering process , the Company Shall:-

- Set a minimum number of invitees so as to allow adequate completion in the procurement process. The invitees selected shall be among the top ten (10) ranked vendors registered to provide the particular goods, Works and/or services. In cases where there are less than ten (10) registered vendors, all vendors registered to provide the particular goods, Works and/or Services shall be invited.
- Continually evaluate Vendors on their performance, inclusive of responsiveness to tender invitations and overall compliance with contract terms and conditions.

SOLE TENDER

Sole tendering is not applicable except in cases according to the State Enterprises Performance Monitoring Manual (4.5, pg. 58) ‘where only one(1) Vendor / Consultant is capable or available or identified as having the qualifications or special proficiency , experience and skill of skill of exceptional worth , expertise and /or equipment to supply the required materials, works or services.

PUBLIC AND COMMUNITY RELATIONS

Client and Public Access to Services

ECCL's clientele includes citizens of Trinidad and Tobago who are interested in the production of craft as a viable means of earning an income. Our Centres are geographically located throughout Trinidad.

In-house Training was conducted for this period at the following Centres:

1. Bon Air
2. Tunapuna
3. Bourg Mulatresse
4. Morvant
5. Diego Martin
6. Fyzabad
7. Palo Seco
8. La Brea
9. Point Fortin

ECCL offered services to all in the following Craft Areas:

1. Weaving and Raw material preparation
2. Fabric Design
3. Jewellery
4. Wood craft
5. Soap & Candles
6. Home Furnishings
7. Bead Needle Weaving

A total of one hundred and twenty six persons are currently enrolled in our programme.

See Appendix 2 – Training plan, Enterprise and Design modules

Community Stakeholders Relations/Outreach

ECCL conducted short workshops to artisans who were trained at the Community Development Enhancement Programme as follows:

Workshop	Date	# Participants
Four (4) workshops conducted in the area of Export Marketing, Packaging and Labelling	May 2018	62 artisans
One (1) workshop was conducted in the area of Costing & Pricing	June 2018	98 artisans

ECCL also partnered with our line Ministry to host a Carnival Craft market at the NAPA in February 2018, where a total of 47 artisans participated. ECCL conducted a sales survey and the results showed that 1,099 item were sold and the artisans earned a total of \$60,005.

Further to this ECCL participated in the Emancipation Village in the month of July – August 2018 where we highlighted some of the artisans work and ECCL's products.

In the month of August ECCL hosted its first Assessor Training for tutors of our Line Ministry, Twelve persons registered of which eleven were successful, they received a City & Guilds Level 3 Certificate in Teaching, Learning and Assessing Training. This training will allow for the standardization of craft training in T&T and will also lend

to the development of programs from basic to advance training by building capacity with regards to our tutors.

See Appendix 3 – Assessor Training Report

Appendix



Appendix 1

Annual Financial Statement for Period

October 2017 – September 2018



	RECURRENT SUBVENTION		
TOTAL BUDGETED	ALLOCATIONS		
	Cheque Code	04/009/02	Expenditure
	Budgeted Amounted	6,300,000.00	
	Revised Amounted	7,200,000.00	
MONTHS	CHEQUE #	SUBVENTION RECEIVED	
OCTOBER '17	P00363973	600,000.00	606,373.61
NOVEMBER '17	P00364385	600,000.00	652,674.08
DECEMBER '17	P00364710	600,000.00	664,630.38
JANUARY '18	P00365908	600,000.00	601,483.63
FEBRUARY '18	P00366769	600,000.00	624,399.50
MARCH '18	P00367497	600,000.00	667,695.53
APRIL '18	P00368737	600,000.00	569,835.53
MAY '18	P00369511 P00369755	829,100.00	570,977.57
JUNE '18	P00370325	600,000.00	605,927.97
JULY '18	P00371835	600,000.00	528,075.73
AUGUST '18	P00373793 P00373794	599,900.00	567'987.18
SEPTEMBER '18	P00374411	371,000.00	605,091.19
TOTAL		\$ 7,200,000.00	\$ 7,265,151.90
OVER/(UNDER) BUDGET		\$ 900,000.00	

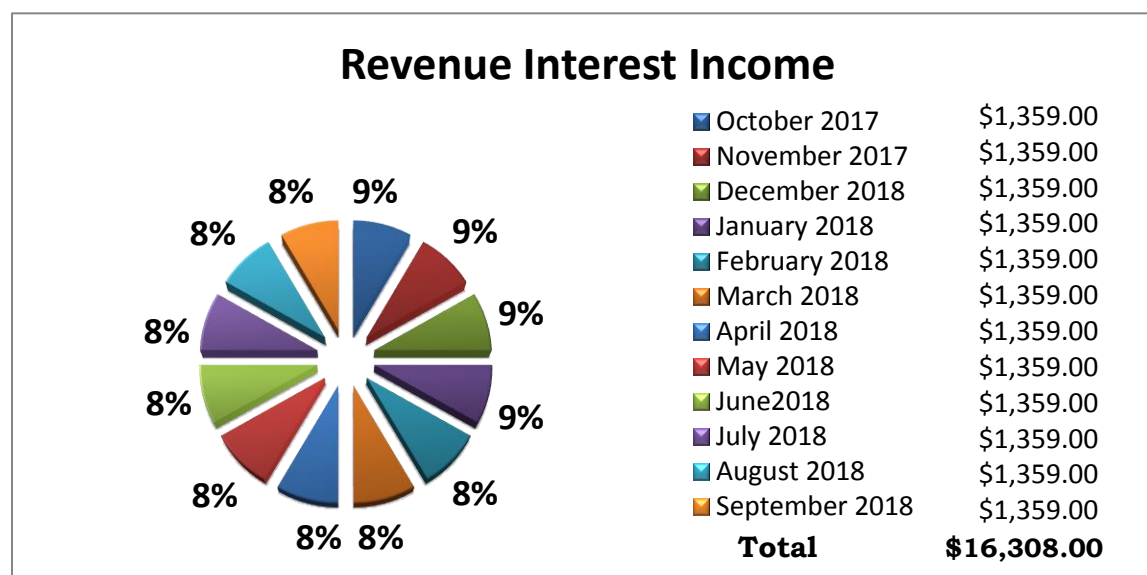
REMARKS
October 2017 deposited in October 2017
November 2017 deposited in November 2017
December 2017 deposited in December 2017
January 2018 deposited in January 2018
February 2018 deposited in February 2018
March 2018 deposited in March 2018
April 2018 deposited in April 2018
May 2018 deposited in May 2018,
June 2018 deposited in June 2018
cheques received \$229,100 and \$600,000
July 2018 deposited in July 2018
August 2018 deposited in September 2018,
cheques received \$70,900 and \$529,000
September 2018 deposited in September 2018

Income Performance

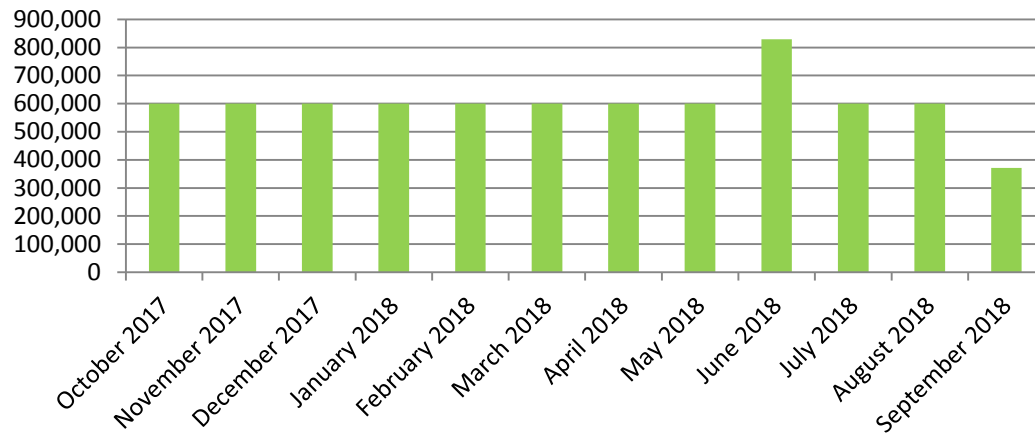
Total Operating Income:

Interest income in the amount of \$1.3K per month was estimated from investment in the money market account at UTC.

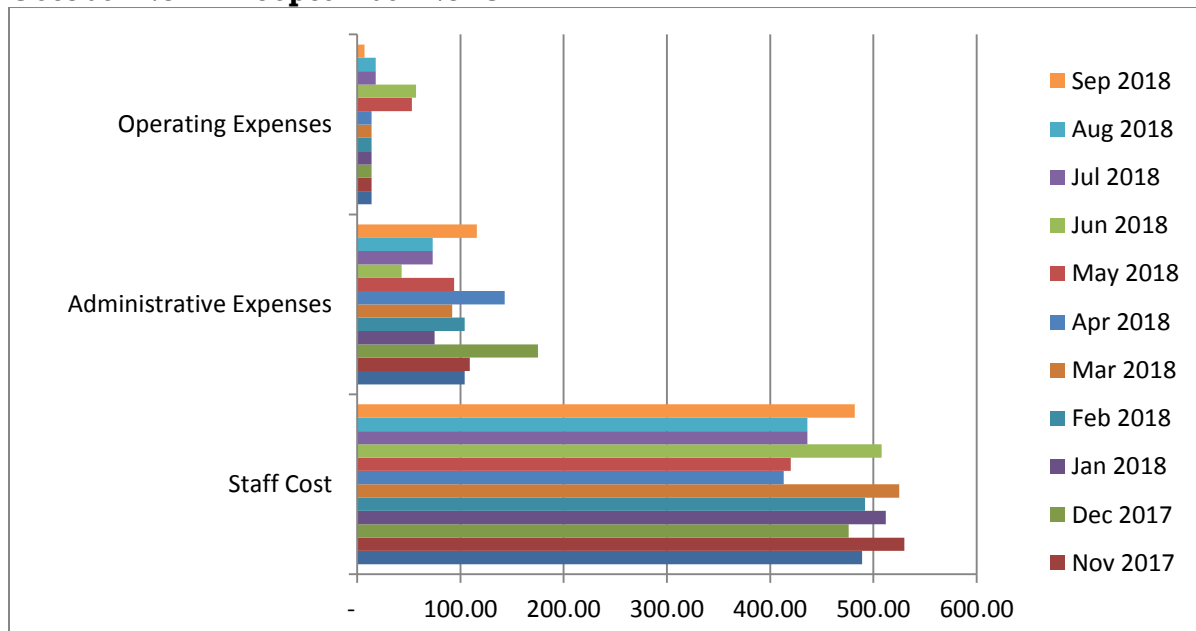
The following charts depict income commencing from the beginning of the FY2018 to current (*October 2017- September 2018*).



Subvention Fiscal Year 2018 October 2017 - September 2018



Summary of Major Expenses Categories: October 2017 – September 2018



Appendix 2

Training Plan

Enterprise Module Curriculum

Design Module Curriculum

EXPORT CENTRES COMPANY LIMITED
TRAINING & DEVELOPMENT
DEPARTMENT
TRAINING PLAN 2018
HANDICRAFT ENHANCEMENT TRAINING
PROJECT

Market Driven

Product Driven

February 2018

Prepared by: Susan Narine – T&D Manager

HANDICRAFT ENHANCEMENT TRAINING PLAN

GOALS

ECCL will initiate a training program to service crafts persons who have already acquired a skill but lack the expertise in Design, Production and Business Skills. This Training Phase aims to:

- Provide quality Training utilizing local materials in the respective Craft skills areas.
- Introduce Research, Design principles and Creativity in all craft areas.
- Provide training in production for resale (mass production)
- Impart knowledge on the employability skills needed to communicate effectively in the business environment.
- Provide the relevant Business skills needed for self- sustainability.
- Provide a certificate of performance awarded by Export Centres Company Limited indicating mastery of the skills acquired.

OBJECTIVES

The purpose of this training is to maintain that valuable partnership with our line Ministry – Ministry of Community Development, Culture and the Arts (MCDCA) – Handicraft Department, taking handicraft forward in this challenging economic climate, by utilising our existing staff and resources to **cut cost**, this will in no way compromise our usual quality delivery, as our staff are well trained and certified and are considered experts in their various craft disciplines.

It is our intention to **fill the existing gap between skilled artisans and artisans getting into business**. Currently the market is saturated with numerous “**basic training**” programs but no institution has taken the initiative of ensuring craft persons are provided with the skill, knowledge and understanding required for successful business ventures locally, regionally and internationally. This course will assist in eliminating the continuous problem identified in our surveys, such as; poor quality items for resale, over-pricing and under-pricing, and the inability to reproduce maintaining quality standards.

This course will also be used as a proactive measure to **prepare artisans for the upcoming CARIFESTA which will be hosted in T&T in 2019**. Artisans will now be better prepared to

compete with other craft persons in the region showcasing their talent and representing our diverse history and rich cultural heritage.

VENUES:

ECCL will utilise nine (9) of our Training Centres to offer one course per centre, and will accommodate 135 trainees:

#	Centre	No. Trainees
1	Bon Air	15
2	Tunapuna	15
3	Bourg Mulatresse	15
4	Morvant	15
5	Diego Martin	15
6	Fyzabad	15
7	Palo Seco	15
8	La Brea	15
9	Point Fortin	15
Total		135

PROPOSED CRAFT COURSES:

The decision for the following proposed craft courses was based on the technical expertise of the staff assigned to each Centre, and also the Training Supervisors and T&D Manager, in some instances there will be a merger of two courses adding value to this training and the end products.

Included in the program of work will be field trips to source available raw materials where applicable and training in the preparation of these materials.

The Design element will be delivered in workshops by our Design PDS, and will encompass new designs with direct relation to our cultural heritage.

The Training Department intends to partner with other organisations such as; exporTT, NEDCO, etc. to deliver workshops for the Enterprise Training to our trainees in the absence of our Business Development Department.

CENTRE	CRAFT COURSE	TUTOR(S)
Bon Air	Weaving & Raw Material Preparation	Margaret Hospedales Lisa Downes
Tunapuna	Fabric Design & Stitched Fabric	Dell Thomas Michelle Udeka
Bourg Mulatresse	Wood Craft Linen & Drapery	Jason Mc Donald Michelle Samuel
Morvant	Wood Carving Pyrography	Shirley Stapleton Dell Thomas
Diego Martin	Jewellery Craft	Rookmin Sooknarine
Fyzabad	Home Furnishings	Paula Bartholomew
Palo Seco	Home Furnishings Bead Needle Weaving	Kathleen Small Nicole George
La Brea	Fabric Design Home Furnishings	Averil Gardiner Marcia LaRode
Point Fortin	Fabric Design Beach Wear	Annalee Maison Ann Gillian Francis Monsegue

PROGRAMME DESIGN

Craft Skills	Design Concepts in Product Development	Enterprise Training
<p>This module will include training in:</p> <ul style="list-style-type: none"> • Technical skills • Knowledge and understanding of craft area, tools and equipment • Sourcing and Preparation of Raw Materials 	<p>Workshops on Design Concepts and Product Development will include that aspect which will assist artisans in capturing their innate talent by developing and improving their creativity, to assure us creative, innovative and new designs to revitalize craft.</p>	<p>Workshops on Enterprise training will involve; pricing, costing, customer service and marketing. Information on building a successful business will allow the development of trainees' communication and business oriented skills allowing them to become self-sustainable.</p>
20 – 4 hour sessions	8 – 4 hour sessions	8 - 4 hour sessions

DURATION:

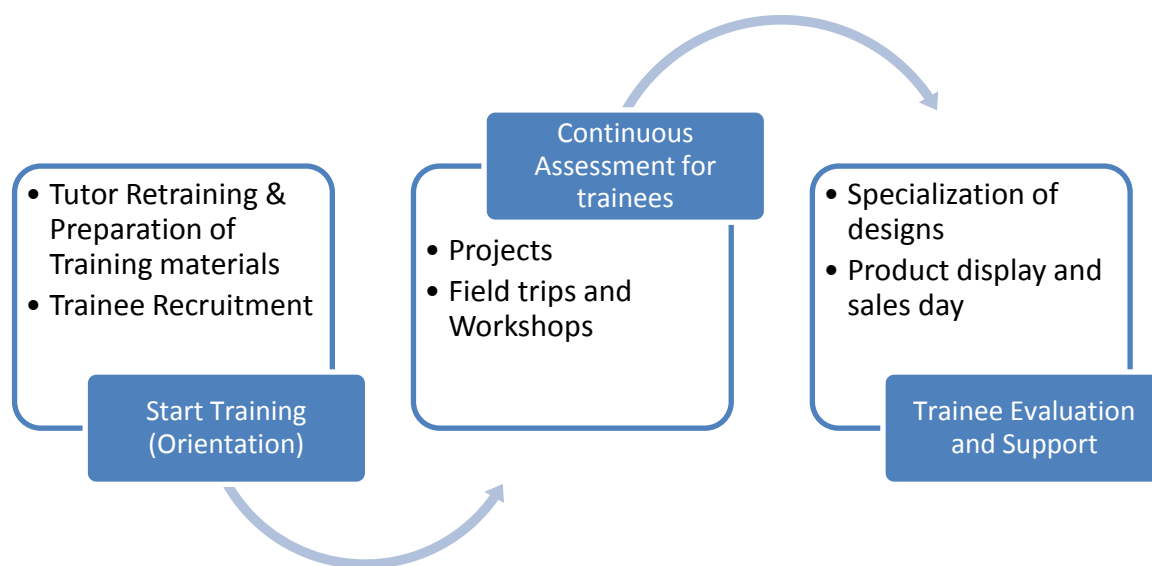
This program will run for the duration of Three months and will comprise a total of:

- **4 hours per session - 3 days per week**
- **36 sessions - approximately 12 weeks/3 months**
- **Total - 144 Contact Hour**

Suggested start date: September 10th 2018

Suggested end Date: December 14th 2018

PROGRAM PROCESS



The Program Process will be as follows:

1. The retraining of tutors.
2. Recruitment of trainees.
3. Commencement of Training with the Trainee Orientation.
4. Delivery of the course work, which will include projects, field trips and workshops.
5. Assessment process. Method used will be the Continuous Assessment Method.
6. Each trainee will be required to produce at least one specialized original product design to be reproduced.
7. Products will be displayed and sold at the end of the training course.
8. A trainee evaluation will be conducted at the end of the training to assess any additional needs they may require to ensure successful business endeavours.

ENTERPRISE TRAINING MODULE

September-December 2018

Handicraft Enhancement Program

Objectives:

Trainees will be able to envision themselves as business people making a livelihood out of their craft. They would be introduced to the elements of developing marketable products and the business skills required to meet market demand and have the ability to compete in the local market.

Contents:

Eight (8) *four hour Enterprise Training* sessions to assist in developing the trainees' business skills, will comprise of four main modules;

1. Entrepreneurial Development
2. Marketing
3. Costing & Pricing
4. Customer Service

These will be delivered in one (1) day Workshops – 9:00am – 3:00pm. This training is geared towards preparing participants for becoming successful business entrepreneurs.

Modules	Contents of Modules Competency Based Curriculum:
I – Entrepreneurial Development	Developing a Business Plan Registering a Business Business law Book keeping / Recording of Business transactions. (Documents required for operating a business)
II – Marketing	Market research Determining Business and product readiness Market entry strategy (direct sales, wholesale, orders, intermediaries) Export marketing Product promotion
III- Costing & Pricing	Importance of Costing & Pricing Calculating production time – direct and indirect cost Identifying rising cost and solutions Record keeping Definition of price and determining price Pricing techniques Pricing for export market
IV – Customer Service	Customer satisfaction model Importance of good customer service Elements of customer service Understanding customers expectation and the benefits Building customer relations Dealing with complaints

DESIGN CONCEPTS IN PRODUCT DEVELOPMENT MODULE

GOALS:

The Product Development Workshop aims to provide participants with the knowledge and practical skill to create new and innovative designs, modified existing product with an exclusive presentation of this newly design product.

LEARNING OBJECTIVES:

The outcome of this workshop will ensure that participants understand and gain the knowledge and skill required to utilize design concepts in developing their product, so it can become more attractive and marketable. These product will be guided by market trends and would reflect our country's diverse cultural heritage, in most cases utilizing our available local materials to produce eco-friendly goods.

LEARNIING TECHNIQUES

The class sessions will be interactive with practical demonstration, participants will be required to be innovative and experiment with various design elements and natural materials. Power Point presentations will be used to provide visual imaginary to further clarify some of the design concept and processes.

ASSESSMENTS

At the end of the session participants will be asked to present their final product which will be assessed.

Course Outline:

SESSIONS	TOPIC	COMPETENCY <i>At the end of these sessions trainees would:</i>	OUTCOME
1	Trends	Understand what are trends and why they are important	Portfolio
		Comprehend the different types of trends	
		Identify current trend and recognize them in various products	
	Referent	Understand what are referents and its importance, in the development of craft product.	Portfolio
		Identify and create an inventory of referents that are trendy, cultural and local	



2	Module	Create numerous modules that are linked to a referent	Portfolio
		Produce several variation of a module using shapes, colours and texture.	
		Select and develop the final design.	
3	Sketch	Create several sketches of the final design from various angles.	Portfolio
4	Prototype	Develop and construct a prototype of the final design.	Comprehend how to construct the final design
5	Final Product	Select the correct equipment tools and material for the final design.	Prepare and produce the final craft product
		Produce and present the final design	
6- 7	Packaging	Understand what is packaging and why it is used.	
		Comprehend the types and categories of packaging.	Understand the types of packaging and when it should be used
		Develop packaging for craft product.	Produce Packaging
8	Labelling	Apprehend what is labelling and the labelling process.	Understand the channel that must be taken when producing a label
		Comprehend what are the design essentials for labelling a product.	Use the correct design concept for a label



Create a label for a craft product.

Produce Labels

Appendix 3

City & Guilds Assessor Training Report

City & Guild's Assessor Training 2018 Status Report

Level 3 Assessor Teaching, Learning and Assessing Training – 1106-93 **Report**

The City & Guild's Assessor Training Programme 2018 with Community Development Tutors commenced in August. Orientation was conducted on the 13th August 2018. Thereafter, the training progressed smoothly and was completed on 29th August 2018 at ECCL Tunapuna Centre. Please see the schedule below for further information:

Session Plan (Topics)	Propose Dates	Time	Venue
Introduction & Registration	13 th August, 2018	9am-12pm	ECCL Tunapuna Centre
Determining candidate resources	15 th August, 2018	9am-3pm	ECCL Tunapuna Centre
Assessment Principles & Competency-Based Assessment.	20 th August, 2018	9am-3pm	ECCL Tunapuna Centre
Assessment Methods & Assessment Process	22 nd August, 2018	9am-3pm	ECCL Tunapuna Centre
Assessing competency	27 th August, 2018	9am-3pm	ECCL Tunapuna Centre
Conducting Assessment with the Candidates and Reviewing Portfolios	29 th August, 2018	9am-3pm	ECCL Tunapuna Centre

A total of 12 persons from various craft skill areas were successfully trained. Eleven (11) females and one (1) male, upon completion of the training (theory), a one (1) day vigorous practical session was also conducted with the candidates to ensure that they have the knowledge and the understanding

required in assessing candidates' competency. Please see below for the candidate's names and skill areas.

Candidates' Names and Skill Areas

No	Candidates' Names	Skill Areas
1	Anand Jadoo	Screen Printing
2	Carol Caton	Drinks and Deserts
3	Dianne Cummings	Soap Bath & Body Products, Linen and Drapery
4	June Bruzuel	Jewellery Craft
5	Carol Gill	PVC Furniture Construction
6	Paige Ballah	Jewellery Craft
7	Safiya Noel	Nail Arts, Makeup Artistry
8	Sallena Hosein	Flower Making and Arranging
9	Victoria Figaro-Gill	Traditional African Garment Construction
10	Shivawatie Ramsaroop	Linen and Drapery
11	Ramona Sharon Kurjah	Jewellery Craft
12	Hillary Vieruel	Fabric Design

Subsequently, the candidates were given approximately two (2) weeks to practice before final assessments began. Please see below for details as to the sequence in which final assessment was conducted.

Candidates' Names	Scheduled Dates for Assessment	Time	Venue
Shivawatie Ramsaroop	13 th September, 2018	Between 9 am - 3 pm	ECCL Tunapuna Centre
Anand Jadoo			
Saleha Hosen			
Hillary Viernel			
Paige Ballah	14 th September, 2018	Between 9:30 am	ECCL Tunapuna Centre
June Bruzual		11:00am	
Sharon Kurjah		(12:30pm)	
Safiya Noel		(1:00pm)	



Carol Gill	20 th September, 2018	Between 9 am - 3 pm	ECCL Tunapuna Centre
Victoria Figaro-Gill			
Dianne Cummings			
Carol Caton			

Unfortunately, some of the candidates were not ready for the assessment on the day that was scheduled; therefore, new dates were re-assigned to those candidates that were not prepared for the practical assessment. This was necessary to give them more time to practice and prepare. Mrs. Margaret Hospedales assumed the role of the Internal Verifier. Ms. Hospedales monitored and sampled two (2) candidates for her IV report. Currently, eleven (11) candidates have been assessed and were deemed competent in assessing candidates' competency. Please see below for more information:

Candidates' Names	Competent/Not yet Competent
Shivawatie Ramsaroop	Competent
Anand Jadoo	Competent
Salleha Hosen	Competent
Dianne Cummings	Competent
Paige Ballah	Competent
June Bruzual	Competent
Carol Caton	Competent
Safiya Noel	Competent
Carol Gill	Competent
Victoria Figaro Gill	Competent
Sharon Kurjah	Competent

I regret to report that despite the numerous efforts made to assess candidate (**Hillary Vieruel**), all my efforts were to no avail since she kept cancelling and re-scheduling the dates of the assessment, for this reason, this candidate is yet to be assessed and was deemed not yet competent, and will be allowed to try again at our next training.

Challenges

- The allotted time for the training was insufficient due to the fact that we are dealing with adult learners that are not used to working with paper-based/theoretical assessment.
- The candidates experienced difficulties in filling out the forms and assessment sheets required for their practical assessment.
- Communicating with the candidates outside of class sessions was a bit difficult since Tunapuna Centre's phone is one way and the internet was also not available.
- In spite of all my efforts to assess candidate **Hillary Vieruel**, with regards timeline allotted for closure of this project, she kept withdrawing and changing the dates thus delaying the completion of the project.

Recommendation

- I am recommending that ECCL include the Level 3 Assessor Teaching, Learning and Assessing Training as one of our training projects. This initiative will also give us the opportunity to target and train all the craft and vocational tutors, not just in Trinidad, but also in Tobago and by extension the Caribbean at a reasonable cost.
- I propose the next Assessor Training be scheduled for early February 2019.
- Due to the fact that we are dealing with tutors/learners with limited experience in paper-based assessment, for this reason, more time should be allotted for the training to give the candidates adequate time to grasp the concepts we are trying to convey.

APPENDIX V

THE NATIONAL COMMISSION FOR SELF HELP
LIMITED

ANNUAL ADMINISTRATIVE REPORT 2017 -
2018 AND UNAUDITED FINANCIAL
STATEMENTS

YEAR ENDED 30TH SEPTEMBER 2018

ANNUAL
ADMINISTRATIVE
REPORT

THE NATIONAL COMMISSION FOR SELF HELP LIMITED

OCTOBER 2017
TO
SEPTEMBER 2018

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BACKGROUND

The National Commission for Self Help Limited (NCSHL) was established by the Cabinet of the Government of the Republic of Trinidad and Tobago (GORTT) on April 7, 1987. ‘Since April 14, 1997, it has been registered as a State owned company funded by the Government of Trinidad and Tobago. The NCSHL has evolved into an agency primarily concerned with poverty alleviation and the development and mobilization of communities to create a better life for all. It places an emphasis on providing financial assistance to needed individuals, particularly the elderly and those experiencing challenges and to providing infrastructure development within communities. The assistance provided by the NCSHL is given on a matching basis, the NCSHL provides the materials and the community supplies the labour.

The Board of the NCSHL currently reports to the Minister of Community Development, Culture and the Arts. As a limited liability company, the NCSHL is governed by a Government appointed Board of Directors.’

Critical to mention, is that the Commission has completed the Strategic Plan for the period 2018 to 2022 which was approved by the Board of Directors in April 2018. As a consequence and in keeping with the new Strategic direction of the company the vision, mission and core values were revised.

1. VISION, MISSION, PHILOSOPHY and the STRATEGIC OBJECTIVES

a. Vision

“The Leading Agency in Stimulating Communities to Alleviate Poverty and Transform Lives”

b. Mission

“To improve and transform lives through micro and macro infrastructural Development, aiding deserving individuals and motivating communities to become self-sufficient”

c. Philosophy

The philosophy of the organization is reflected in its core values, priorities and commitment to its stakeholders and forms the foundation on which its vision will be achieved.

The NCSHL is committed to conducting business through the following core values:

- **Integrity & Equity**

We are committed to the highest ethical standards, demonstrating honesty, confidentiality and fairness in the discharge of our duties. We will act at all times in a manner above disrepute.

- **Accountability & Transparency**

We take responsibility in our daily actions for our behaviours and for achieving the results required of us. We will comply with all relevant legal and regulatory guidelines and have clearly documented policies and procedures which we will follow.

- **Customer Care & People Focused Service**

We are dedicated to service, demonstrating a caring and compassionate attitude and striving always to understand and satisfy the needs of our external customers as well as those of our internal co-workers.

- **Communication, Collaboration & Teamwork**

We will cooperate with each other and work together as a team to complete our tasks accurately and in a timely manner. We will share information and learning and communicate regularly to achieve our strategic goals.

□ **Reliability & Professionalism**

We are trustworthy, consistent and dependable in performing our duties, ensuring that our customers and stakeholders can always rely on us. We apply our knowledge, skills and competence to the job at hand, providing quality work and cost effective service to our customers.

d. Strategic Plan

The Master Strategy of the NCSHL to achieve its mandate is based on the transformation of the Commission into a performance driven entity, which proactively delivers quality customer service to targeted communities and individuals throughout Trinidad and Tobago.

The Master Strategy will be executed by dividing the organisation's operations into four main quadrants:

1. Financial and Risk;

Financial and Risk Management is the process the NCSHL will utilize to setup guidelines to define our policies and procedures with a view to mitigate against risks. This process will aid in:

1. Identifying new strategies to become more self-sustaining
2. Increasing the efficiency of Financial processes
3. Effectively managing outstanding payables
4. Managing the funds received optimally to get value for money
5. Ensuring that the Financial reports meet the required standards
6. Ensuring effective management of assets

2. Customers, Communities and Stakeholders

Stakeholder engagement and management are arguably the most important ingredients for successful project delivery. In this regard, the NCSHL places emphasis on the element at caption to:

1. Improve service to Customers, Communities & Stakeholders
2. Build awareness of and educate Stakeholders on NCSHL's role and function through Marketing and Public Relations
3. Work with State Agencies and other organisations to increase Public/Private

partnerships

4. To identify new strategies to become more self-sustaining
5. To increase the efficiency of Financial processes
6. To effectively manage outstanding payables
7. To manage the funds received optimally to get value for money
8. To ensure that the Financial reports meet the required standards
9. To ensure effective management of assets

3. Internal processes

Business process management empowers the NCSHL to align our internal processes so that they provide more value to both our internal and external customers. Therefore strengthening these processes will:

1. Increase efficiency and commitment to best practice
2. Establish more efficient Channel & Project Management to improve grants distribution and supplier relationships
3. Improve Technology Management
4. Monitor and Evaluate organisational performance
5. Ensure adherence/compliance with NCSHL's legal and regulatory framework and good corporate governance
6. Improve NCSHL's accessibility to Customers & Communities

4. Human Resource Management (HRM), Team Learning and Growth

Human Resource Management is the strategic approach to the effective management of the organisation and is designed to maximize employee's performance in meeting their employer's strategic objectives. Team Learning and Growth is also a critical component in achieving the organisation's objectives since it aligns departmental and individual goals and performance with the organisation's overall vision and goals. Therefore it is critical for the NCSHL to:

1. Develop & implement an HR Strategic plan in line with the Business Strategy
2. Effectively Restructure the organisation
3. Complete a Manpower Audit of NCSHL

4. Improve Staff Morale & Communication
5. Review and Modernise HR Policies and Procedures
6. Implement an effective Human Resource Information System (HRIS)
7. Drive the implementation of the Strategic Plan

2. ORGANIZATIONAL STRUCTURE

a. Organisation Profile (incorporated in the Background)

b. Corporate Structure

The National Commission for Self Help Limited was established and has a cabinet approved organisational structure (August 2014), as illustrated by figure1 below.

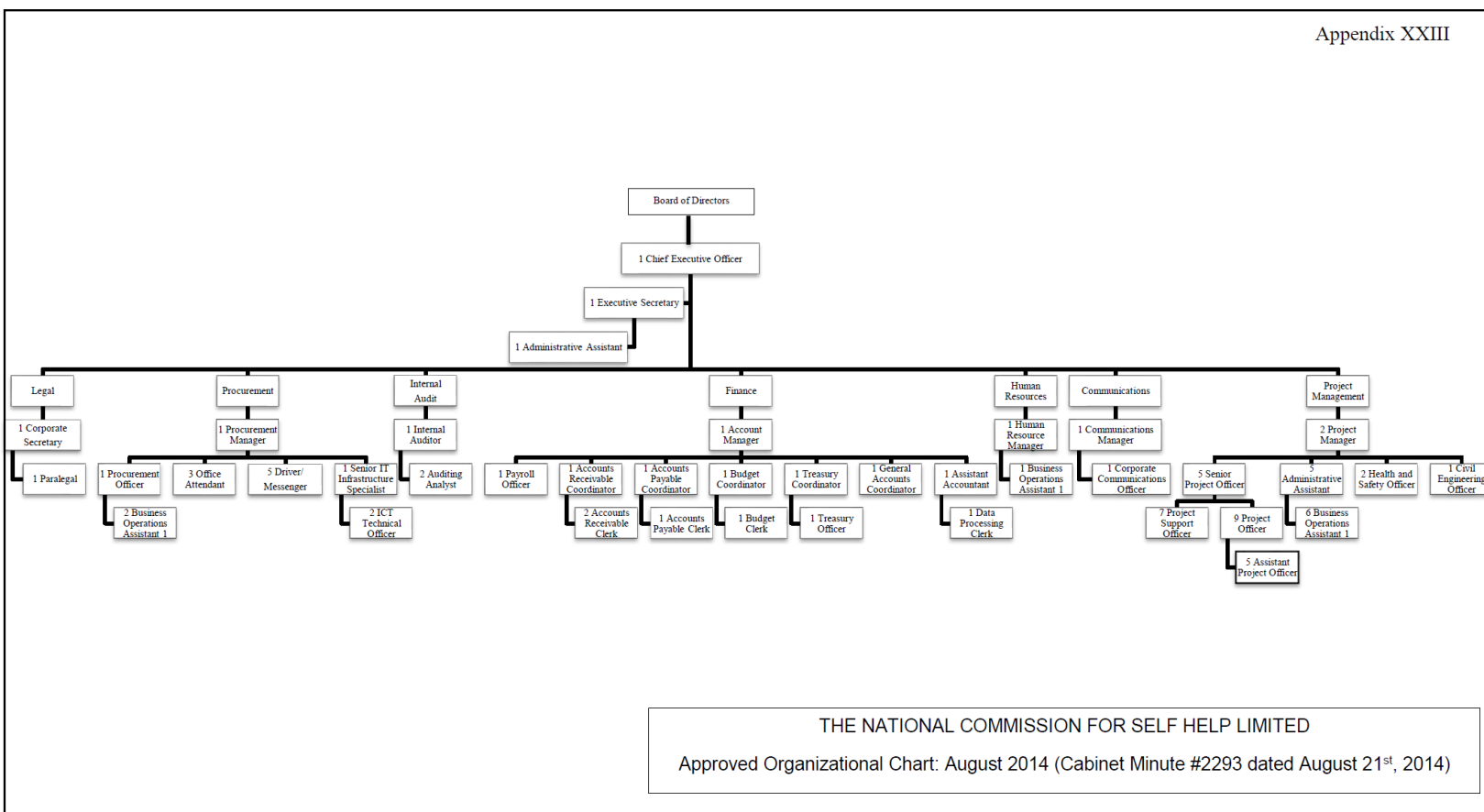


Figure 1: NCSHL Corporate Structure

c. Services provided

The NCSHL was established at a period when the GORTT was attempting to promote the spirit of self-help and self-reliance among the communities of Trinidad and Tobago. With this initiative, the Commission became an agency of the government and a catalyst for infrastructural development particularly within depressed and disadvantaged communities.

The Commission's objectives are to empower communities through the self-help approach by providing assistance by way of funding and technical support. This enables them to play an active part in accessing basic infrastructural amenities with the aim of improving the quality of their lives as individuals and as members of the national community.

The NCSHL provides the following three (3) types of grants:

1. **The Minor Repairs and Reconstruction Grant (MRRG)** – this grant provides assistance by way of building materials to pensioners, under privileged and single parents to repair/ refurbish their homes. (Max. value \$15,000.00)
2. **The Emergency Repairs and Reconstruction Assistance Grant (ERRAG)** - this grant facilitates victims of natural disasters such as, but not limited to floods, fires, hurricanes and landslides. (Max. value \$25,000.00)
3. **Community Infrastructure Development Projects (CIDP)** – these are projects that are geared to developing and improving the infrastructure of the community. These include:
 - retaining walls
 - minor roads
 - drains
 - minor bridges
 - repairs to houses of worship
 - social care facilities
 - steps
 - walkways
 - recreational parks and facilities

d. Delegated Levels of Authority

The Board of Directors of the NCSHL is appointed by Corporation Sole to oversee the management of the business and affairs of the organization. In the exercise of their powers and the performance of their duties, some of their responsibilities are delegated to special purpose Committees and to the Chief Executive Officer.

The authority and discretion to commit the NCSHL's funds, and the subsequent payment for goods and services purchased in the course of the NCSHL's operations, reside with the Chairman of the Board of Directors and the Chief Executive Officer.

The financial authority levels are outlined below:

Table 2: NCSHL Financial Levels of Authority

Expenditure	Chairman	Chief Executive Officer
Projects	\$50,000.00	\$25,000.00
Administration Costs	\$25,000.00	\$15,000.00

Corporation Sole is responsible for the creation of any debt in excess of \$1,000,000.00 and the dissolution or liquidation of any of the Commission's assets in excess of \$1,000,000.00.

e. Legislative and Regulatory framework

The National Commission for Self Help Limited is guided by the relevant laws and regulations of the Republic of Trinidad and Tobago, namely:

- **Companie's Act 1995**
- **Company's Bylaws**
- **Policy and Procedures manual**
- **The Public Procurement and Disposals of Public Property Act 2015**
- **State Enterprise and Monitoring Manual**

Management ensures compliance by:

- Reviewing the Company's systems for monitoring compliance with laws and regulations, including fraudulent acts and accounting irregularities.
- Ensuring that all regulatory compliance matters have been considered in the preparation of financial statement.
- Taking appropriate corrective action based on findings of examinations communicated by regulatory agencies.

f. Reporting Functions

The NCSHL is a Special Purpose State Enterprise and is accountable to the GORTT via Corporation Sole represented by the Minister of Finance. The NCSHL reports to Corporation Sole,

the Minister and Permanent Secretary of its Line Ministry (Ministry of Community Development, Culture & the Arts) and Parliament.

The Board of Directors is appointed by Corporation Sole to set the direction of the Company while the Chief Executive Officer is responsible for the daily operations.

The table below outlines the reporting requirement to the central agencies in monitoring the work of the NCSHL:

Table 4: NCSHL Reporting Functions

Documents / Reports	Receiving Agency
Status Reports on the Performance of Infrastructural Development Fund (IDF) - Monthly	Office of the Prime Minister (via Line Ministry)
Achievement Report of the IDF - Quarterly	Line Ministry Ministry of Finance
Monthly Report on Contracts Issued for more than \$100,000	Ministry of Finance
Actual Recurrent Expenditure – Quarterly	Line Ministry
Financial Reports – Quarterly	Ministry of Finance
Cash Flow Report - Monthly	Ministry of Finance
Draft Estimates – Annually	Line Ministry Ministry of Finance
Administrative Report – Annually	Parliament (via Line Ministry) Office of the President
Public Sector Investment Programme (PSIP) Status Report – Monthly	Ministry of Community Development, Culture and the Arts
Draft Estimates – Annual	Line Ministry
Achievement Report – Quarterly	Ministry of Community Development, Culture and the Arts Line Ministry

3. POLICIES AND DEVELOPMENT PLAN

a. Short, Medium and Long Term Plan

The ultimate goal is to transform the NCSHL into a performance driven entity which proactively delivers quality customer service to our clients throughout Trinidad and Tobago by making the best use of modern technology available in order to consistently achieve the desired levels of service.

The following initiatives are geared towards achieving these goals:

Table 3: Short, Medium and Long- Term Plans

Table 3: Performance versus Accomplishments

Goals	Accomplishments	Remedial Action (if any)
SHORT TERM (0 TO 6 MONTHS)		
1. Complete a Business Process Review for the Grants Administration Process	Approval has since been obtained by the Board of Directors, and awaiting implementation.	
2. Internal and External Newsletter to Stakeholders	The Commission has since implemented its first Newsletter which was disseminated to all Government stakeholders.	
3. Implement an effective asset management programme- Real-time updated asset schedule and internal and external Audit Results	Discussions are ongoing with the necessary stakeholders.	

Goals	Accomplishments	Remedial Action (if any)
MEDIUM TERM (6 TO 12 MONTHS)		
<p>1. To improve the efficiency of site visits and monitoring of projects</p> <p>2. To conduct a Manpower Audit for the Unit</p> <p>3. To conduct an Audit Review of NCSHL's HR Operations</p> <p>4.</p> <p>5. To enhance the security systems used in the storage of all financial documents</p>	<ul style="list-style-type: none"> ▪ Completion of repairs on vehicle for south office ▪ Development of KPI which are being adhere to ▪ Follow up visits to Applicants after issuance of Grants to Monitor/Evaluate progress <p>This item was placed on hold pending the recruitment of the Human Resource Manager</p> <p>A comprehensive Audit of the HR Operations was completed and recommendations are under review</p> <p>A physical review of the security systems for the storage of financial documents was completed. The commission was satisfied that financial data is adequately secured.</p>	

Goals	Accomplishments	Remedial Action (if any)
LONG TERM (MORE THAN 12MONTHS)		
1. Development of interactive community and customer focused website Website features to include: <ul style="list-style-type: none"> ▪ Online applications and checking of applications status ▪ Project webcams for selected projects ▪ Customer feedback and surveys ▪ Online chats with Field Officers ▪ Funds allocation criteria, processes and statistics ▪ Project and programme reviews by customer 	Ongoing	
2. Develop and Implement an effective Project Monitoring and Evaluation (M&E) System	Ongoing	
3. Source and Purchase new hardware and software devices to support Human Resource, Finance and Accounting and Procurement.	Ongoing	

4. FINANCIAL OPERATIONS

The National Commission for Self Help Limited is classified as a Special Purpose State Enterprise which receives funds from the Infrastructural Development Fund for Minor Repairs and Reconstruction Grants (MRRGs), Emergency Repair and Reconstruction Assistance Grants

(ERRAGs) as well as Development Projects (DPs) such as roads, drains, retaining walls and minor repairs to places of worship.

IDF Funds Approved for use in Fiscal 2018

In Fiscal 2018 the sum of \$15M was allocated to the NCSHL. This sum was utilized as follows:

- Funds requested and received in Fiscal 2018 - \$5,754,217

Due to conflicts on the Board of Directors, critical decisions regarding the implementation of projects were not made. As a result of this, the Commission was unable to request the full allocation for the financial year as funds a released by the Ministry of Finance when actual invoices as produced.

IDF Expenses and Commitments Fiscal 2018:

- Projects Expenditure Fiscal 2018 (\$11,574,920)
- Commitments outstanding as at September 30th 2018 (\$5,716,788)
- Total Expenses and commitments to September 30th 2018 (\$17,291,708)

It is important to note that the NCSHL brought forward the sum of \$12.46Mn from Fiscal 2017.

Commitments outstanding of \$5,716,788 represent the value of purchase orders (commitments) which were issued on projects in progress as at September 30th 2018.

There were unpaid invoices on hand totalling approximately \$4.4M. These invoices were awaiting authorization to pay and are included in the value of commitments outstanding.

The IDF Achievement Report of The National Commission for Self Help Limited is attached hereto (**APPENDIX A**).

Current Transfers and Subsidies in Fiscal 2018

The National Commission for Self Help Limited also receives monthly subventions under Current Transfers and Subsidies for Administrative Expenses. In Fiscal 2018, the sum of \$9M was allocated for salaries, salary related costs and other goods and services.

In August 2018, an ad hoc request was made to the Ministry of Community Development, Culture & the Arts for the release of additional funds to satisfy the payment of salaries for September 2018, gratuity and rent for our North, South and Tobago offices. Additional funding was made available as reflected below:

- Total Subvention received - \$10,805,244
- Administrative Expenditure Fiscal 2018 - (\$11,278,809)

Details of Administrative Expenditure incurred for the fiscal year 2017/2018 are enclosed as “**APPENDIX B**”.

Please note that the above figures do not include accruals.

A draft Balance Sheet and Income Statement for Fiscal 2018 is included as “**APPENDIX C**”. The External Audit for Fiscal 2016 was completed in Fiscal 2018. It is expected that Fiscal 2017 and 2018 audits will be completed before the close of Fiscal 2019. Audited Financial Statement will be forwarded to you on receipt of same from the external auditors.

a. Budget Formulation

The National Commission for Self Help Limited (NCSHL) prepares its draft estimates of revenue and expenditure for each fiscal year in compliance with the requirements as stated in the Minister of Finance’s Call Circular for the National Budget. These estimates are then sent to the line Ministry for review, modification (if necessary) and inclusion in their overall budget after which it is transmitted to the Ministry of Finance’s Budgets Division.

The Commission's Draft Estimates are founded on the number of projects that it endeavours to undertake and complete within that Fiscal period as well as those activities that can be implemented in one financial year and completed in the following year. The manpower and technical ability of the organization is given consideration when deciding how many projects/ activities are undertaken.

The Senior Project Officers play an integral role in deciding what projects and how many grants will be considered for implementation for any given year. Since the Commission's projects are demand driven, previously approved projects as well as an estimated projection of new applications are given consideration. Estimates for materials and some services are prepared for infrastructural development projects whilst the maximum sum allowed for Minor Repairs and Reconstruction Grants (MRRGs) and Emergency Repairs and Reconstruction Assistance Grants (ERRAGs) are allocated to those types of applications.

Preparation of estimates for Recurrent expenditure takes into account historical data over the recent past and planned actions regarding staffing, technology, contracts for services, accommodation, minor equipment and other operating costs.

The approved allocation for the fiscal year is decided at the annual budget debate in Parliament. The Commission's estimates for both capital and recurrent expenditure are adjusted to reflect the approved allocations. The projections for use of the approved sums are then forwarded to the Ministry of Finance through the line Ministry.

b. Expenditure versus Income

The NCSHL's existing accounting systems as well as its project management system is designed to effect control over expenditure in an attempt to ensure that the approved allocations and funds released to the NCSHL are not exceeded.

In the case of budgetary control in the implementation of each self-help project, material and cost estimates are prepared and approval of the Board of Directors of the NCSHL is obtained before each project is executed. Purchase orders are subsequently prepared for the quantities of materials required at the approved unit prices. The unit prices for materials

and services are either fixed on the basis of the prequalification of contractors, or taken from competing quotations.

Accounting records are updated with the issue of each purchase order so that commitment controls for each project could be assured. On payment of the relevant suppliers' bills, the commitment and accounting records are updated for the purpose of expenditure control.

The cumulative effect of these measures for each commitment and payment transaction ensures that the NCSHL's total expenditure in a fiscal year does not exceed the funding received.

The nature of the operations of The National Commission for Self Help Limited is to assist in achieving the policy of the Government in relation to poverty alleviation and community empowerment.

Projects are demand driven and can be significantly influenced by the occurrences of natural disasters and other emergency projects which arise from time to time. These emergency projects are given priority resulting in delayed implementation of other planned projects which may not be considered urgent.

c. Debt Policy

The NCSHL obtains all its funding in the form of subventions from Central Government. As such, no engagements were made with any financial institution for the purpose of debt financing.

d. Investment Policy

The NCSHL does not have an Investment Policy since the funds received are solely for the purpose of executing self-help projects and to meet administrative costs. However, interest is earned from available bank balances on the NCSHL's bank accounts.

5. HUMAN RESOURCE DEVELOPMENT PLAN

a. Organisational Establishment

Existing within the NCSHL is an approved organizational structure that is adhered to by the commission. Most functional roles within the structure have been filled with suitable and qualified resources, however the process for the recruitment of other roles is ongoing.

b. Category of employees

A total of fifty-two (52) contract employees are hired under the NCSHL and are categorized as follows:

- Accounting Manager – 1
- Accounts Clerk – 2
- Assistant Accountant - 2
- Administrative Assistant – 5
- Assistant Project Officer – 7
- Project Officers – 12
- Senior Project Officer – 2
- Procurement Officer – 1
- IT Officer – 1
- Clerical Assistant - 13
- Office Attendant – 3
- Executive Secretary – 1
- Driver/Messenger – 2

c. Career Path System

In order to better serve our clients, the NCSHL has formulated strategies to create value as well as an environment that allows its human capital to grow. The company offers employees the opportunity to operate in several areas within the organization in order to gain experience and to foster growth and development. Some of these areas include; Project Management, Civil Engineering, Public Relations, Human Resource Management, Financial Accounting and Customer Relations. The goal is to build out a model that creates the opportunity for employees to engage in ongoing job shadowing and train the trainer essentials so as to create a wider knowledge span within the company.

d. Performance assessment/management strategies

The Company successfully completed a Performance Management training exercise for its Management employees in 2017 facilitated by an external consultant. However, despite its success we experienced some minor challenges with implementation. We are currently in the process of developing new performance objectives to be rolled out in fiscal 2019.

e. Promotion- selection procedures

The structure of the organization does not provide for promotion based on merit and seniority. However, employees are encouraged to apply for higher positions that become available and a fair and transparent process is completed.

f. Employee support services

The company recognizes the need for an Employee Assistant Program so as to ensure employees can avail themselves of Professional Services when needed. We propose to review this area thoroughly aimed at successfully implementing a system for fiscal 2019.

6. PROCUREMENT PROCEEDURES

The procurement methods utilized by the NCSHL is determined by the organization's needs or the nature of the Development Programme (D.P) projects.

The needs will be dependent on the following:

- Specifications of the Goods and Services
- Terms of Reference for Consultancy Services
- Delivery requirements / timelines

In the case of Development Programme projects, consideration is also given to:

- Accessibility to project location
- Sensitivity of community ie, high crime, low income

The NCSHL's Tenders and Procurement Committee would decide on the best form of procurement method suitable for the need / project and whether it should be:

- Open Tender
- Selected Tendering
- Sole Tender

FUNCTIONS OF THE TENDERS COMMITTEE

The Tenders and Procurement Committee acts for the NCSHL in inviting and considering Tenders for the supply of goods or services of all types.

The Committee implements the NCSHL's policy and procedures on Tendering, Procurement and Contracts to ensure that procurement is geared towards maximum value at the best possible price.

The Committee ensures that procurement related matters are transparent, fair and accountable.

a. Open Tender

This method is used for specialized services and would be advertised in the local newspapers and invite interested parties to reply.

A rigorous evaluation process is used to assess the Firms' capabilities and to shortlist and select the most appropriate firms.

The shortlisted firms are then invited to submit financial proposals. Proposals are analysed and submission of recommendations are forwarded for:

- Confirmation of available allocation to fund the needs / projects
- Approval by the Tenders and Procurement Committee
- Review and ratification by the Board of Directors

b. Selected Tender

Selective Tendering is limited to Contractors and Suppliers who have registered and are prequalified with the NCSHL and shortlisted based on criteria.

This process is the preferred choice of the NCSHL as it allows for transparency, competitive pricing, quality assurance and development opportunities.

c. Sole Tender

Sole Tendering would only occur for the following:

- Arising from an emergency / disaster whereby immediate action is required.
- Known high crime communities where Contractors would have to source the labour within the Community
- Difficult Terrain where knowledge / expertise would be an asset

MONTHLY REPORTS

The NCSHL is expected to submit reports on contracts awarded with relevant details for the information of the Minister of Finance on a monthly basis.

7. PUBLIC AND COMMUNITY RELATIONS

a. Client and Public access to services/service delivery system

a. Client and public access to services/service delivery systems

- Through the NCSHL's regional located in North and South Trinidad and Tobago
- MP Offices
- Regional Corporation Offices
- District Local Government Councillors' Offices
- Direct contact with the NCSHL's Field Officers
- Grant Distribution Ceremonies

b. Community and stakeholder relations/outreach

- Cottage meetings with community groups/individuals interested in gaining access to the various grants
- Meetings held by the NCSHL staff, where education is offered to MPs, Councillors, Community Groups on the products given.
- Outreach programmes throughout rural communities which allows for potential applicants to collect forms, and also current applicants are able to check the status of their applications
- Meetings with Contractors and Suppliers to strengthen relations and inform, of any changes to systems and policies
- Attendance by the NCSHL Representatives to Statutory meetings held by the Regional Corporation, Fire Services

c. Strategic partnerships (Local, regional and International)

- Regional Corporations
- Local Government

- Ministry of Works
- Defence Force Engineering Battalion
- Socio/Religious Organizations

Analysis

The NCSHL was established in 1987 with the aim of promoting a spirit of self-help and self-reliance amongst the communities throughout Trinidad and Tobago. With this initiative, the Commission became an agency of the Government, particularly within depressed and rural communities. The work of the NCSHL is in keeping with the aim of the Government to alleviate poverty and improve infrastructure in rural communities.

The major objectives of the NCSHL are to empower communities through the self- help approach by way of funding and technical support, with the aim of improving the quality of their lives as individuals and as members of the national community.

The Aided Self Help Programme comprises of:

1. Infrastructure Projects
2. Minor Repair and Reconstruction Grant (MRRG)
3. Emergency Repairs/Reconstruction Assistance Grant (ERRAG)

Infrastructure Projects

The self-help programme assists community groups to improve infrastructure projects in their area. These infrastructure projects include Bridges, Drains, Recreational facilities, Retaining Walls, Roads, Steps, Religious and Care Giving Organizations, and Water Projects. The NCSHL contributes material and technical support, and the Community contributes labour.

The Minor Repairs and Infrastructure Grant (MRRG)

This is a facility under the IDF. Generally, requests for the MRRG are from community groups and individuals in the lowest socio-economic stratum of society. The largest number of requests come from senior citizens and destitute families. The major objectives of the MRRG are among other things to:

1. Improve the living conditions of senior citizens and destitute families by providing materials to effect minor repairs to their owner occupied homes.
2. Provide senior citizens and destitute families with materials to re-instate or re-construct their dwelling houses which may have been affected by fire, flooding or other natural disasters.

The Emergency Repair/Reconstruction Assistance Grant (ERRAG)

This was established by Cabinet Minute No. 1724 dated July 7, 2011. The objective of this grant is to provide increased funding to persons who met the criteria for MRRG whose homes have been severely damaged/destroyed by floods, storms, fires, or other natural disasters. A maximum value of Twenty –Five Thousand Dollars (25,000.00) is offered per applicant to undertake repairs and reconstruction of owner-occupied homes that have been affected by natural disasters or fire. Every effort is made on the part of the NCSHL to respond to these requests urgently.

Challenges:

The NCSHL is always challenged in terms of resources to meet the demand for infrastructure projects and Grants. Even with increased funding in previous fiscal years, the NCSHL was unable to satisfy the demands of the community and individuals. There are over Four Thousand DP, MRRG, and ERRAG files reviewed and approved, awaiting the necessary funding to be implemented. In addition, the Commission has files to be reviewed and approved and the applications are continually being received as the country weathers the tough economic times.

8. APPENDICES



2017-2018 Annual
Administrative Report

THE NATIONAL COMMISSION FOR SELF HELP LTD
INFRASTRUCTURE DEVELOPMENT PROGRAMME
ACHIEVEMENT REPORT OF INFRASTRUCTURE DEVELOPMENT PROGRAMME
for the period 1 October, 2017 to 30th September, 2018

Head - 701 Infrastructure Development Fund

Sub-Head 62 - Ministry of Community Development, Culture and the Arts

PROGRAMME/PROJECT	FINANCIAL						Detailed Project Activities in 2017/2018	Planned Project Expense %	Actual Project Expense %	Constraints/Impact on Community/Accomplishment/Status
	Allocation 2017 /2018	Releases 2017/2018	Planned Expenditure to 30th Sept, 2018	Actual Expenditure to 30th Sept, 2018	Variance between Actual and Planned Expenditure	Projected Expenditure and Commitment to 30th Sept 2018				
INFRASTRUCTURE DEVELOPMENT PROGRAMME	\$15000,000	\$5754,217	\$15000,000	\$11574,920	\$3425,080	\$15000,000	Activity Centres:			These centres will provide facilities such as a homework centre, accomodation for various types of training, handicrafts, meetings, grounds for sporting activities etc.
							Small contracts are awarded for construction / refurbishment of activity centres in depressed communities	-	1.8	1 - completed 3 - in progress Expenditure - \$ 211,622.00
										Value of Commitments issued for projects in progress - \$134,919.00
14 - Social and Community Services										
E - Aided Self-Help										
007- Implementation of Self- Help Programme							Drainage - Provide building materials and technical support to repair / construct drains in rural areas	23.9	1.2	Lack of skilled labour from community hinders progress. Gang members in some areas, disrupt projects threatening violence with weapons because of personal dissatisfaction. Small contracts are awarded for drainage projects in order to avail these projects with the technical expertise, while utilising labour from the community.
										Improved drainage will provide a level of safety from floods and protection for roads and property.
										5 - completed 6 - in progress Expenditure - \$137,953.00
										Value of Purchase Orders issued for projects in progress - \$101,310.00
							Emergency Repair/Reconstruction Assistance Grant. (ERRAG)	12.8	51.3	NCSHL responded to the immediate needs of individuals/communities which were affected by fires, floods, wind storm and other natural disasters to alleviate discomfort to the victims.
							Provide building materials, equipment, and services to a maximum value of \$25K in response to natural disasters.			204 - completed 119 - in progress Expenditure - \$5,932,617.00
										Value of Purchase Orders issued for projects in progress - \$1,930,759.00
							Low Cost Housing Grant (LCHG) - Provide materials and labour for the construction /refurbishment of low cost accomodation 21'4" x 27'8" for individuals and families who live in abject poverty and are unable to improve their living conditions from their available resources.	-	0.7	This new facility of the NCSHL started in December 2012- 95 houses are completed as at December, 2014. These projects have proven to be very successful. These projects improve the living standards of the underprivileged and destitute in our society.
										3 - completed 14 - in progress Expenditure - \$77,101.00
										Value of Purchase Orders issued for projects in progress - \$113,851.00
							Minor Repairs and Reconstruction Grant (MRRG). To provide assistance to elderly and underprivileged individuals to repair and refurbish their homes. Materials are provided to a maximum value of \$15K	23.7	28.5	The NCSHL continue to address the backlog of requests for assistance under the MRRG, while addressing the new requests for assistance.
										This grant enables applicants a more habitable home, secured from weather and other adverse conditions and improve their standard of living.
										218 - completed 143 - in progress Expenditure - \$3,295,753.00
										Value of Purchase Orders issued for projects in progress - \$1,563,499.00

PROGRAMME/PROJECT	FINANCIAL						PHYSICAL			
	Allocation 2017 /2018	Releases 2017/2018	Planned Expenditure to 30th Sept, 2018	Actual Expenditure to 30th Sept, 2018	Variance between Actual and Planned Expenditure	Projected Expenditure and Commitment to 30th Sept 2018	Detailed Project Activities in 2017/2018	Planned Project Expense %	Actual Project Expense %	Constraints/Impact on Community/Accomplishment/Status
							Recreation - Provide materials for paving and lighting works, provide equipment and recreational fixtures	-	1.1	Proper use of sporting and recreational facilities contribute to healthy life styles, divert the attention of youths away from criminal activities and promote community spirit. 0 - completed 1 - in progress Expenditure - \$121,987.00 Value of Purchase Orders issued for projects in progress - \$23,147.00
							Retaining Walls- Provide materials and technical guidance to construct retaining walls	7.8	1.3	Project progress is hindered by adverse weather conditions and unavailability of skilled labour in the community. The NCSHL partnered with URP and the Regional Corporation for the labour aspect of some of these projects but progress is slow in this regard. When completed, the walls will prevent landslips which cause damage to homes in the community and impede the flow of traffic on the roadways. 7 - completed 6 - in progress Expenditure - \$149,067.00 Value of Purchase Orders issued for projects in progress - \$101,969.00
							Roads - Provide materials and some skilled labour and equipment to pave roads in rural and urban areas	15.5	3.5	Upgraded roads will enable the beneficiaries better access to motor vehicular transport and promote overall community development . 6 - completed 16 - in progress Expenditure - \$399,860.00 Value of Purchase Orders issued for projects in progress - \$631,311.00
							Road and Drain- To provide materials, skilled labour and supervision for minor roads and construction of Curb and Slipper drains.	-	0.1	Paving of Roadways to improve access in communities and drainage for water reticulation and preservation of the road 1 - completed 0 - projects in progress Expenditure - \$10,777.00 Value of Purchase Orders issued for projects in progress - NIL
							Schools - To provide materials to pave school compound/ car park. Minor Repairs to school buildings.	-	0.2	When completed the school compound is enhanced providing better conditions conducive to working and studying. 0 - completed 4 - in progress Expenditure - \$17,452.00 Value of Purchase Orders issued for projects in progress - \$76,251.00
							Social - Provide building materials for repairs /refurbishing of facilities owned and managed by care-giving organisations and Community Centers Provide building materials for refurbishment /construction of places of worship	9.5	8.7	Unavailability of skilled labour and insufficient funding has been a hindering factor on most projects. The improved physical facilities will enable the care-giving organisation to improve the level of care dispensed to members in the community Improved physical amenities enable the religious bodies to expand the delivery of community outreach programmes. Improve basic need of families living in poverty. 8 - completed 23 - in progress Expenditure - \$1,002,109.00 Value of Purchase Orders issued for projects in progress - \$1,015,046.00

PROGRAMME/PROJECT	FINANCIAL						PHYSICAL			
	Allocation 2017 /2018	Releases 2017/2018	Planned Expenditure to 30th Sept, 2018	Actual Expenditure to 30th Sept, 2018	Variance between Actual and Planned Expenditure	Projected Expenditure and Commitment to 30th Sept 2018	Detailed Project Activities in 2017/2018	Planned Project Expense %	Actual Project Expense %	Constraints/Impact on Community/Accomplishment/Status
										Provided safe access in hilly areas by providing steps and hand rails
							Steps - Provide materials and technical guidance to construct/refurbish pathways in hilly areas.	3.3	0.1	for climbing support.
										2 - completed
										1 - in progres
										Expenditure - \$12,554.00
										Value of Purchase Orders issued for projects in progress - \$11,238.00
							Bridge - Provide materials and monitor Construction of minor bridges	3.5	1.8	Construct minor access bridge in rural communities
										1 - completed
										2 - in progress
										Expenditure - \$206,067.00
										Value of Purchase Orders issued for projects in progress - \$13,490.00
	15000,000	5754,217	15000,000	11574,920	3425,080	15000,000				

The sum of \$12,463,106.02 was brought forward as at 1st October, 2017
Commitments of \$19,457,293.35 was brought forward as at 1st October, 2017

Head 62 - Ministry of Community Development, Culture and The Arts
 Sub Head 04 - Current Transfers and Subsidies
 007 - Households
 011 - Transfers to State Enterprises
 01 - The National Commission for Self Help Limited
 Approved Allocation for fiscal 2017/2018 - \$9M
 Actual Received for fiscal 2017/2018 - \$10.8M

SUB ITEMS OF EXPENDITURE	Actual Expenditure Oct. '16 to Sep. '17	Estimated Expenditure Oct. '17 to Sep. '18	Actual Expenditure Oct. '17 to Sep. '18	Variance
PERSONNEL EXPENDITURE	\$	\$	\$	\$
- Salaries	5514,139	4064,737	5499,785	(1435,048)
- Gratuities	823,897	495,783	795,842	(300,058)
- Govt. Contribution to NIS	501,714	888,382	482,002	406,379
- Group Health	185,184	198,755	149,043	49,712
- Severance				0
BOARD EXPENSES				
- Remuneration	528,000	528,000	456,000	72,000
- Travelling (Board)	66,000	66,000	57,000	9,000
- Other	62,758	42,856	17,456	25,400
SUB TOTAL	7681,691	6284,513	7457,128	(1172,615)
GOODS AND SERVICES				
- Advertising	29,748	44,594	6,226	38,368
- Audit Fees	106,125	87,250	10,750	76,500
- Bank Charges	3,492		1,519	(1,519)
- Computer Expenses	2,972	7,000	1,299	5,701
- Consulting & Contracting Services	238,229	193,906	81,951	111,955
- Travelling (staff)	631,410	609,756	644,328	(34,572)
- Training (staff)	1,688			0
- Insurance	16,165	20,000	17,942	2,058
- Legal Fees	50,178	40,000	447,340	(407,340)
- Maintenance of Office Equipt.	5,660	6,800	1,256	5,544
- Office Supplies and Stationery	122,168	158,238	95,192	63,046
- Postage	93	3,000	16	2,985
- Rent - H/Office, S/Office/ Tobago, Car Park	1717,346	1051,108	1942,083	(890,975)
- Repair and Upkeep of Vehicles	74,677	98,937	19,409	79,528
- Security	164,808	217,565	145,759	71,807
- Maintenance - Property	30,910	51,447	12,179	39,268
- Electricity	127,921		14,219	(14,219)
- Telephones	80,706	99,000	-	99,000
- Staff Miscellaneous	36,685	15,500	107	15,393
- Staff Tobago/POS Travel	6,400	5,700	1,200	4,500
SUB TOTAL	3447,381	2709,802	3442,775	(732,973)
Minor Equipment		5,685	5,685	0
Asset Disposal	27,300			0
TOTAL	11156,372	9000,000	10905,588	(1905,588)

**THE NATIONAL COMMISSION FOR SELF HELP LIMITED
MANAGEMENT ACCOUNTS
FOR SEPTEMBER 2018**

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
MANAGEMENT ACCOUNTS
FOR SEPTEMBER 2018

APPENDIX C

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THE NATIONAL COMMISSION FOR SELF HELP LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 30TH SEPTEMBER 2018

	<u>Notes</u>	<u>\$TT</u> <u>Sep-18</u>
<u>ASSETS</u>		
<u>NON-CURRENT ASSETS</u>		
Plant and Equipment		<u>270,750</u>
<u>INVESTMENTS</u>		<u>1733,651</u>
<u>CURRENT ASSETS</u>		
Cash-in-hand and at Bank	N1	6101,232
Government Funding Receivable		0
Other Receivables and Prepayments	N2	<u>76,697</u>
		<u>6177,929</u>
TOTAL ASSETS		<u><u>8182,330</u></u>
<u>EQUITY & LIABILITIES</u>		
<u>EQUITY</u>		
Stated Capital	N3	2
Accumulated Surplus/(Deficit)		<u>984,712</u>
		<u>984,714</u>
<u>CURRENT LIABILITIES</u>		
Accounts Payable and Accruals	N4	<u>7197,616</u>
TOTAL EQUITY & LIABILITIES		<u><u>8182,330</u></u>

The accompanying notes form an integral part of these financial statements and should be read in conjunction therewith.

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
STATEMENT OF COMPREHENSIVE INCOME
AS AT 30TH SEPTEMBER 2018

	<u>Notes</u>	<u>\$TT</u> <u>Sep-18</u>	<u>\$TT</u> <u>YTD</u>
<u>INCOME</u>			
Development Programme Funding		4445,791	5754,217
Re-Current Expenditure Funding		1200,000	10805,244
National Social Implementation Programme Funding		0	2587,738
Interest Income		-	15,040
Other Income		-	1,800
		<u>5645,791</u>	<u>19164,039</u>
<u>EXPENDITURE</u>			
Development Programme		411,123	5108,020
Administrative Cost	N5	2112,427	11078,780
National Social Implementation Programme Expenditure	N6	481,950	2701,027
		<u>3005,500</u>	<u>18887,827</u>
<u>NET SURPLUS/(DEFICIT) FOR THE YEAR</u>		<u>2640,292</u>	<u>276,212</u>

The accompanying notes form an integral part of these financial statements and should be read in conjunction therewith.

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
STATEMENT OF CHANGES IN EQUITY
AS AT 30TH SEPTEMBER 2018

	Stated Capital \$TT	Accumulated (Deficit)/Surplus \$TT	TOTAL \$TT
Balance as at 01 October 2017	2	708,502	708,504
Net Deficit for the Year	-	276,212	276,212
Balance as at 30 September 2017	2	984,714	984,716

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
NOTES
AS AT 30TH SEPTEMBER 2018

	<u>\$TT</u> <u>Sep-18</u>
1 <u>Cash-in-Hand and at-Bank</u>	
First Citizens Bank Limited	6097,232
Cash-in-Hand	4,000
	<u>6101,232</u>
2 <u>Other Receivables and Prepayments</u>	<u>\$TT</u> <u>Sep-18</u>
Other Receivables	3,463
Prepayments	73,234
	<u>76,697</u>
3 <u>Stated Capital</u>	
Authorized: An unlimited number of Ordinary Shares of No Par Value	
Issued and Fully Paid: 2 Ordinary Shares of No Par Value	

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
NOTES - (continued)
AS AT 30TH SEPTEMBER 2018

		\$TT Sep-18
4	<u>Accounts Payable and Accruals</u>	
	Accounts Payable	6154,495
	Accruals	626,345
	Other	416,776
		<u>7197,616</u>
5	<u>Administrative Expenditure</u>	
		\$TT Sep-18
		YTD
	Advertising, Printing and Publicity	6,226
	Bank Charges	1,519
	Bad debts	-
	Computer, Consulting and Contracting Services	54,276
	Depreciation	83,251
	Directors' Remuneration and Expenses	105,957
	Directors' Other Expenses	45,000
	Donation	513,000
	Electricity	1,800
	Employees' Gratuities	17,456
	Insurance	-
	Legal and Professional Fees	14,219
	Motor Vehicle Expenses	-
	Office Supplies and Stationery	17,942
	Miscellaneous	458,510
	Rent - Office	19,409
	Rent - Car Park	94,773
	Repairs and Maintenance	-
	Salaries and Staff Costs	418,558
	Security	1846,095
	Disposals	70,019
	Staff Training and Welfare	95,989
	Telephone	674.19
	Travelling	13,435
		1009,760
		7016,316
		145,759
		-
		107
		23,422
		(16,709)
		51,850
		645,528
		<u>2112,427</u>
		<u>11078,780</u>

THE NATIONAL COMMISSION FOR SELF HELP LIMITED**NOTES - (continued)****AS AT 30TH SEPTEMBER 2018**

	\$TT	\$TT
	<u>Sep-18</u>	<u>YTD</u>
6 <u>National Social Implementation Programme</u>		
Administrative Expenses	-	368,126
Project Costs	481,950	2332,901
		<u>2701,027</u>

7 Director's Remuneration

Remuneration and expenses paid to the directors of the company for services as directors were as follows:

		\$TT	\$TT
		<u>Sep-18</u>	<u>YTD</u>
Edgar Zephyrine	Chairman	-	72,000
Vincent Graham	Director	-	45,000
Romel Ramnasibsingh	Director	-	45,000
Radhaka Gualbance	Director	-	36,000
Michelle Bridgelal	Director	-	45,000
Sue Ann hinkson	Director	-	45,000
Lynette Louis	Director	-	45,000
Carl Celestine	Director	-	45,000
Terrence Beepath	Director	-	45,000
Anthony Campbell	Chairman	9,000	9,000
Janice Perouse-Sullivan	Deputy Chairman	4,500	4,500
Krishna Salick	Director	4,500	49,500
Sule A. Joseph	Director	4,500	4,500
Anthony Adrian Joseph	Director	4,500	4,500
Anju Babwah	Director	4,500	4,500
Nadine Isaac	Director	4,500	4,500
Dianne Ruthlyn Antoine	Director	4,500	4,500
Marissa A. Williams	Director	4,500	4,500
		<u>45,000</u>	<u>513,000</u>

The old Board of Directors was terminated and a new Board appointed on August 3rd, 2018

THE NATIONAL COMMISSION FOR SELF HELP LIMITEDNOTES - (continued)AS AT 30TH SEPTEMBER 2018**8 Salaries and Staff Costs**

Salaries and Staff Costs comprise the following:

	\$TT	\$TT
	<u>Sep-18</u>	<u>YTD</u>
Salaries	428,588	5160,759
Gratuities	535,085	260,757
Employer National Insurance Contributions	46,087	435,997
Group Health and Life Insurance	0	149,043
	<u>1009,760</u>	<u>6006,556</u>

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
UNAUDITED DRAFT FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER, 2018

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
DRAFT ABRIDGED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2018

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THE NATIONAL COMMISSION FOR SELF HELP LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 30TH SEPTEMBER 2018
(with comparative figures as at 30th September, 2017)

	<u>\$TT</u> <u>2018</u>	<u>\$TT</u> <u>2017</u>
<u>ASSETS</u>		
<u>NON-CURRENT ASSETS</u>		
Plant and Equipment	269,375	369,647
<u>INVESTMENTS</u>	1,738,227	2,235,683
<u>CURRENT ASSETS</u>		
Cash-in-hand and at Bank	6,100,308	1,875,687
Government Funding Receivable	255,946	10,323,514
Other Receivables and Prepayments	66,297	67,697
	<u>6,422,551</u>	<u>12,266,898</u>
TOTAL ASSETS	<u><u>8,430,153</u></u>	<u><u>14,872,228</u></u>
<u>EQUITY & LIABILITIES</u>		
<u>EQUITY</u>		
Stated Capital	2	2
Accumulated Surplus/(Deficit)	979,394	696,725
	<u>979,396</u>	<u>696,727</u>
<u>CURRENT LIABILITIES</u>		
Accounts Payable	7,450,757	14,175,501
TOTAL EQUITY & LIABILITIES	<u><u>8,430,153</u></u>	<u><u>14,872,228</u></u>

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30TH SEPTEMBER 2018
(with comparative figures for year ended 30th September, 2017)

	<u>\$TT</u> <u>2018</u>	<u>\$TT</u> <u>2017</u>
<u>INCOME</u>		
Development Programme Funding	5,754,217	13,691,568
Re-Current Expenditure Funding	10,805,244	9,638,994
National Social Implementation Programme Funding	2,587,738	3,392,368
Interest Income	19,616	34,407
Other Income	1,800	15,000
	<u>19,168,614</u>	<u>26,772,337</u>
<u>EXPENDITURE</u>		
Development Programme	5,087,118	14,524,380
Administrative Cost	N1 11,465,926	11,485,335
National Social Implementation Programme Expenditure	2,332,901	3,506,058
Net Deficit on National Social Implementation Programme	<u>18,885,945</u>	<u>29,515,773</u>
<u>NET SURPLUS/(DEFICIT) FOR THE YEAR</u>	<u>282,669</u>	<u>(2,743,436)</u>

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30TH SEPTEMBER 2018
 (with comparative figures for year ended 30th September, 2017)

	Stated Capital \$TT	Accumulated (Deficit)/Surplus \$TT	TOTAL \$TT
<u>2018</u>			
Balance as at 01 October 2017	2	696,725	696,727
Net Deficit for the Year	-	282,669	282,669
Balance as at 30 September 2018	2	979,394	979,396
<u>2017</u>			
Balance as at 01 October 2016	2	3,440,161	3,440,163
Net Deficit for the Year	-	(2,743,436)	(2,743,436)
Balance as at 30 September 2017	2	696,725	696,727

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30TH SEPTEMBER 2018
(with comparative figures for year ended 30th September, 2017)

	<u>\$TT</u> <u>2018</u>	<u>\$TT</u> <u>2017</u>
<u>NET CASH INFLOW FROM OPERATIONS</u>		
Net Surplus for the Year	282,669	(2,743,436)
Adjustments to Reconcile Surplus to Cash:		
Depreciation	105,957	148,254
Disposal of Assets	0	0
Movement in Working Capital:		
(Increase)/Decrease in Government Funding Receivable	10,067,568	(3,367,010)
Decrease/(Increase) in Accounts Receivable and Prepayments	1,400	(4,863)
Increase/(Decrease) in Accounts Payable and Accruals	<u>(6,724,744)</u>	<u>1,843,357</u>
	<u>3,732,850</u>	<u>(4,123,697)</u>
<u>INVESTING ACTIVITIES</u>		
Loss on Disposed Assets	0	0
Purchase of Plant and Equipment	<u>(5,685)</u>	<u>(275,363)</u>
	<u>(5,685)</u>	<u>(275,363)</u>
NET CASH (OUTFLOW) BEFORE FINANCING ACTIVITIES	<u>3,727,165</u>	<u>(4,399,060)</u>
CASH AND CASH EQUIVALENTS AT START	4,111,370	8,510,431
CASH AND CASH EQUIVALENTS AT END	<u><u>7,838,535</u></u>	<u><u>4,111,370</u></u>
<u>REPRESENTED BY:</u>		
Cash-in-hand and at Bank	6,100,308	1,875,687
Investments	<u>1,738,227</u>	<u>2,235,683</u>
	<u><u>7,838,535</u></u>	<u><u>4,111,370</u></u>

THE NATIONAL COMMISSION FOR SELF HELP LIMITED
DETAILS OF ADMINISTRATIVE EXPENDITURE
FOR THE YEAR ENDED 30TH SEPTEMBER 2018
(with comparative figures for year ended 30th September, 2017)

N1 <u>Administrative Expenditure</u>	\$TT	\$TT
	<u>2018</u>	<u>2017</u>
Advertising, Printing and Publicity	6,226	29,748
Bank Charges	2,428	3,475
Bad debts	0	0
Computer, Consulting and Contracting Services	83,251	308,125
Depreciation	105,957	148,254
Directors' Remuneration and Expenses	513,000	594,000
Directors' Other Expenses	17,456	62,758
Donation	0	0
Electricity	14,219	127,921
Employees' Gratuities	795,842	823,897
Insurance	17,942	16,165
Legal and Professional Fees	503,510	156,303
Motor Vehicle Expenses	19,443	99,950
Office Supplies and Stationery	96,081	132,121
Miscellaneous	0	0
Rent - Office	2,069,099	1,707,314
Rent - Car Park	97,489	10,032
Repairs and Maintenance	13,435	36,570
Salaries and Staff Costs	6,234,744	6,201,036
Security	145,759	164,808
Disposals	0	0
Staff Training and Welfare	107	38,373
Telephone	84,412	186,674
Travelling	645,528	637,810
	<u>11,465,926</u>	<u>11,485,335</u>