

SEAFOOD INDUSTRY DEVELOPMENT COMPANY

# Annual Administrative Report 2008-2009





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## 1. MISSION STATEMENT

*“To support the growth of the Seafood and Aquaculture Sectors in partnership with all stakeholders through effective use of project management, research, training, mentoring, consulting, publishing and network brokerage services”.*

## 2. VISION STATEMENT

*“To act as the catalyst for the sustainable development and modernization of the seafood and aquaculture sectors in Trinidad and Tobago”.*

## 3. STRATEGIC PLAN

The Strategic Plan of the SIDC is built around four (4) Strategic Themes:

- *Economic Sustainability.*
- *Social Capital Development*
- *Effective Governance*
- *Institutional Strengthening*

**Economic Sustainability** - is focused on two (2) major goals.

### **Goal 1: Sustainable Utilization of Resources**

The major objectives of this Goal are:-

- i) Managing the fisheries resources to ensure sustainability. It recognizes that sustainable development practices must feature prominently in the industry's growth strategies.
- ii) Exploring alternative sources of supply to compensate for declining catches from inshore stocks, but also for meeting increasing demand for seafood. Exploitation of offshore fishery resources and the development of a commercial aquaculture industry are the primary areas of focus in this regard.
- iii) Increasing the use of low value, less preferred species of fish through promotional and other activities.
- iv) Improving food safety and profitability along the seafood value chain.



## Goal 2: The Development of a Profitable, Competitive and Innovative Sector

The major objectives of this Goal are to:

- i) Build the capacity of individuals and business entities to compete effectively through training and mentoring activities in fishing communities, upgrading the capability of processors in the areas of quality control, food safety, new product development, and improved marketing, and supporting the capacity building activities of other State agencies associated with sector.
- ii) Support the trade and investment activities of all stakeholders along the value chain so that profitability is maximized while risk is reduced.
- iii) Upgrade existing infrastructure and develop new infrastructure in support of business development activities particularly in the fishing communities.

**Social Capital Development** - The primary goal of this strategic theme is to empower and build capacity in fishing communities.

The main objectives of this goal are to:

- i) Determine and address the needs of fishing communities so that communities become socially resilient and self-reliant.
- ii) Encourage and support the formation of fisherfolk organizations, and promote the establishment of a national fisherfolk organization (NFO) thereby making it possible for fisherfolk to have a meaningful say in the governance process especially on matters that directly concern them and their livelihoods.
- iii) Encourage and support the emergence of community based business enterprises that capitalize on business development opportunities especially in, but not limited to down stream processing and value added product development activities.
- iv) Encourage, support and collaborate with interested agencies to launch industry relevant training programmes that would move communities towards sectoral socio-economic development and economic diversification of fishing communities.



### *Effective Governance*

The primary goal of this strategic theme is the establishment of a governance framework that supports sector modernization. It recognizes that there must be a shared vision and stewardship responsibility between Government and stakeholders for industry modernization.

It also recognizes the essential role responsive public institutions, collaboration and co-management, updated legislation, enforced rules and reliable public safety and security services can play in improving the sector's socio-economic, and ultimately the standard of living and quality of life of stakeholders particularly in the fishing communities.

Pivotal to modernizing the governance process, and at the same time ensuring economic sustainability is the need for modern fisheries legislation and a national policy for the sector.

Enabling legislation would make provision for the development of fishery resource management plans without which the fishery resources would continue to decline so that eventually the sector becomes unsustainable.

Ensuring that food safety is continually improved at all levels in the sector is another critical need. The creation of a dedicated Fish Inspection Service in the Ministry with responsibility for matters pertaining to food safety is a key need in this regard.

Sector unification and the establishment of a National Fisherfolk Organization (NFO) are essential elements in a modern governance framework. As stated previously this would allow fisherfolk to speak with one voice and be a critical element in the sector governance framework.

It is recognized also that apart from the SIDC there are several other State agencies delegated with various responsibilities in the fisheries sector. It is the intent of the SIDC to capitalize on the expertise and experience that reside in these agencies through collaborative and cooperative arrangements so that stakeholder collaboration also takes place among State agencies in a manner that redounds to the benefit of the sector as a whole.



### ***Institutional Strengthening***

Institutional strengthening focuses on continually improving and upgrading the operational efficiency of the SIDC itself such that it is in a position to deliver on its mandate to play a pivotal role in the sector modernization process.

Essentially, this boils down to developing the right organizational structure and recruiting the people with the right skills, and equipping them with the right resources and processes to carry out the mandate of the SIDC in a timely, efficient and effective manner.

Efficiency may be described as “doing things right” whilst effectiveness may be described as “doing the right things”.

The SIDC therefore focuses on organizational development through:-

Information and Communication Technology (ICT) Development Activities as follows:

- i) Operational Development Activities by building relevant finance and administration systems, utilizing project management principles in the implementation of work programmes, developing and communicating a policy on Revenue Generation, developing an integrated marketing and communications programme among other initiatives.
- ii) Human Resource Development activities developing the organizational philosophy, policies, practices, processes and programmes that relate to the functional areas of recruitment and selection, job designs and description, training and development,. Performance management and evaluation, compensation and succession planning.
- iii) Information and Communication Technology (ICT) Development activities by developing appropriate IT Systems and architecture which enable business processes to align themselves with appropriate technological changes. These include the development of data communication and network services, website development, data management systems, work group productivity tools, IT management systems and IT policies.



## **4. FINANCIAL OPERATIONS**

### **BUDGET FORMULATION**

<b>EXPENDITURE</b>	<b>2008/2009</b>
	<b>\$</b>
PERSONNEL EXPENSES	3,718,252
DIRECTORS FEES AND EXPENSES	304,552
STATIONERY AND OFFICE SUPPLIES	157,300
LEGAL AND PROFESSIONAL FEES	207,000
RENT	297,424
INSURANCE	53,000
UTILITIES	141,000
SECURITY	6,900
OFFICE FURNITURE AND EQUIPMENT	127,428
MOTOR VEHICLE EXPENSES	321,604
MEETINGS AND CONFERENCES	144,000
REPAIRS AND MAINTENANCE	38,100
ADVERTISING	224,000
DUES & SUBSCRIPTIONS	20,100
MATERIALS	52,500
TRAINING	95,500
MARKETING	340,000
TRAVELLING AND SUBSISTENCE	396,000
BANK CHARGES	6,000
MISCELLANEOUS	6,000
<b>TOTAL OPERATING EXPENDITURE</b>	<b>6,656,660</b>
GOVERNMENT GRANTS	<b>6,657,000</b>
NET POSITION	340



**EXPENDITURE VS BUDGET**

<b>INCOME</b>	<b>ACTUAL 2008/2009 \$</b>	<b>BUDGET 2008/2009 \$</b>	<b>VARIANCE \$</b>
SALE OF ICE	109,757	125,000	(15,243)
SALE OF COOKBOOKS	22,695	0	22,695
<b>TOTAL INCOME</b>	<b>132,452</b>	<b>125,000</b>	<b>7,452</b>
<b>EXPENDITURE</b>			
PERSONNEL EXPENSES	2,734,130	3,718,252	984,122
DIRECTORS FEES AND EXPENSES	424,827	304,552	(120,275)
STATIONERY AND OFFICE SUPPLIES	169,757	157,300	(12,457)
LEGAL AND PROFESSIONAL FEES	129,072	207,000	77,928
RENT	259,237	297,424	38,187
INSURANCE	70,398	53,000	(17,398)
UTILITIES	174,325	141,000	(33,325)
SECURITY	8,088	6,900	(1,188)
OFFICE FURNITURE AND EQUIPMENT	22,628	127,428	104,800
MOTOR VEHICLE EXPENSES	176,253	321,604	145,351
MEETINGS AND CONFERENCES	9,569	144,000	134,431
REPAIRS AND MAINTENANCE	39,362	38,100	(1,262)
ADVERTISING	62,461	224,000	161,539
DUES & SUBSCRIPTIONS	1,260	20,100	18,840
MATERIALS	34,959	52,500	17,541
TRAINING	17,730	95,500	77,770
MARKETING	-58,322	340,000	398,322
TRAVELLING AND SUBSISTENCE	81,154	396,000	314,846
BANK CHARGES	2,689	6,000	3,311
GREEN FUND LEVY	8,367	0	(8,367)
MISCELLANEOUS	200	6,000	5,800
<b>TOTAL OPERATING EXPENDITURE</b>	<b>4,368,144</b>	<b>6,656,660</b>	<b>2,288,516</b>
<b>PSIP EXPENDITURE</b>	<b>3,673,984</b>	<b>1,500,000</b>	<b>(2,173,984)</b>
<b>TOTAL EXPENDITURE</b>	<b>8,042,128</b>	<b>8,156,660</b>	<b>114,532</b>
<b>GOVERNMENT GRANTS</b>	<b>7,328,303</b>	<b>8,156,660</b>	<b>828,357</b>
<b>NET POSITION</b>	<b>(713,825)</b>	<b>0</b>	

## **5. HUMAN RESOURCES**

### ***CAREER PATH SYSTEMS***

SIDC is mindful of its responsibility in the growth and development of its employees and in the facilitation of a structured approach to their careers within the Company. Accordingly, each year, a Talent Review and Succession Planning Meeting (TRSM) will be convened, at which succession plans and the careers of middle managers and other professional staff will be reviewed. This system is very structured and is outlined in details in the SIDC's Human Resource Policy and Procedures Manual.

This initiative on the part of the Company should not be seen to remove the responsibility from the individual employee to do whatever is within his/her power to enhance his/her own development, performance and career movement.

### ***PERFORMANCE MEASUREMENT TOOLS***



Performance Measuring tools are very critical to any organization. At the SIDC it is not only viewed as the annual performance appraisal function. It is a systematic approach to improving and developing the performance and competence of individuals and teams in order to increase overall organizational effectiveness and ultimately achieve the Company's mandate. It can be described as a partnership between managers and individuals and or teams which develops mutual understanding of expectations.

It is also developmental in that it provides for a joint agreement of development and improvement needs and empowers the employee to take control of his/her own performance and development with the support and guidance of his/her Manager and the organization.

It is an ongoing recordable function that facilitates employee performance improvement inclusive of behavior modification. Managers and Supervisors must continually monitor the performance of their staff for continuous improvement. Regular notes must be taken to validate the yearly performance appraisal. However, immediate feedback on infractions and general performance gaps must be given to staff as is necessary, as well as commendations and other forms of recognition for exemplary performance.



It includes but is not limited to the following:

-  Performance Appraisals
-  Performance Reviews (performance of an employee is monitored and interval assessments done with necessary recommendations for employees improvement made).

### **PROMOTION**

Staff promotion or movements at the SIDC involves any physical change of work status which may be employer or employee initiated and may be effected within the employee's department or any other department with the Company as appropriate, promotion is among the tools used.

#### ***Promotion defined:***

The SIDC reserves the right to promote its employees to positions higher than the employee's substantive post and will do so in accordance with the following:

1. An approved vacancy exists in a position higher than the employee's substantive position.
2. The employee satisfies the basic entry requirements for the job regarding academic qualifications, training and experience, skills and competencies and consistent superior performance over a two (2) year period.
3. Seniority will apply only in cases where more than one employee possesses the requirements.
4. The Company is committed to succession planning and will make every effort to ensure that suitable successors are available to meet staffing requirements for critical positions across the Company.

## **RECRUITMENT AND SELECTION PROCEDURES**

SIDC recruits and maintains the highest caliber of staff possible to fill all positions be they technical, professional, managerial/leadership, clerical, customer service or of the skilled trades.

### ***Guidelines:***

- ✓ SIDC will select applicants on the basis of academic qualifications, character, skill, competency, experience and training and without reference to sex, colour, creed, race or religion.
- ✓ SIDC will select those persons for employment who have the personal and technical qualifications to meet the needs of the position to be filled and where appropriate, with the development potential to fill future requirements at higher levels.
- ✓ Successful applicants are bounded by the company's confidentiality policy, operational requirements in general and, specifically, day, night shift rotations, working on weekends and Public Holidays as appropriate, and undertaking duty travel abroad as may be necessary.
- ✓ SIDC will provide employees with opportunities for mobility within the company by encouraging those possessing the requirements to apply for the jobs which increase their range and depth of knowledge and experience and therefore their promotional opportunities.
- ✓ SIDC will be impartial to physical and age impediments so long as these factors do not affect the person's ability to effectively perform the duties of the job under consideration.
- ✓ In all cases, employment and employment practices by the SIDC are subject to and governed by the applicable Laws of the Republic of Trinidad and Tobago and SIDC's stated policies.

### ***Employee Requisition:***

- An approved personnel Requisition Form (PRF) is required for all staff movement (i.e. transfers, promotions, etc.) including initial employment.
- Initiation – Recruitment activity is only initiated when a duly approved PRF reaches the office of the Administrative Manager.
- Internal Advertising – Ordinary vacancies will be advertised internally by the Administrative Manager for a period of up to two (2) calendar weeks but not less than one week.



- External Advertising – Vacancies will be advertised externally and applications on file reviewed if there are no internal applications or if internal applicants fail to satisfy the requirements for the position. In some cases, vacancies may be advertised simultaneously internally and externally.
- In cases where there is need to fill very senior and/or critical vacancies, recruitment may be executed through executive search or direct “head hunting”, in order to ensure the appropriate selection and overall confidentiality. These vacancies may also be advertised simultaneously internally and externally.
- Sources - All recruitment sources will be tapped to encourage and attract applicants qualified to fill vacant positions.

### ***Selection Procedure***

A determined number of applicants satisfying the basic requirements as outlined in the individual job specifications will be shortlisted to go through the selection process. Selection may involve one or more of the following methods:

1. Panel Interview.
2. Psychometric testing.
3. Occupational skills testing.
4. Work sample testing
5. Work simulations.
6. Other applicable methods.
7. Reference checks (all information will be recorded in candidate’s file).

## **6. ORGANIZATIONAL STRUCTURE**

- **Corporate Structure**

The structure consists of a Board of Directors, the Chairman of which reports to the Minister of Trade & industry and the Minister of Finance (Corporation Sole). According to the State Enterprises Performance Monitoring Manual, the Board of Directors represents the Shareholder, and is appointed to control the overall direction of the Company. It is an organ of review, appraisal and appeal. Its main responsibility lies in planning, monitoring and controlling the activities of the Company to ensure optimal utilization of its resources and the achievement of its corporate objectives.

The Chief Executive Officer reports to the Board via the Chairman and is responsible for carrying out the directives of the Board and managing the day to day operations of the Company.

Reporting to the CEO are an Accountant, Administrative Manager, IT Specialist, Quality Assurance Officer, Industry Specialist, Project Officer, Aquaculture Development Officer and Executive Assistant. The attached Organization Chart (Appendix 1) gives further details.

- **Services / Products Provided**

- i) Technical assistance and training are provided to stakeholders that range from fishermen at fish landing sites to seafood processors and personnel from State agencies. Some such areas include: Quality assurance (HACCP and Use of Ice), financial literacy, sector unification, seafood processing, value adding, business plan development, computer literacy, aquaculture, processing plant design and management, seafood marketing, ice plant design and management, fish landing site design and management, Seaman Class IV certification, Safety at Sea.



- ii) Financial assistance (to cover operational expenses) is given to the Trinidad & Tobago United Fisherfolk (TTUF). TTUF is the national umbrella body that represents the interests of fisherfolk.
- iii) Financial assistance also provided for capacity building: establishment of ice plant at Toco for eventual take over and management by fisherfolk; renovation and upgrade of building for seafood processing and value adding by the Women In Fishing Association (WIFA) of Guayaguayare.

- **Levels of Authority**

- The Board of Directors recommends salary structures and ranges and salary administration policies for the approval of the CPO/PSNC.
- The CEO:
  - i) Reviews and makes recommendations for the approval of salary structures and ranges
  - ii) Reviews and makes recommendations for the approval of salary administration policies
  - iii) Reviews and approves salary administration procedures
  - iv) Reviews and makes decisions on matters falling outside the parameters of this procedure
  - v) Develops and implements job evaluation systems and maintain files of current job descriptions
  - vi) Reviews all deviations from established salary administration procedures
- Managers:
  - i) Administer the salary rates of personnel under their supervision within budget and in accordance with approved procedures
  - ii) Review the functions performed by each member of staff and advise the Administrative Manager where there have been changes to the job

- iii) Review and appraise the performance of each member of their staff and relate any payments to performance ratings

- **Conditions of Employment**

All persons are employed on contract. Contracts of Employment range from two years to six months.

All members of professional staff are entitled to twenty working days annual vacation and are eligible for fourteen days sick leave.

Junior members of staff are entitled to fifteen days annual vacation and are eligible for fourteen days sick leave.

All persons on contract for a period of not less than one year shall be eligible for gratuity paid at 20% of basic salary earned during the period of employment with the Company. Employees must have performed to the satisfaction of the company and must have worked the full contract period to be eligible for payment.

- **Employment Practices**

See Recruitment and Selection procedures (Pg 12).

- **Training Programmes**

Training is focused primarily on the technical staff where personnel are provided opportunities for training in areas directly related to their areas of work. Such training is afforded through attendance at seminars and workshops.

Considerable on-the-job training also takes place in collaboration with the OJT Programme. OJT's are afforded opportunities to train in specific areas in the company.



## **7. PROCUREMENT OF RESOURCES**

- **Tendering procedures**

Guidelines and procedures supplied in the Investment Division's (Ministry of Finance) *Standard Procurement Procedures for the Acquisition of Goods and Services to be Provided and Works to be Undertaken and for the Disposal of Unserviceable Items in State Enterprises/Statutory Bodies (State Agencies)* are followed in the tendering process.

Goods and services valued in excess of \$10,000.00 require a minimum of three quotations. The CEO is authorized to select a supplier for goods or services up to \$50,000.00. Selection of suppliers for all goods and services in excess of \$50,000.00 is done by the Tenders Committee of the Board.

- **Contractual Procedures**

Contracts valued below \$50,000.00 are signed by the CEO. Contracts in excess of \$50,000.00 are signed by one member of the Board and the CEO or two members of the Board.

## **8. REPORTING FUNCTIONS**

### **Departmental Reports and Reports to Ministries and Parliament**

Each unit within the SIDC reports to the Chief Executive Officer. The Chief Executive Officer in turn reports to the Board of Directors and its Sub-Committees. Specific Reports to the Ministry of Trade and Industry, to the Ministry of Finance and to Parliament are as follows:

### **PROJECTS REPORTING**

1. PSIP Monthly Reports to Ministry of Trade and Industry.
2. Monthly Board Minutes to the Ministry of Trade and Industry and to the Ministry of Finance.
3. Monthly Report on Status of Projects to the Ministry of Trade and Industry.

4. Quarterly report to the Minister of Trade and Industry.
5. Annual Administrative Report to Minister of Trade and Industry/Minister of Finance/Parliament.

## **FINANCIAL REPORTING**

1. Cash Flow Forecasts to the Ministry of Finance.
2. Cash Flow Monthly Reports to the Ministry of Finance.
3. Quarterly Financials to the Ministry of Finance.
4. Draft Estimates to the Ministry of Trade and Industry and the Ministry of Finance.
5. Recurrent Expenditure to the Ministry of Trade and Industry.
6. PSIP Expenditure to the Ministry of Trade and Industry.
7. Audited Accounts to the Ministry of Trade and Industry, the Ministry of Finance and to Parliament.

## **9.INDUSTRIAL RELATIONS**

All industrial relations matters are handled through an IR consultant.

## **10.ENVIRONMENT POLICY**

While there is no formal environmental policy, the SIDC has embraced the concept of an environmentally responsible industry. In this regard the SIDC is actively promoting the implementation of resource management plans that would ensure that the fishery resources are fished in a sustainable manner in order not only to ensure that future generations would continue to gain a livelihood from the sector but also that future generations would continue to have access to affordable locally produced seafood.

Similarly the SIDC ensures that its projects in aquaculture use technology that has minimal impact on the environment. Hence its project with the IMA employs re-circulating technology whereby little or no effluents are released into the environment. The SIDC's green water tilapia production system employs technology whereby effluents from the production tanks would be used to grow vegetables and then returned to the production tanks.



## 11.COMMUNITY SERVICE PROGRAMMES OR POLICIES

The SIDC is committed to encouraging and supporting fishing communities in forming fishing associations and encouraging these associations to form community based business enterprises. Financial and technical is provided in this regard. It is hoped that these efforts would lead to an improved standard of living and enhanced quality of life in the fishing communities.

## 12.AUDIT COMMITTEES OR INTERNAL AUDIT PROCEDURES

An Audit Committee of the Board does not yet exist. The Honourable Minister of Trade and Industry has been asked to appoint an Accountant to the Board of the SIDC so that this person could chair such a committee.

## 13. SPECIAL PLANS AND OR PROJECTS FOR THE YEAR AND STATICS

There were no special plans for the year.

## 14. PERFORMANCE ACCOMPLISHMENTS VERSUS GOALS

### Baseline studies

#### NEEDS Assessment STUDY

In June 2009 the Institute of Marine Affairs completed the Needs Assessment Study of the Fisheries Sector of Trinidad and Tobago. The final report was presented to stakeholders of the industry at the Rudranath Capildeo Learning Resource Center on September 7<sup>th</sup> 2009.

The study was commissioned by the SIDC to identify, plan and address the baseline needs of stakeholders in the industry. The major concerns identified in the report included:

- *The need for physical infrastructure at the landing sites*
- *Conflicts with the oil and gas, tourism and transport (water taxi) sectors*
- *Inadequate representation and advocacy within the sector,*

- *Poor governance*
- *Dwindling fish resources and a number of livelihood issues*
- *Economic concerns and security of persons and property at sea and on landing sites were also major concerns expressed*

The Fisherfolk and Consultants provided a number of practical recommendations to address some of the concerns affecting the industry. The SIDC continues to be committed in establishing partnership arrangements with the relevant regulatory and training agencies to address these concerns.

It must be noted however, that during the year the company has been engaged in many areas of work which directly impacted upon the issues highlighted in the study. These are discussed in the succeeding sections of the report.

## Sustainability

*The SIDC's objectives in relation to sustainability takes a twofold approach that addresses the need for*

- 1) *Fishery resource management and*
- 2) *Economic sustainability.*

*In the first instance the exploration of alternative sources of seafood supply and the management of existing stocks are addressed.*

*In the second instance, the development of infrastructure, support for trade and investment and capacity building are targeted.*



## COMMERCIAL Aquaculture DEVELOPMENT

A key highlight of the work of the SIDC in this area is the development and field testing of commercially sustainable aquaculture models. This aspect of the industry is critical to boosting the local supply of fish. Current global production of aquatic species both wild caught and cultured amount to approximately 144 million metric tons (mmt). Aquaculture currently accounts for 36% (52 mmt) of this global production. Based on the current annual



consumption rate of 16.7 kg per capita, and an expected increase in the world's population by another two billion by 2030, it is estimated that another 34 mmt of aquatic food would be needed by that time. Since world production of wild caught species is not likely to increase beyond the current 92 mmt, this increased production could only come from aquaculture. This presents a great opportunity for this country to expand business opportunities in this area and at the same time meet its growing demand for food.

During the year the SIDC undertook the following activities with respect to commercial aquaculture development:

- The company partially subsidized the Pt. Coco Agricultural Co-operative Society in the development of their tank based aquaculture production system.
- Research and partnership arrangements with the IMA continued in the development of an intensive commercial tank-based re-circulating tilapia production system. The system is expected to be fully operational in the next fiscal period with the first full production cycle being ready by June 2010. This is the first model of its kind in Trinidad & Tobago, which would allow for data collection on technical requirements and the financial feasibility of large scale tank based tilapia production

Consultations were held to discuss a collaborative strategy for the establishment of a commercial aquaculture industry in Trinidad and Tobago. Two meetings attended by most State agencies involved in or with an interest in aquaculture were held. These agencies included the Institute of Marine Affairs (IMA), University of the West Indies (UWI), Fisheries Division, Trinidad and Tobago Agribusiness Association (TTABA), National Agricultural Marketing and Development Corporation (NAMDEVCO) and the Agricultural Development Bank (ADB). The Aquaculture Association of Trinidad & Tobago and the Agricultural Society of Trinidad & Tobago were also represented at these meetings. Based on these stakeholder consultations the decision to establish and test *green water tilapia production models* has been adopted and work on same is underway as discussed below.

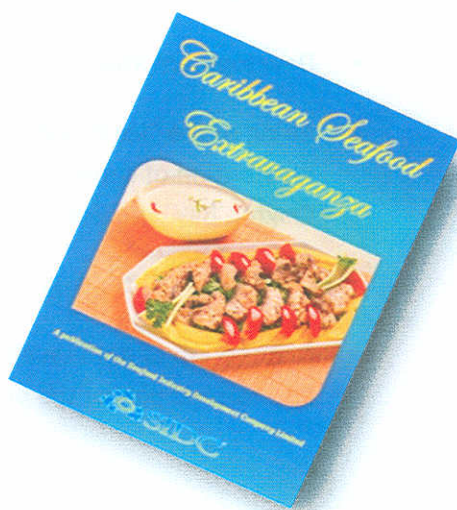
Through technical assistance from experts at the Fisheries Division and at UWI, preparations began to field test two small scale Tilapia production models using a green water (bio-floc) technology system. One model would use locally made twenty foot diameter fiberglass tanks while the other would use five to ten foot diameter plastic tanks. The fiberglass tanks were ordered from a local supplier while the plastic tanks would come from local manufacturers. Equipment such as blowers, pumps, filters, air diffusers and the like have were ordered from abroad. Field testing of both models would begin early in the next fiscal period.

## PROMOTION OF Less Preferred SPECIES

The aim of this strategy is to introduce and increase the national population's palatability for many of the "less preferred species" of fish caught in our waters. In so doing the demand and cost of species such as Kingfish and Carite may be reduced and a maximization of the less preferred species caught may result as well.

In this regard the SIDC published a seafood cookbook "Caribbean Seafood Extravaganza" that places emphasis on local less preferred species.

The cookbook is currently available at bookstores nationwide, with promotional activities having been conducted throughout the country via the local media and via book displays at a range of venues.



## QUALITY Assurance

### "Ice It...! Ice it...! Ice it! Campaign"

Changing the paradigm and practices of both consumers and traders towards safer and secure seafood practices will naturally be a major challenge which would require ongoing and consistent efforts. As such, strategies pursuing quality assurance and control within the sector continued unabated during the year. The company's "Ice It...! Ice it...! Ice it!" campaign to promote the use and the benefits of purchasing and storing seafood on ice persisted in like manner. This campaign was promoted through:





- Advertising on electronic billboards at key locations in San Fernando, Port-of-Spain and along major highways, including the Churchill Roosevelt Highway at Macoya.
- Radio and television promotions
- Development and distribution of educational posters
- Airing of the “Ice It” video on the Inter island ferry and distribution of copies to the Cedros, Vessigny, Union Claxton Bay, and Waterloo High Schools
- The SIDC website ([www.sidctt.com](http://www.sidctt.com)) and Youtube
- Distribution of items such as cooler bags and stationery also formed part of the promotional campaign



## HACCP Training

Hazard Analysis Critical Control Point (HACCP) is the methodical preventive approach to food safety that addresses physical, chemical, and biological hazards as a means of prevention. It enables organisations operating within the food sector to determine key controls over processes and concentrate resources on activities that are critical to ensuring food safety.

The SIDC response to the need for streamlined application of Quality Assurance in local seafood processing businesses was the hosting of a five day **“Seafood HACCP Compliance”** training course, conducted by instructors from the **Seafood Inspection Programme of the US Department of Commerce** at the Caribbean Fisheries Training and Development Institute (CFTDI).

Twenty three (23) persons from the industry and the regulatory agencies attended the sessions. Training has resulted in an increased capacity within the fish processing plants and State agencies to deliver quality assurance and inspection which meets international standards.





## Human Capital Development

*The SIDC is committed to increasing the standards of practice within the seafood sector. A major strategy to achieve this is in addressing the skills gap which exists at the various levels of activities in the industry.*

### CAPACITY Building



In continuing to recognize the importance of developing human skills within the sector, the SIDC organized a wide range of training programmes designed to cater to the varying needs in the industry. Collaborative partnerships have been formed with other State agencies such as the Business Development Company (BDC), Caribbean Fisheries Training and Development Institute (CFTDI), Tobago House of Assembly (THA), the Institute of Marine Affairs (IMA) and the Financial Literacy Unit of the Central Bank to carry out some of these programmes. Over the last year some of these programmes included:

- Training to executive members of various Fisherfolk Associations in the areas of leadership, communications, advocacy, organizational behavior, constitutional issues, business planning, budgeting, marketing and computer literacy. These provided the basic skills required to enhance management and operations at various levels in these businesses and associations. The point of interest generated in these programmes has prompted fisherfolk to request follow up activities pertaining to these courses, to which the SIDC is committed.
- Sponsorship of fisherfolk from several communities to access various training programmes conducted by the CFTDI during the fiscal period. Some of these include workshops on the Sanitary handling of onboard catch; Seaman Class IV Training and Environmental Management.

## ESTABLISHING Linkages

Given the vastness of the local seafood sector, the SIDC's efforts remains dedicated towards fostering shared partnerships wherever possible in modernizing the industry. It is only through this open and shared approach will duplicity and wasted effort be reduced. Some major highlights in this area are as follows:



- The SIDC signed a Memorandum of Understanding with the Trinidad and Tobago Bureau of Standards on June 4<sup>th</sup>, 2009. This MOU establishes a mirror team for the ISO technical committee on Fisheries and Aquaculture (TC23), facilitates the sharing of Information and communication technologies by creating linkages to each other's website, promotes cooperation in the development of appropriate calibration programmes( traceable to international standards) for measuring devices used in the seafood industry and allows for joint Investigations an accreditation programmes for laboratories involved in the analysis of seafood or testing of harvesting areas for environmental contaminants.
- The company also engaged the Cooperative Department (Division of Finance) of the Tobago House of Assembly, in providing partnership training in various areas to fishing associations in Tobago.
- In further moving associations towards cooperative status, the SIDC has partnered with the Business Development Unit (Cooperative Division), Ministry of Labour.

## Communication Agenda

The SIDC's communications efforts are geared towards supporting its various projects through media relations, participation in local trade events and advancing the education effort for safe and sustainable seafood. It serves as a liaison with the industry, policy makers, the business community, and State entities.

While the SIDC does not currently have a dedicated unit to roll out its communications agenda to its fullest, the company through the efforts of its resident staff has made significant contributions towards ensuring the messages are passed on to its stakeholders in a timely and creative manner.

- The SIDC's industry Website became fully operational during the year with vital information on the sector becoming accessible on the domain name [www.sidctt.com](http://www.sidctt.com) . Feedback on the site has been quite positive with an average of 150 visitor hits per day since the site was launched in March 2009.
- Quarterly issues of the SIDC's industry Newsletter were published during the year. The Newsletter covered a range of current issues affecting the sector and it was also accessible on the SIDC Website.
- In addition to the above SIDC's role in information dissemination has been critical in the success of promoting good icing practices and sector unification as discussed under those specific projects.



## Empowering our Stakeholders

***"All great changes are preceded by chaos"** ...Deepak Chopra*

The SIDC continued with its objective of unifying and strengthening networks within the sector. There have been many challenges in doing so, however in the end it has led to healthy dialog in bringing the views of its many stakeholders to the table. All ideas and concepts are integrated to provide shared and focused development in the projects undertaken.

## Strengthening Primary Fisherfolk Organizations (PFO)

- Through the facilitation of the SIDC, the Orange Valley, Morne Diablo and Claxton Bay fishing associations held their Annual General Elections at various junctures during the period.
- Consultations were held with fisherfolk from Maracas, Las Cuevas and Blanchisseuse to discuss the establishment of a North Coast Fisherfolk Association.
- Continuous training, mentoring, monitoring and feedback, regarding the proper functioning of Associations continued during the year. Training needs were also identified for Associations based on consultation with members. A few of the priority needs identified were training courses in boat engine repair, leadership, communication and management. The SIDC responded to these needs as they arose during the year (see capacity building).

## National Fisherfolk Organization (TTUF Activities)

Trinidad and Tobago Unified Fisherfolk (TTUF) organization is the national voice for the many Primary Fisherfolk Organizations that exist in the country. Meetings were held throughout the year with major plans for the development of a processing facility for salting mullet at Claxton Bay and a proposed processing facility for the Women in Fishing Association (WIFA) in Guayaguayare agreed upon.

## **15.RECOMMENDATIONS**

- Provide the SIDC with the financial and trained manpower resources to carry out its mandate in a more comprehensive manner. Unless it is given the resources necessary, it certainly would continue to experience difficulty in making the timely impacts that are necessary to modernize the local seafood industry.
- Ensure that the modern fisheries legislation that exists in draft form is enacted with minimum delay since this is pivotal to the modernization of the seafood industry.
- Make mandatory greater collaboration and cooperation among all State agencies involved in the fisheries sector.
- Place commercial aquaculture development high on the agenda of the thrust to expand food production, reduce the food import bill and increase export earnings.



# SEAFOOD INDUSTRY DEVELOPMENT COMPANY LIMITED

## ORGANIZATION CHART

### APPENDIX 1

**LEGEND:** \_\_\_\_\_ Current Staffing  
----- Proposed Staffing  
\*\* Positions approved by PSNC

