



Achieving the Vision

STRATEGIC PLAN OF THE ENVIRONMENTAL COMMISSION OF TRINIDAD AND TOBAGO 2007 - 2010



FROM THE CHAIRMAN



I am pleased to submit the Environmental Commission's 2007 – 2010 Strategic Plan. The development of this plan began in March 2004 when the Environmental Commission with the assistance of the Government Information Service developed a Communication Strategy to inform the public of Trinidad and Tobago of the role, functions and jurisdiction of the Commission.

The Strategic Plan launches a new mission and vision for the Environmental Commission. The mission statement: The Environmental Commission shall, in a fair, accessible, effective and efficient manner, resolve disputes arising within its jurisdiction, impartially and consistently to protect the rights of citizens while being cognizant of the need for balancing of economic growth with environmentally sound practices. The vision statement: The Environmental Commission, a superior court of record, will be known to all as a court characterised by excellence, which

strives to attain justice for all through the rule of law. The Court will be easily accessible, using effective case management methodology and information technology. The Court will be recognised as a leader in achieving sustainable development through its decisions.

The Strategic Plan builds on what we have learnt over the past six years about how the Court has been functioning and outlines through the goals it has identified how we intend to fulfil our mission and achieve our vision for the Environmental Commission over the next three years.

In order to plan with focus and transparency, we have developed five major goal statements. These broad statements provide a framework for the period 2007 – 2010. With these goals we can organise and maximise our resources to accomplish our objectives. These goals are:

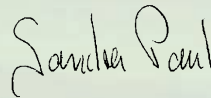
1. Improve Access to Justice in the Environmental Commission.
2. Fully maximise the use of the Environmental Commission by fostering effective relationships with and providing flexible processes for those who will use the Court.
3. Generate public trust and confidence in the Court by fostering and preserving judicial independence.
4. Improve and modernise physical facilities and support infrastructure of the Environmental Commission to meet the expanding workload of the Court.
5. Ensure professional, technical and administrative excellence of the human resource component of the Commission.

The goals as outlined lead to one ultimate outcome, the Environmental Commission's most essential responsibility, achieving sustainable development through its decisions.

It is our intention to implement the Strategic Plan by developing Management Action Plans that will identify specific objectives that each unit of the Court will undertake. An implementation team, the Strategic Planning and Leadership Team, has been established, comprising of Members and staff of the Commission who are tasked with monitoring and ensuring the execution of the Strategic Plan.

This Strategic Plan's success is, in the main, ours to ensure. However, we look forward to ongoing support through open dialogue with our stakeholders.

Sincerely,



Sandra Paul
Chairman





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INTRODUCTION



The Environmental Commission of Trinidad and Tobago stands on the threshold of tremendous opportunity. As with societies everywhere, the dynamic created by the competing forces of economics and the environment require strategic management if sustainable prosperity is to be achieved. Balance can only be gained through active management. Trinidad and Tobago is blessed with natural resources and a population growing in environmental awareness. It is also blessed with some of nature's most unique and attractive attributes. Without a managed balance of this abundance, it is possible to lose both.

With the enactment of the Environmental Management Act of 1995 and later the Environmental Management Act of 2000, Trinidad and Tobago took the first important step toward securing the future. This was the culmination of work begun as early as 1981 with the establishment of a Ministry of Health and Environment followed by a National Consultation on Environmental Health and Protection in 1985. The roots of the present policy can

be traced to the Port of Spain Accord that emerged from the First Ministerial Conference in 1989. Other countries in the region have since begun the journey, but it originated with leadership provided in Trinidad and Tobago.

As one of the Caribbean's pioneers in this area, there remains a leadership opportunity for Trinidad and Tobago to create the institutions that others can model as they attempt to create more strategic, thoughtful and sustainable ways to manage their environments. Much has already been accomplished. Important legislation has been passed establishing the Environmental Commission as a superior court of record (hereinafter referred to as "the Court"). Financial resources have been provided. Regulatory mechanisms have been established (specifically the Environmental Management Authority).

The Environmental Management Act of 2000, Section 81, gives the Court jurisdiction for hearing certain enumerated environmental disputes. Its

jurisdiction currently includes hearing appeals from decisions or actions of the EMA relating to noise pollution, environmentally sensitive areas, environmentally sensitive species, and certificates of environmental clearance. Parliament intended an even wider jurisdiction for the Court. Specific provision is made in Section 81 (5) (i) of the Act for expanding the jurisdiction of the Court.

Each of these mechanisms is relatively new. Each must be fine-tuned through day-to-day performance in the execution of environmental policy.

The opportunity exists to approach that performance either reactively or proactively, either by letting individual circumstances dictate the Court's direction, or by thinking strategically about three important questions:

Where are we now?

Where do we go?

How do we get there?

This is the essence of strategic management. The creation of a plan with verifiable goals and objectives is the first step in achieving it. For those who see the Strategic Plan as one component of a larger strategic management process, it becomes a very practical decision making tool at every level of the organisation. In fact, it serves to give every employee a "line of sight" from their work to the purpose of the organisation. It allows them to identify their particular contribution to the accomplishment of the organisation's mission and vision. It

causes resources to be concentrated on activities that add value.

It is our philosophy that the real purpose of strategic thinking is to build a set of prepared minds throughout the organisation who understand what the organisation is trying to do and the importance of their individual role in it. It is in this context of "strategic management" that the plan becomes an essential guide for decision makers at every level.

We used an inclusive, interactive process to draw on the experience and perceptions of all employees and stakeholders of the Court. This assisted us in completing the development of the strategic issues facing the Court and, in turn, use them in the creation of a strategic agenda that forms the basis of this plan. We used this process to create a set of priorities for the Court and outline a set of strategies for realizing them.

Through a series of individual interviews and stakeholder workshops, over one hundred parties were involved in developing this strategic plan. Individuals representing the EMA, the legal profession, government, industry and environmental interest groups provided their input.

The capstone of this workshop process was a specific set of goals and objectives represented in this strategic plan. These will serve the Court as a management action roadmap for the three year period of the plan. **Figure 1** illustrates the Strategic Planning and Management Process.

STRATEGIC PLANNING AND MANAGEMENT PROCESS

Figure 1



THE FRAMEWORK FOR PLANNING

THE SIZE AND SCOPE OF THE CURRENT COURT

The Environmental Commission (“Court”) is now emerging from its start-up phase and stands ready to receive a significant increase in caseload as new legislation is enacted and the general awareness of the stakeholders increase. At this time the Court has two full time Members and three part-time Members (one position remains vacant). The Chairman and Deputy Chairman are both attorneys at-law. The Members all have the specific technical expertise necessary for the proper resolution of complex environmental matters. Combined, the existing bench of the Environmental Court represents the full-time equivalent of 3.5 judicial positions.

The bench is supported by a Registrar’s Office staffed by a total of twenty employees (plus one vacant position). Included are clerical staff as well as Bailiffs and Verbatim Reporters. The Registrar’s Office also maintains a reference library for use by the Court, litigants and their representatives. The Registry performs a critical court administration role including receipt and custody of documents and the supervision of public access to those documents.

In its first six years of operation much effort has been spent on the important tasks of capacity building and public education. Although the Court has jurisdiction to hear Civil Assessments, Consent Agreements, Appeals, Appli-

cations and Direct Private Party Actions, it was only in the year 2006 that the first Direct Private Party Actions were filed as well as the first Appeal under section 23(3). For the most part, the Court’s initial caseload has included Consent Agreements, Civil Assessments, Appeals and Applications for enforcement of Administrative Orders.

This modest caseload is the result of a partial suite of environmental legislation that includes only Certificate of Environmental Clearance Rules and Regulations, Certificate of Environmental Clearance Orders Noise Pollution Control Rules, Environmentally Sensitive Areas Rules and Environmentally Sensitive Species Rules. Additional legislation is however currently being prepared.

THE CHANGING SITUATION

Several factors are likely to significantly add to the Court’s workload over the planning period.

- Additional legislation under consideration will increase the Court’s jurisdiction. Laws concerning air pollution, water pollution, hazardous waste and beverage container control are at various stages of the legislative process.
- In accordance with representations of the Environmental Management Authority and other litigants, it is expected that the Court will be assuming the Authority’s mediation caseload.

- The Court's jurisdiction may be increased with the passage of legislation, for example, the Planning and Development of Land Bill which provides for appeals from the decisions of the authority established thereunder to be appealed to the Environmental Commission.
- Increased public awareness has already resulted in new categories of matters being filed: Direct Private Party Actions and Appeals from any determination by the EMA to disclose information or materials claimed as a trade secret or confidential business information under section 23(3).

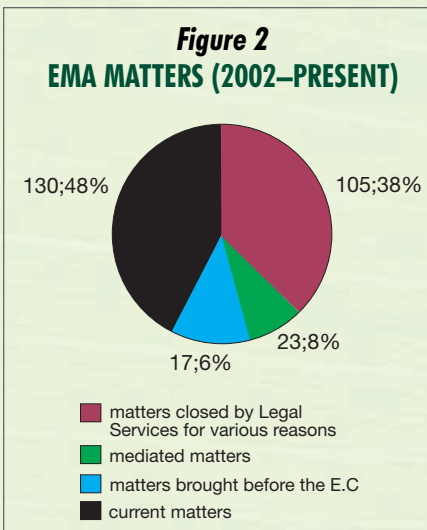
Figure 2 below describes the composition of the Environmental Management Authority's workload. Since 2002, six percent of the matters handled by the Authority have resulted in appeals to the Court. Additionally, some eight percent of

the Authority's work resulted in mediation. As a result of the stakeholder consultation process undertaken in arriving at this strategic plan it is expected that this mediation caseload will now be transferred to the Court. Therefore, it can be expected that over time an average of 14 percent of the matters coming before the Authority will eventually come before the Court. This coupled with an increase in direct filings and additional environmental legislation will create a much more dynamic workload picture for the Court during the period of this strategic plan.

THE FUTURE COURT

Due to an ever increasing public awareness of the existence and jurisdiction of the Court, passage of a more complete suite of environmental legislation and transfer of environmentally relevant disputes from other forums to the Court, the organisation planned for here will look substantially different from the current Environmental Commission. The following planning assumptions have been used to create a picture of the future work of the Court:

- All mediation currently performed at the EMA will be transferred to the Court (8 cases per year).
- Without any new legislation, the Court will continue to receive six percent of the matters filed at the EMA as appeals (6 cases per year).
- Direct filings will increase as public knowledge increases and the Environmental Bar takes



increased action (6 cases in the first planning year, increasing by 20 percent per year thereafter).

- Water legislation will be passed in 2007. The EMA has estimated that this will result in 7000 registrations in the first year in its Water Pollution Management Programme Report of 2001. These will provide enforcement work for the EMA for several years. At 6 percent of the EMA's workload, this results in 420 hearings before the Court over the term of the plan and beyond. This will eventually result in 105 cases per year by 2010.
- Air pollution legislation will be passed in 2007. The EMA will begin enforcement by late 2007. This may result in 500 matters coming before the EMA in 2007 and up to 1000 in years thereafter. (At the rate of 6 percent, this would result in 30 cases coming to the Court in 2007 and 60 in future years).

- Hazardous waste legislation will be passed in 2008 and the EMA begins enforcement in mid-2008. The National Hazardous Waste Inventory Study for Trinidad and Tobago, 2006 identified 303 generators of hazardous waste. (Assuming that 6 percent of these would become appeals to the Court, 18 cases per year would be added to the caseload).
- Beverage container legislation will be passed in 2009 and the EMA will begin enforcement with a few of the largest bottlers in late 2009, too late to be of consequence in the projected workload of the Court for this plan.

Figure 3 illustrates the resulting caseload of the Court if these assumptions are realized. In 2007 the existing complement of bench and staff will be fully utilised. **Figures 4** and **5** show that by 2008 full time Bench Officers will be needed along with additional staff in the Registry. By 2009 and 2010, additional Bench Officers will be required as well.

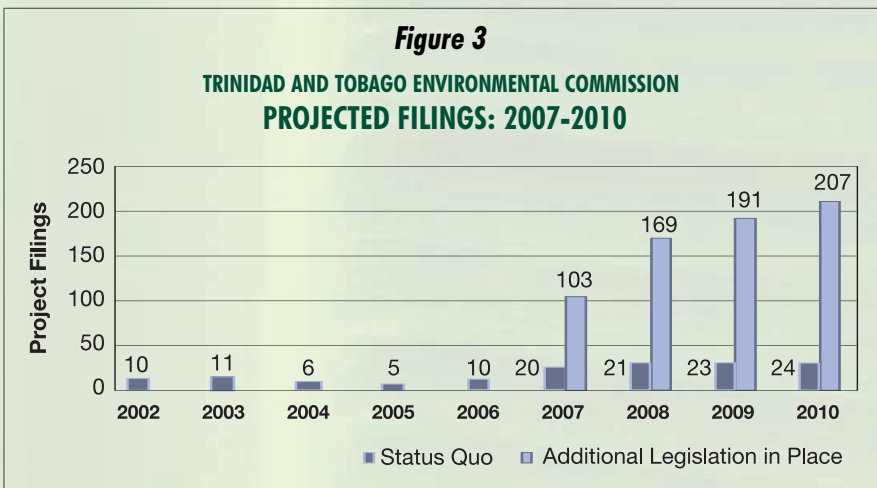


Figure 4
TRINIDAD AND TOBAGO ENVIRONMENTAL COMMISSION
PROJECTED FILINGS: 2007-2010

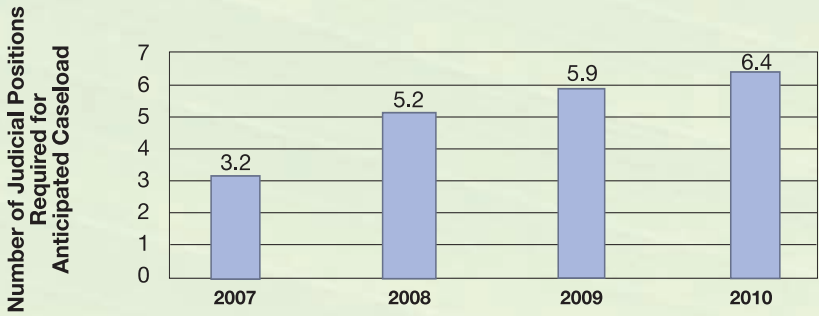
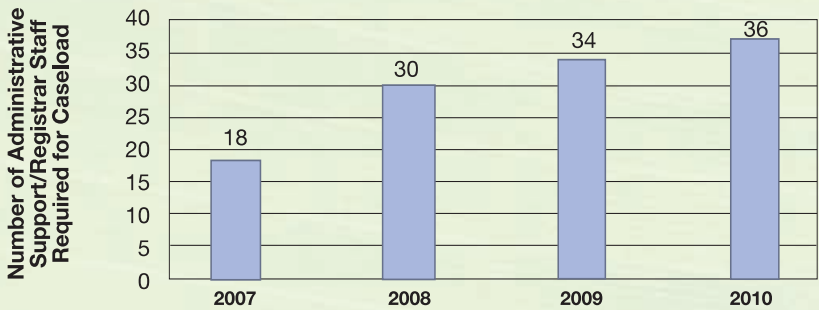


Figure 5
TRINIDAD AND TOBAGO ENVIRONMENTAL COMMISSION
PROJECTED SUPPORT STAFF REQUIREMENTS





MISSION OF THE ENVIRONMENTAL COMMISSION OF TRINIDAD AND TOBAGO

The Environmental Commission shall, in a fair, accessible, effective and efficient manner, resolve disputes arising within its jurisdiction, impartially and consistently to protect the rights of the citizens while being cognizant of the need for balancing of economic growth with environmentally sound practices.

In fulfilling this Mission, the Court shall be guided by the following principles:

- Make decisions in the best interest of the public.
- Conduct business based on an underlying commitment to equal and timely justice while providing public access to an independent forum for the resolution of disputes.
- Participate in dialogue that will result in policies and resources necessary for fulfillment of the Mission.
- Ensure the continued development of an accessible court through planning, research, and evaluation programmes, and through the use of modern management approaches and technological developments.
- Provide leadership in the administration of justice by establishing broad and consistent operational policy including the appropriate rules and forms.
- Promote competent, responsive and ethical Members and staff through a comprehensive programme of judicial education and professional training.
- Contribute to public understanding of the judicial process at the Court through a continuing programme of public education.



VISION OF THE ENVIRONMENTAL COMMISSION OF TRINIDAD AND TOBAGO

The Environmental Commission, a superior court of record, will be known to all as a court characterised by excellence, which strives to attain justice for all through the rule of law. The Court will be easily accessible, using effective case management methodology, and information technology. The Court will be recognised as a leader in achieving sustainable development through its decisions.

This Vision Statement is premised on the following principles:

- Provide equal access to a fair and effective system of justice to all members of society.
- Offer Alternative Dispute Resolution processes while preserving the right of parties to a hearing.
- Provide quality service that continuously improves, that meets and exceeds public expectations, and ensures that all persons are treated with courtesy, respect and dignity.
- Maintain the independence of the Court while strengthening relations with the public, bar, the Legislature and the Executive.
- Enhance the potential of every Member and employee to contribute to the administration of justice through participation, training and technology.
- Earn the respect and confidence of an informed public.

CORE VALUES OF THE ENVIRONMENTAL COMMISSION

FIVE CORE VALUES GOVERN THE BEHAVIOR AND PERFORMANCE OF ALL COURT STAFF

Independence

As a superior court of record charged with a constitutional and statutory duty to adjudicate over applications (with respect to specific matters related to the regimes created by the various pieces of subsidiary legislation under the Environmental Management Act) and appeals (against certain decisions of the Environmental Management Authority) the Court discharges its judicial mandate in accordance with the law and the doctrine of separation of powers.

Fairness

The Court maintains a fair and reliable judicial process, and procedures which adhere to all relevant laws, rules of procedure and established policies.

Integrity

The Court, in its judicial and administrative capacities, is guided by principles of integrity. The Court decides each case on its own merits and only upon legally relevant considerations including technical and scientific factors.

The administration of the Court is conducted in accordance with the highest standards of accountability and

transparency. In this regard the Court is administered in a manner that seeks to utilise responsibly and to account for the public funds for the operations of the Court. To this end the Court continues to be guided by the financial, regulations, instructions and other directives issued by government.

The Chairman, Members and officers of the Court, in all aspects of their duties, conduct themselves ethically and in a manner that is above reproach in accordance with the highest standards of Judicial Office, Court Administration and the Public Service.

Accountability

While observing the principle of comity in its relations with the Executive and Legislature, the Court will clarify, promote and institutionalise effective working relationships with the other arms of State. The Court will responsibly seek, utilise and account for the public funds and other public resources with which it is entrusted.

Quality Service

The Court is client focused and delivers an effective, prompt, impartial and efficient system of resolving matters falling within its jurisdiction through litigation or Alternative Dispute Resolution.

THE MANDATE OF THE ENVIRONMENTAL COMMISSION

The Court is bound by the relevant statutory provisions, the common law, rules of evidence and the rules of natural justice. The Court adjudicates upon applications, appeals, and complaints under the EM Act, 2000 and the subsidiary legislation made thereunder. There is also provision for the jurisdiction of the Court to be extended to other matters by any written law. This jurisdiction includes:

- Appeals from decisions or actions of the Environmental Management Authority (“EMA”) as specifically authorised under the EM Act, 2000
- Applications for deferment of decisions made under section 25 (for the EMA to undertake emergency response activities) or under section 41 (to designate environmentally sensitive areas or environmentally sensitive species)
- Applications by the EMA for the enforcement of any Consent Agreement or any final Administrative Order
- Administrative civil assessments
- Appeals from the designation of environmentally sensitive areas or environmentally sensitive species by the EMA
- Appeals from a decision by the EMA under section 36 to refuse to issue a certificate of environmental clearance or to grant such certificate with conditions
- Appeals from any determination by the EMA to disclose information or materials claimed as a trade secret or confidential business information under section 23(3)
- Direct Private Party Actions under section 69
- Such other matters as may be prescribed by or arise under the EM Act or any other written law where jurisdiction in the Commission is specifically provided for.

The Court in keeping with its status as a superior court of record, is mandated to provide an impartial and independent forum for judicial relief and adjudication with respect to specific matters of environmental law. The Court provides a fair public hearing process which assesses matters before it on the basis of the applicable law and facts including technical, scientific and socio-economic considerations.

The Court has a key role to play in ensuring the sustainable development of Trinidad and Tobago, that is development which meets the needs of present generations without compromising the ability of future generations to meet their own needs. The Court therefore keeps clearly in mind the need to strike a balance between economic development and environmental preservation.

STRATEGIC ISSUES, GOALS AND STRATEGIES

STRATEGIC ISSUE 1

ACCESS TO JUSTICE

GOAL 1 - Improve Access to Justice in the Environmental Commission

Strategy 1.1

Public Education and Information: Educate and inform the public on the existence, role and function of the Court, on environmental law, and how the Court can be accessed.

Strategy 1.2

Foster ongoing relationships with Court stakeholders (including the bar and academic institutions).

Strategy 1.3

Regularly review the Rules of court to ensure ongoing relevance and simplicity.

Strategy 1.4

Participate in a review of the Environmental Management Act to ensure that members of the public can more easily access the services of the Environmental Commission.

Strategy 1.5

Provide the maximum range of Alternative Dispute Resolution processes for the resolution of disputes.

Strategy 1.6

Provide procedural information to self-represented litigants that will help them efficiently prepare for court.



STRATEGIC ISSUE 2

UTILISATION OF THE ENVIRONMENTAL COMMISSION AS A SPECIALIST SUPERIOR COURT OF RECORD

GOAL 2 - Fully maximise the use of the Environmental Commission by fostering effective relationships with and providing flexible processes for those who would use the Court

Strategy 2.1

Initiate dialogue with stakeholders and make recommendations to government regarding the most appropriate jurisdiction, scope and composition of the Environmental Commission to adjudicate more comprehensively on issues that impact the environment in a modern society.

Strategy 2.2

Create a mechanism for making the Alternative Dispute Resolution services of the Environmental Commission available to persons who have a right of access to the Commission.

STRATEGIC ISSUE 3

PUBLIC TRUST AND CONFIDENCE IN THE ENVIRONMENTAL COMMISSION

GOAL 3 - Generate public trust and confidence in the Court by fostering and preserving judicial independence

Strategy 3.1

Achieve security of tenure/full-time appointments for all Members of the Commission.

Strategy 3.4

Expand the bench to ensure sufficient technical expertise and avoid conflicts of interest.

Strategy 3.2

Achieve parity in terms and conditions of Members of the Environmental Commission with their respective opposite numbers in comparable superior courts of record in Trinidad and Tobago.

Strategy 3.5

Achieve a change in name of the Environmental Commission of Trinidad and Tobago to the Environmental Court of Trinidad and Tobago.

Strategy 3.3

Achieve parity in treatment of Members of the Environmental Commission with their respective opposite numbers in comparable superior courts of record in Trinidad and Tobago.

Strategy 3.6

Achieve institutional alignment to ensure consistency with the other superior courts of record.

STRATEGIC ISSUE 4

COURT FACILITIES AND INFRASTRUCTURE

Goal 4 - Improve and modernise physical facilities and support infrastructure of the Environmental Commission to meet the expanding workload of the Court

Strategy 4.1

Ensure the facilities of the Environmental Commission are operated in compliance with the Occupational Safety and Health Act, 2004.

Strategy 4.2

Ensure the facilities of the Environmental Commission are convenient to access while maintaining adequate safety of Court users and their property.

Strategy 4.3

Ensure that the best practicable technology is utilised by the Court, while keeping abreast with current trends in Court technology and the administration of justice.

Strategy 4.4

Provide an up-to-date reference library.

STRATEGIC ISSUE 5

COURT STAFFING AND TRAINING

Goal 5 - Ensure professional, technical and administrative excellence of human resource component of the Commission

Strategy 5.1

Ensure that the Environmental Commission is adequately and competently staffed at all levels of the organisation.

Strategy 5.2

Continue the training of staff to attend to members of the public efficiently and courteously.

Strategy 5.3

Ensure that staff are oriented and trained for their responsibilities at the Environmental Commission.

Strategy 5.4

Ensure that Members of the Commission are oriented and trained to discharge their responsibilities.

Strategy 5.5

Facilitate continuing education for Staff of the Environmental Commission.

Strategy 5.6

Facilitate continuing education for Members of the Environmental Commission.

Strategy 5.7

Augment the existing performance appraisal system with the Management Action Planning Process developed as part of this strategic plan.

APPENDIX

STAKEHOLDERS PARTICIPATING IN STRATEGIC PLAN DEVELOPMENT



TRINIDAD

NAME	POSITION	ORGANISATION
Dr. David Persaud	Director with responsibility for the Environment	Ministry of Public Utilities and the Environment
Mr. Shane Ballah	Bioetic Impact Specialist Environmental Unit	Ministry of Works and Transport
Shelly Sutanti Maharaj	Environmental Officer	Ministry of Works and Transport
Garard McVorrán	Conservator of Forest	Ministry of Public Utilities and the Environment
Mr. David Chadee	Director Horticultural Services Div.	Ministry of Public Utilities and the Environment
Gail Kowlessar-George		Ministry of Energy and Energy Industries
Ms. Antonia Sanka		Ministry of Local Government
Ms. Marion Lewis		Ministry of Planning and Development
Ms. Tracy Andre		Trinidad and Tobago Chamber of Commerce
Jacqueline Chang		Criminal Bar Association
Mr. Deo Bhagowtee	Chairman	Law Review Commission
Mrs. Glenda Charles-Harris	Head of Environmental Studies Department	College of Science Technology and Applied Arts of Trinidad and Tobago
Forde Orissa	Environmental Officer	bpTT
Ojude Usha	Legal Officer	bpTT
Guiland Stephen		bpTT
Ali Hassah		YARA Trinidad Limited
Ms. Marsha Mohammed		The Power Generation Company of TT
Mr. Eden Shand	Environmentalist	P.O. Box 4424 St Ann's, Port of Spain
Mr. Randolph Alvarez	Industrial Safety Officer	Ministry of Labour and Small and Micro Enterprise Development
Ms. Gennike Mayers	Public Relations Information Officer	Institute of Marine Affairs
Dr. Paul Gabbadon	Ag. Director	Institute of Marine Affairs
Mr. Michael Forde	Forest Officer	Chaguaramas Development Authority
Madame Justice Jean Permand, SC	Chairman	Law Reform Commission
Ms. Paula Pierre	Registrar	Caribbean Court of Justice
Valario Quanvie		Petroleum Company of Trinidad and Tobago
Mr. Garnet Manwaring		Petroleum Company of Trinidad and Tobago
Avryl Mohommed		Petroleum Company of Trinidad and Tobago

TRINIDAD

NAME	POSITION	ORGANISATION
Korene Joseph		Town and Country Planning Division
Jasmin Mc Farlaine		Chaguaramas Development Authority
La Vaughn Hunt		WASA
Mr. Anthony Ramnarine	Deputy Permanent Secretary (Ag.)	Ministry of Public Utilities and the Environment
Mr. Willis Mills	Permanent Secretary (Ag.)	Ministry of Public Utilities and the Environment
Mr. Kenny Singh	Director of Forestry	Ministry of Public Utilities and the Environment
Mr. Mulchan	Director Metrological Services Div.	Ministry of Public Utilities and the Environment
Ms. Nivea Ramsundar	Head, Legal Department	Ministry of Public Utilities and the Environment
Ms. Jasmine Gopaul		Ministry of Public Utilities and the Environment
Winifred Doobay	Director, Horticultural Services Div.	Ministry of Public Utilities and the Environment
The Honourable Penelope Beckles	Minister of Public Utilities and the Environment	
Glen Goddard	Manager	Environmental Management Authority
Denise John	Attorney-at-Law	Environmental Management Authority
Christopher Sieuchand	Attorney-at-Law	Environmental Management Authority
Anthony M. Persadsingh	Attorney-at-Law	Environmental Management Authority
Dr. Rajendra Ramlogan	Attorney-at-Law	
Mark Morgan	Attorney-at-Law	
Gregory Pantin	Attorney-at-Law	
Justice Roger Hamel-Smith	The Honourable The Chief Justice (Ag.)	Supreme Court of Judicature of Trinidad and Tobago
Sherryl-Ann Haynes	Director	Town and Country Planning Division Ministry of Planning and Development
Claire Blake	Chief Parliamentary Counsel	Ministry of the Attorney General
Christophe Grant	Chief State Solicitor	Ministry of the Attorney General
Mr. Moore	Process Review Team	Ministry of the Attorney General

TOBAGO

NAME	POSITION	ORGANISATION
Alvin Pascall	Senior State Counsel	Administrative Complex Calder Hall
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Terrance Henry	Permanent Secretary	Office of the Prime Minister
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Peter Hackette		
Shawn Giles		
Karen Ottley		Department of Infrastructure Public Utilities
Bertrand Bhikarry		
Christopher James	Chairman	Tobago Chamber of Commerce
Mzizze Seliono	Director	Education, Youth and Sport Affairs Milford Road

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