



# The Energy blueprint

A Bi-Monthly Publication of The Energy Chamber

Issue 5 | December 2010

Corporate Social Responsibility  
Investing in  
People and  
the Environment



The Energy Chamber  
of Trinidad & Tobago  
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# In this Issue

## Review of CSR Awards 2010 Pg 8

The Energy Chamber of Trinidad and Tobago celebrates CSR Champions at the Annual CSR Leadership Awards 2010. Winners were selected from the major upstream, midstream and downstream energy companies, energy services companies and other SMEs.



## Carbon Disclosure Pg 18

More and more companies are making it a priority to measure how their activities impact on the environment and the Carbon Disclosure Project seeks to encourage companies to take stock of their carbon emission mitigation strategies.



## Lessons from Barcelona Pg 30

A delegation from Trinidad and Tobago's business community visited Barcelona recently for training on improving their management, their lobbying efforts and other lessons to build their institutional capacities.



## On the cover

Corporate Social Responsibility (CSR) is more than a catch phrase, it speaks to sustainable development of communities, businesses and people. In this issue we provide insight into CSR initiatives in Trinidad and Tobago and what the future may hold for CSR practitioners.



## Table of Contents

<b>Message from the President</b>	3
<b>In the Pipeline</b>	
The Latest Energy Sector News	4
<b>A Look Back At Past CSR Winners</b>	14
<b>Rooting Out Corruption through CSR</b>	20
<b>The Economy at a Glance</b>	22
<b>Energy Services Sector Survey</b>	25
<b>Trinidad &amp; Tobago Energy Conference Update</b>	28
<b>STOW Progress Update</b>	34
<b>EICDI Update</b>	36
<b>Review of Latin American Carbon Forum</b>	40



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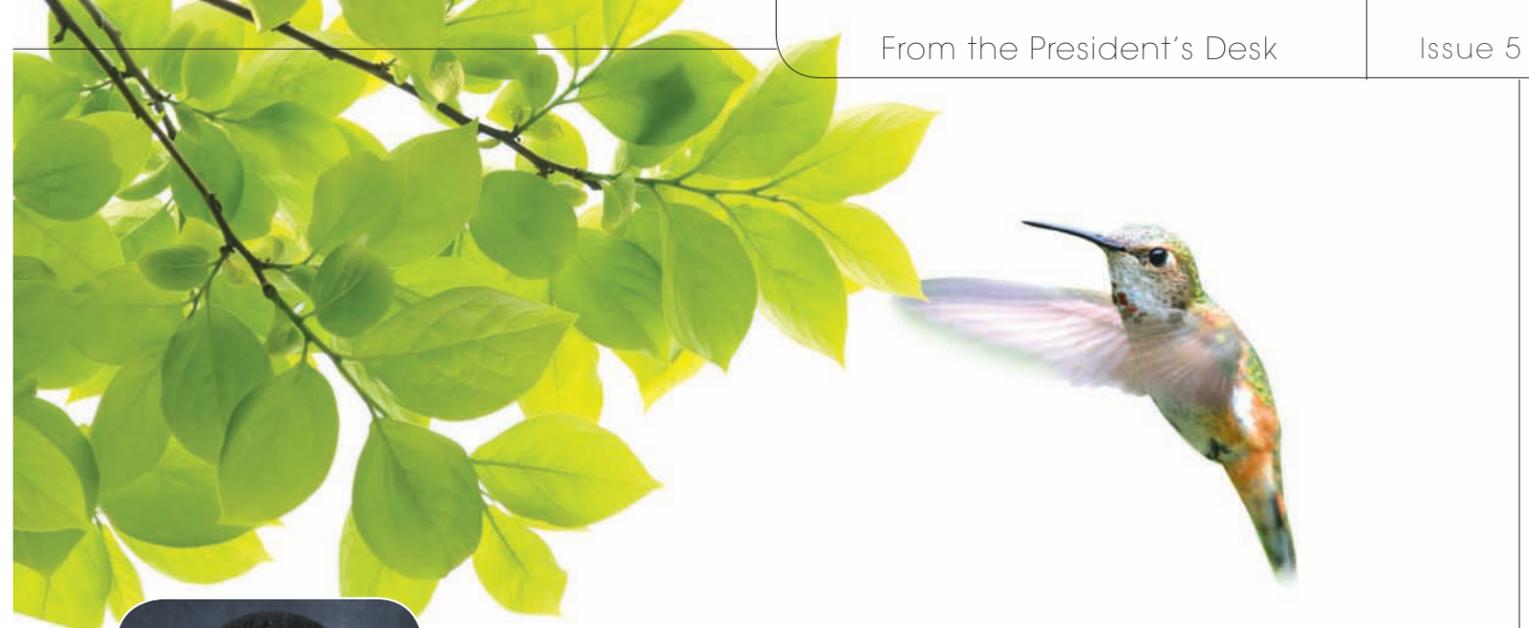
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## From the President's Desk

Corporate Social Responsibility (CSR) continues to permeate the business landscape of Trinidad and Tobago with more and more companies recognizing that CSR policies and frameworks lend to more competitive and sustainable businesses, a healthier corporate image, reputation and brand building, greater transparency within organizations and corporate best practices.

Nationally, The Energy Chamber continues to be the only business organization which highlights the efforts of its members in adopting and implementing sound Corporate Social Responsibility principles.

This year was no different as several companies were recognized, during the recent 2010 CSR Leadership Awards, for their sustained efforts focused on CSR initiatives.

The gala ceremony was well attended by representatives of Government and professionals from the energy sector. An emphasis was placed on the need for continued partnership between the private and public sectors in the promotion of sustained CSR practice.

Through the expansion and growth of the CSR Leadership Awards, The Energy Chamber has truly been a trailblazer in promoting CSR in the region. However, our CSR thrust goes beyond the awards.

Our goal is to see CSR tied symbiotically into business operations, influencing everything from supply chain management to social investment. Within recent times, the call was made by Government to pursue a CSR agenda for Trinidad and Tobago, in collaboration with the private sector. This call originated after recognizing that private companies have been pioneering in developing CSR activity.

The 2007 Energy Chamber-UNDP CSR Mapping Project identified CSR activities being carried out primarily by the energy companies in Trinidad and Tobago.

The Energy Chamber believes that the time has come for greater partnership between the private and public sectors in developing and implementing activities geared towards the sustainable development of people, communities and a nation, as a whole.

The formation of meaningful partnerships is essential in moving the CSR agenda forward as partnership between the private sectors, Government and civil society can affect desired changes.

Through relationship building and greater collaboration with various stakeholders, the CSR profile in Trinidad & Tobago can and will be raised. This requires alignment of goals and sustained effort and support between the private and public sector.

In the end, CSR, for both businesses and Governments can signal a shift towards sustainable development, creating a platform for the simultaneous development of communities and conservation of the environment alongside long term responsible business practices.

*Charles Percy,  
President  
The Energy Chamber*

# In the Pipeline

## The Latest Energy Sector News

### Trinidad and Tobago Explores Melamine Opportunities at Conference

For years, it has been a vision of successive Trinidad and Tobago Governments to integrate the energy and manufacturing sectors. Turning that vision into a reality was the focus at the recent Downstream Development: Maximizing Melamine Conference. The conference explored investment opportunities in melamine for local businesses.

Speaking at the conference, Minister of Energy and Energy Affairs Carolyn Seepersad-Bachan said, "The move by Government to devote much greater attention to manufacturing is out of two very clear reasons: one, we know that you have, for very long, been calling for core strategic interventions to create the enabling environment for the development of manufacturing, and two, manufacturing industries linked to our energy based projects will play a critical role in economic diversification and sustainability."

Seepersad-Bachan cited several benefits to be derived including creation of higher value products, development of a diversified energy industry, creation of high skill manufacturing jobs and optimized value for our natural gas. Melamine is a key component in the production of mouldings, resins, laminates and other household items.

The Minister also sought to allay any fears over possible environmental, health and safety concerns associated with melamine production. "Needless to say, the production of melamine in Trinidad and Tobago will be subjected to the highest standards of safety in processing. Similar stringent standards will be employed for monitoring of use by local manufacturers and end-

users to ensure utmost compliance with HSE and other regulators," she said. Last month, Methanol Holdings Trinidad Limited formally opened its AUM facility.

### State Energy Company Boards Appointed

After months of waiting, the Government has now appointed the boards of state energy companies Petrotrin, the National Petroleum Marketing Company (NP) and the National Gas Company (NGC). Minister of Energy and Energy Affairs, Carolyn Seepersad-Bachan handed out the instruments of appointments for the board members and outlined her expectations for the companies.

For Petrotrin, she focused on the need for the company to turn around its performance in six months while for the NGC and NP the Minister said the companies must re-align their strategic directions to concentrate on core competencies.

Petrotrin has also been mandated to increase land oil production through joint ventures with the local independent oil companies. NP has been charged with developing a more extensive CNG network, leading to five new CNG stations in 18 months.

While the NGC will play a role in the CNG expansion, by providing gas line infrastructure, Seepersad-Bachan noted that the company will return to its core focus especially as it relates to gas supply issues.

"As we move forward in this industry the cost to find gas, to produce gas is going to be higher as we move into the deepwater acreages which is high risk and high capital cost and as a result of that any new gas coming on stream the NGC will have to be paying higher prices for gas and they will have to be selling at higher prices," she



said. "The major challenge facing the NGC is how it goes forward with the situation of an oversupply of gas in the short term and in the long term the possibility of the under supply given our current research position."

### Board of the National Gas Company

**Chairman:** Larry Howai

**Deputy Chairman:** Roop Chan Chadeesingh

**Directors:** Rabindra Jaggernauth, Carlton Gibson, Premchand Beharry, Cathal Healy-Singh, Clyde Ramkhalawan, Haseena Ali and Andrew Jupiter.

### Board of the Trinidad and Tobago National Petroleum Marketing Company Ltd

**Chairman:** Neil Gosine

**Directors:** Nigel Darwent, Rabindranath Lackhan, Antonia Lucky, Kerry Rampersad, Gregory Marchan, Keith Narayansingh, Kenneth Samlal, Carla Scipio, Brendan Gray, Ranjit Ramnarine and Mark Alfonso.

### Board of Petrotrin:

**Chairman:** Lindsay Gillette

Aleem Hosein (Deputy Chairman), Charles C. Baisden, Peter Burke, the OWTU representative, Peter R. Inglefield, Khemram Jokhoo, Reshard Khan, Rudranath Maharaj, Arnold Ram and Krishendath Ramoutar.

### Trinidad and Tobago Signs Agreement With UNEP Riso

The Ministry of Housing and the Environment recently signed an agreement with the United Nations Environment Programme

(UNEP) Riso Centre for capacity building of the Clean Development Mechanism (CDM).

The CDM is a market based strategy developed under the Kyoto Protocol to offset carbon emissions. A project registered under the CDM is eligible to receive certified emission reductions (CERS) known as carbon credits.

During the signing ceremony, Minister of Housing and the Environment Dr. Roodal Moonilal noted that the CDM offered developing countries that were signatories of the Kyoto Protocol the flexibility to meet their legal obligations by creating investment opportunities for clean technologies.

"Alternatively, a developing country can invest in its own carbon reduction projects and sell the carbon credits the so-called unilateral CDM projects in the absence of any investment by developed countries," Dr. Moonilal explained.

At the end of the project the Ministry, through its Multilateral Environmental Agreements Unit, would have a fully functional Designated National Authority which would be capable of facilitating CDM projects from local and international investors.

Government has already secured a loan from the Inter-American Development Bank to implement climate change policies aimed at reducing carbon emissions in the industrial, transport and power generation sectors.

Several of The Energy Chamber's members have projects in train which can be registered under the CDM. During their stay in Trinidad

and Tobago, UNEP Riso Senior Scientist, Jorgen Fenhann and UNEP Riso Senior Advisor, Dr. Soren Lutken held fruitful discussions with members on their specific renewable/alternative energy and energy efficiency projects.

### The Energy Chamber Salutes BPTT CEO and Chairman Robert Riley

The Energy Chamber of Trinidad and Tobago would like to congratulate bpTT Chairman and Chief Executive Officer Robert Riley on his appointment as Head of Safety & Operational Risk Competency and Capability Development.

Riley's elevation to this new position takes effect on January 1, 2011. In this role, Riley will report to Mark Bly, Executive Vice President of Safety and Operational Risk, and will lead BP's worldwide efforts to develop industry leading quality and rigour into BP's operations, particularly as it relates to safety and operational risk.

Riley will be the first Trinidad and Tobago national to sit on BP's Extended Group Leadership team outside of the Trinidad and Tobago business. In this role, Riley will impart the lessons and success of bpTT in transforming its safety and operational integrity performance to BP's businesses globally.

Norman Christie will succeed Riley as Regional President, Trinidad, which is the new title for the heads of BP's exploration and production business units. Jamaican born Christie, currently bpTT's Chief Financial Officer, has been a member of the bpTT leadership team since 2005.

Over the past five years in the Trinidad business, Christie has been instrumental in leading bpTT's safety and performance and has contributed significantly to the consistent delivery of business results. Christie's appointment takes effect on January 1, 2011.

Commenting on the announcement issued by CEO Bob Dudley, Riley said: "I am both shocked and excited to be asked to take on such an important role in the organization at this time. I am very pleased to be part of this new Organization and pleased to be able to bring the lessons from bpTT's own safety and operational integrity performance to the wider BP Group. I also have the utmost confidence that I am leaving the Trinidad Organization in Norman's capable hands. Norm has been instrumental in bpTT's success over the past five years and has helped the Trinidad business become a consistently strong performer in the BP world.

Today bpTT stands as a leader in safety, financial and production performance with an unparalleled commitment to national development and capability development.

Norm's appointment to this position will provide the Trinidad

business with a seamless transition to the new BP Organizational structure as a regional production unit. Trinidad and bpTT will always be home and I will continue to lend my full support to the business throughout this transition and in the future."

### Bayfield Energy to Embark on a Seven Well Drilling Campaign

Bayfield Energy is set to embark on a seven well exploration and appraisal drilling campaign on the Galeota License block, off Trinidad's south east coast.

The company is currently going through the environmental permitting stage for the planned 200 day drilling campaign. They are targeting seven wells at horizons ranging from 6,500 – 12,000 feet, drilling in shallow water depths from 20 – 35 meters.

Bayfield Energy is a UK headquartered independent with a focus on Trinidad and Tobago. They are currently operator of the Trintes field in the Galeota block.

At the February 2010 Trinidad and Tobago Energy Conference, Mr. Dino Giannatos, Bayfield's Head of Operations in Trinidad, outlined the company's plans to increase oil production from the Trintes field to 3,500 barrels of oil per day (bopd) and their target of a total production of 15,000 bopd from the Galeota block by 2012.



# Energy Trinidad & Tobago Conference

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Royal Dutch Shell

#### Neils Kirk

Managing Director  
Global Energy Division, Citibank

#### Bruce Dingwall C.B.E.

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#### Paul Ziff

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Ziff Energy Group

#### Senator the Honourable Kevin Ramnarine

Parliamentary Secretary  
Ministry of Energy and Energy Affairs

#### Eric Fidler

Director of Oil and Gas Sales and Marketing  
Rockwell Automation

#### Charles Percy

Managing Director  
Methanex Trinidad Limited

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The Energy Chamber  
of Trinidad & Tobago

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# CSR Leadership Awards 2010



Corporate Social Responsibility (CSR) continues to be a focal point of The Energy Chamber's core values with the belief that good governance practices, through transparency and accountability, and strategic social investment, lend to more resilient and competitive business organizations, people and communities.

Through our efforts, CSR has now gained much more prominence in the national spotlight and every year, The Energy Chamber's CSR Leadership Awards pays tribute and homage to companies that have integrated sustainable CSR initiatives into their business operations.

While the gala ceremony celebrates CSR champions, there was a time when the CSR light didn't shine as bright. Energy Chamber CEO, Dr. Thackwray Driver recalls the transformation.

"Four years ago when The Energy Chamber started out on its campaign to promote the concept of Corporate Social Responsibility in Trinidad and Tobago the phrase was barely heard outside the corridors of very few multi-national energy sector companies," he said. "I should emphasize that the fact that the phrase was not widely used did not mean that the general principles of CSR were not applied, but there was very little deliberate and organized thinking, planning or sharing of experiences around the principles. This was actually one of the key findings of the original CSR Mapping Project that we undertook – the lack of monitoring and evaluation of companies, community, social and environmental programmes was one of the key weaknesses that we identified.

Four years on, The Energy Chamber has clearly managed to put CSR onto the map in Trinidad and Tobago." Dr. Driver made the statement while addressing the audience at the 2010 CSR Leadership

Awards, held on November 12 at the Trinidad Hilton. During the award ceremony, which was well attended by industry leaders, the competition was fierce and the winners were Footprints Eco Resort and Spa, BG Trinidad and Tobago, Omega Telecom Limited, Phoenix Park Gas Processors, Atlantic, Methanex Trinidad Limited and Neal and Massy Wood Group.



UTC CEO (Ag) Eutrice Carrington addresses the audience at the 2010 CSR Leadership Awards.

## 2010 CSR Leadership Awards Participants and Winners

### CSR Pioneer, Small & Medium Business

- Omega Telecom Limited
- Tourism Intelligence International Limited
- Footprints Eco Resort and Spa



Winner: Footprints Eco Resort and Spa

**FOOTPRINTS ECO RESORT & SPA** - the preservation and protection of the environment and the comfort of their guests guide all aspects of this resort's construction and operations. They have maximized the use of local and recycled building materials, and the use of renewable energy, thereby, reducing their carbon footprint.

"It's because small and medium businesses have a difficulty in seeing how they fit into CSR programmes and what they can do and as a very small organization, we only have less than 10 employees and I only have 10 rooms, as an eco resort, we try to exemplify what a small business can do and how we can really make a difference in the sector in which we operate. This is our 15th year of operation and we've been involved in sustainable and environmentally friendly development and operation for all of that time. The environmental programmes are really the heart of what we do and because of that, that's how we identify ourselves and how we identify the Footprints brand.

As an SME I would say don't be afraid to start a CSR programme, it's not something that has to be expensive, it's not something that has to be fancy. I would say to pick a problem or a challenge that you have as a business or that your community faces and just figure out a way that you can contribute or make it better because there is really a lot that small companies can do.

There are really three ways that we keep track of what we're doing; the first is that obviously we have a family-run company that makes up our board and they are always very involved in what we're doing and have new ideas about what we can do. Our staff is very small and very vocal about what they think should be done and the ways in which it can be done so we're very solution-oriented that way. And then our guests are probably the biggest source of feedback

we have. We have a guest questionnaire that our guests fill out and comment book that they make suggestions in and let us know how we're doing, so that's really what drives new programmes and keeps us on track." - Mia Persad-Douglas, Chief Executive Officer

### CSR Initiative Commitment to Transparency

• PCS Nitrogen • ATLANTIC



Winner: Atlantic

"Atlantic is committed to reporting on the company's performance on an annual basis to its stakeholders. This is the sixth report by the company. Through our reports, which are quite comprehensive, we hope to give the reader insights into the nature and scale of the operations at Atlantic.

We report in accordance with GRI guidelines reporting against social, environmental and economic indicators which can be verified. The report is independently audited by an international company and their statement is included in the report. This company also provides us with feedback on best practices in reporting from companies that operate all around the world.

This gives us useful information as we continuously improve our reporting process. This is not the only mechanism we use to solicit feedback on our report. We also host focus groups with our stakeholders. All of this information is then used in the preparation of the next year's annual report. It is our hope that it will be clear to the reader that sustainability is a core value at Atlantic beginning with the operations and processes that drive our business through to engagement of our employees, community and country."

Caroline Toni Sirju-Ramnarine, Head-Sustainability and Corporate Communications

### Sustaining the Environment: Making the Most of Green Opportunities

• Omega Telecom Limited • BG Trinidad & Tobago  
• Footprints Eco Resort & Spa



Winner: Omega Telecom Limited

"Omega Telecom is about the environment. We advocate the environment and as said by Mahatma Ghandi, 'A man is a product of his deeds.'

We hope that in some small way, other organizations, small and large, can take the thoughts of Omega Telecom and what we try to advocate, to protect the environment and to preserve the environment.

Ultimately, the environment will be inherited by the next generation and we should be very aware what we are going to leave for them as an inheritance. Omega Telecom is about intellectual strength.

We encourage intellectual growth, we ask the best from our Directors, we oversee, we work together as a team so that the final product which is delivered to the customer would be to his or her liking.

Other companies trying to launch into the CSR Environment should consider first of all, the intellectual strength of the individuals of the organization. If you begin with dollars and cents, you will not accomplish the task. You must have a passion for CSR and that passion would take you beyond the dollars and cents issue."

Dave Samlal, Director

### Recognizing the Commitment to Local Business Development

• PETROTRIN • Atlantic  
• Phoenix Park Gas Processors Limited



Winner: Phoenix Park Gas Processors Limited

"Over the years since I've been at Phoenix Park, there's been a mushrooming of businesses and ultimately that is because of the demands for goods and services of these companies and because of Phoenix Park's very high standards both in safety and in getting to deal with us as a business, the small businesses have grown and their structures have improved over the years.

Our approach to developing local business is sustainable over the long term because we work very closely with contractors and suppliers in building their organizational capacity especially in the area of business processes and systems and because Phoenix Park is so very much involved and committed to its safety records, all contractors are very interested in determining and understanding what we have done and they themselves pattern their systems and procedures as best as they can to add value within their business and their communities.

So because of that, there is long term sustainability in the approach that we have taken on. There should be a willingness and a desire to work with businesses, to add value to both the local community and the national community.

Also, companies should not expect businesses to come fully prepared or fully established; there will be many gaps. The companies should be patient, should be open enough, should be receptive enough to the contractors and the suppliers in recognizing their strengths, pointing out their weaknesses and working with the companies to close these gaps."

Beverly Paris, Supervisor - Supply Chain Management

### Recognizing the Value of People

• Methanex Trinidad Limited  
• BG Trinidad & Tobago



Winner: Methanex Trinidad Limited

• Phoenix Park Gas Processors Limited

"Over the years we challenge ourselves by seeking to continuously improve our people practices thereby improving employee engagement. Noel Jones, Manager, Human Resources

"Working for Methanex provides remarkable opportunities for learning, experiencing team work and international exposure in order to both contribute and learn from the experience. The opportunities have presented some of the most rewarding learning experiences in my career." Anthony Young, Senior Operator

Pleased to be part of the Methanex Trinidad family for the past eight years. There is no doubt that our work is demanding but this is balanced by a programme that promotes employee well-being. From our onsite medical facility and cafeteria to our employee social events and wellness centre, employees have benefitted from our wellness initiatives and I am really proud to be a part of the team that makes this possible."

Bernice Kishore, Procurement Officer

### Strengthening Communities through Social Investment

- National Gas Company of Trinidad and Tobago
- Guardian General Insurance Limited,
- Methanex Trinidad Limited • BG Trinidad & Tobago



**Winner: BG Trinidad and Tobago**

"The programme is called the Las Cuevas Homework Centre and this programme provides a safe and secure place for children attending the Las Cuevas Government Primary School within which they are free to do their homework and get assistance, all sorts of various other programmes that would contribute to their emotional, mental and psychological development.

The homework centre is a medium term programme and it is medium term because we recognize that there is a greater need to develop the institution, the Las Cuevas Government Primary School itself and so the medium to long term programme would be building on the assets as well as the challenges we've identified through the homework centre, and we'll be taking those assets and those challenges and meeting them head on in the school itself.

BG has contracted an NGO, a reputable NGO, the Rotary Clubs of Port of Spain, to facilitate and manage the programme on our behalf and on a monthly basis we will sit down with reps of the Rotary and meet with members of school's PTA which includes the school principal, the head of the PTA organization, various teachers and parents of the children, so that we can better understand how the programme is going, what challenges we are meeting on a weekly basis and of course, come up with strategies to change or improve upon the weaknesses that we may have discovered throughout the programme.

So I would say to companies, you need to ensure that built in to your CSR programme, is an effective monthly or weekly monitoring & evaluation component, otherwise you may find that at the end of the programme you may not have achieved the milestones that you wanted to."

*Nneka Mentore, Lead Social Performance Advisor*

### SPECIAL AWARD: Atlantic 'Excellence' Award First to STOW Certification



**Winner: Neal and Massy Wood Group**

"The STOW process is a great platform because it establishes safety management systems but it demonstrates the commitment to core HSSE principles that include planning, performing, measuring and performing processes."

*John Palermo, HSSE Manager*

"The safety of our clients, employees and contractors is the responsibility of all of us but is fully supported by the leadership. Shortly after achieving STOW, we reached our 5million man hours without loss time incident being a significant achievement for our employees and contractors who have been working assiduously to reduce the dangers of our work."

*Alberto Roza, Managing Director-Neal & Massy Wood Group*

"Neal & Massy is no stranger to The Energy Chamber. We have enjoyed a great relationship since the Chamber's inception. Experiencing the STOW process has been enriching for NMWG as STOW has brought first class HSE prequalification standards to Trinidad & Tobago which redounds to the benefit of our clients, safety of our people and enrichment of our country."

*Vaughn Martin, Executive Director*

### 2010 CSR Leadership Awards Sponsors

Arthur Lok Jack Graduate School of Business, Trinidad and Tobago Unit Trust Corporation, Atlantic, bmobile, BG Trinidad and Tobago, Det Norske Veritas Trinidad and Tobago and GDF SUEZ Trinidad and Tobago



The winning CSR Champions for 2010 proudly display their trophies at the CSR Leadership Awards held recently at the Hilton Trinidad.



Energy Chamber President, Charles Percy and cricket star, Daren Ganga hold centre court at the CSR Leadership Awards (top). Guests of The Energy Chamber were treated to a musical main course delivered by the Alternative Quartet (below) as well as singers Wendy Sheppard and Raymond Edwards alongside event coordinator Christine Francois (right).



# A Look Back at the 2009 CSR Leadership Awards



The Energy Chamber of Trinidad and Tobago has consistently rewarded its member companies for committing to CSR initiatives and in 2009 at the 2nd Annual CSR Leadership Awards several companies were celebrated for placing CSR at the core of their business.

The 2009 CSR Leadership Awards programme invited member submissions in six (6) categories which focused on internal CSR practice, environmental sustainability, Corporate Governance such as transparency in reporting mechanisms and the role of CSR in business development.

The open submission category focused on CSR activities by small and medium companies and how those policies sustained business performance.

## 2009 CSR LEADERSHIP AWARD WINNERS EXPLAIN THEIR CSR INITIATIVES

**BG Trinidad and Tobago**  
*"Energy Chamber - TTI Commitment to Transparency" Award and "Recognizing the Commitment to Local Business Development" Award*



Speaking about the company's Commitment to Transparency and the core principles of BG Trinidad and Tobago Limited, Wendell Constantine, Brand and Communications Manager said "Conduct, People, Society and the Environment are in fact the DNA of the way in which we do business in any operation in any part of the world."

For two consecutive years, BG Trinidad and Tobago copped the "Commitment to Transparency" Award and it is evident that ethics and corporate best practice continue to be at the heart of the company's operations in really driving forward its success.

The company also won the "Recognizing the Commitment to Local Business Development" Award and Projects Manager for BG Trinidad and Tobago, Graham Balchin explained the company's local content strategy for the Pointsettia platform.

He said, "We feel that part of our responsibility is to develop sustainability and local content. The real benefit in performing a job of this nature is the abilities learnt of greater development in HSE performance, which BG values very highly. Things like project controls, technical skills, welding, instrumentation, all these skills have been developed specifically as a result of this project."

## Guardian Holdings Limited *"Sustaining the Environment: Making the Most of Green Opportunities" Award*

Guardian Holdings Limited copped the CSR Leadership Award "Sustaining the Environment - Making the Most of Green Opportunities" for the company's Guardian Wildlife Fund, the Save the Pawi initiative and its internal and external environmental awareness schemes.

Maria Rivas-McMillan, VP Human Resources and Communications shared the secrets to the success of the company's environmental initiatives. She said, "The spirit of responsibility is at the heart of Guardian Holdings Limited environmental stewardship. We want to make the refrain 'reduce, reuse, recycle' something that is heard throughout the Group, in Trinidad and Tobago and the wider Caribbean and we will continue in all our initiatives, and with our employees' support, to do even more in the future."



The Energy Chamber of Trinidad and Tobago has consistently rewarded its member companies for committing to CSR initiatives and for placing CSR at the core of their business.

**BHP Billiton Trinidad and Tobago**  
*“Strengthening Communities through Social Investment” Award*



Taking home a new Award in the 2009 CSR programme, “Strengthening Communities through Social Investment”, BHP Billiton’s President, Vincent Perreira spoke about the company’s core focus:

“We have identified three areas that we believe we can most powerfully contribute to. Those are Education, Entrepreneurship and the Environment. We believe by focusing on these areas, we bring together the two themes of people and sustainability.”

The company had been driving forward numerous agricultural and poultry programmes with the residents of Toco, Mayaro and Guayaguayare, the beneficiaries of which all spoke of BHP Billiton as a core factor in their community development.

**Methanex Trinidad Limited**  
*“Recognizing the Value of People” Award*



Methanex Trinidad Limited won the “Recognizing the Value of People” Award. The company scored an almost perfect score by opinion of its employees which further strengthened the case for Methanex Trinidad Limited as being an employer of choice.

This award completely took Public Affairs Manager, Deborah Samaru, by surprise, as the company was involved in a turnaround during the time of participation in the Award Programme and was skeptical about the ability of employees to partake fully in the employee survey. One of the company’s employees Nikesha Matadeen explained the company’s corporate culture.

She said, “Methanex has a strong global presence and is committed to long term growth and development but we are also committed to investing in our communities and our societies, so yes, I am proud to be working for a company that is strong, that is successful but also socially responsible.”

**Omega Telecom Limited**  
*“CSR Pioneer - Small and Medium Business” Award*

In speaking with Carol Singh-Samlal, founder of Omega Telecom Limited, one really grasps the sense of passion and commitment the company has toward the environment. The company, despite its small size, has taken great strides to ensure a low carbon footprint on the environment and was the winner of the “CSR Pioneer-Small and Medium Business” Award.

“We don’t sell a product- we live it” is what Omega’s founders had to say in explaining that their operations are 100% fully off the national grid as a result of the strong push for solar energy.

“Omega Telecom is all about the environment. We have a passion for the environment. What we try to do as part of our CSR objectives is to educate people: everyone who has come into contact with us, has been briefed on renewable energy.”

Despite its small operations and being new to the concept of CSR, but not the practice of CSR, the company’s leadership had advice to other SMEs. Singh-Samlal said, “Management has to take a CSR approach in order for a company to be a success. It has to be an integral part of the organization.”







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HOTEL AND CONFERENCE CENTRE

**Cara Suites Hotel & Conference Centre**

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# The Carbon Disclosure Project

Mitigating against the risks associated with climate change is now at the forefront of many companies' business operations and more businesses are making it a priority to measure how their activities impact on the environment.

While global Governments are yet to hammer out a climate change accord, businesses tend to work above and beyond government. The global business response to fears over climate change has been far and wide. One project of note – the Carbon Disclosure Project (CDP), has set a mandate to act as not only a repository for carbon emission statistics from select companies but also as a breeding ground for information to help companies continue improving their performances and implement strategies to cut costs while reducing their carbon footprint.

## The Carbon Disclosure Project

The CDP collects climate change data from over 2,000 major corporations around the globe and represents some 475 global institutional investors, with more than US \$55 trillion in assets under management.

In its "Making Advances in Carbon Management" report, the CDP highlights the importance of a company reporting its emissions as well as taking steps to ensure the information is used to enhance savings and map carbon management strategies for the future.

The report firstly sought to find how companies categorize their green house gas emissions. The broad categories, according to businesses surveyed include:

- Direct emissions from onsite heating or electricity generation, split by fuel type;
- Direct emissions from onsite industrial use or manufacturing processes;
- Direct emissions from owned transportation fleets (which may include non-leased car fleets);
- Indirect emissions from energy purchased, usually split by fuel type or generation method. Where possible, renewable and non-renewable sources should be identified;
- Indirect emissions from business travel by rail, air, taxi; and
- Indirect emissions associated with supply chain which may include logistics and transportation, or production of goods.

After these categories are assessed a company must strategically determine its own targets. The report champions the use of carbon intensity targets. These targets "express emissions relative

to increases in output or scale of operations and are preferred to absolute targets or percentage reductions in energy use."

However, the report seeks to go beyond mere measurement of direct greenhouse gas emissions to include climate change risks and opportunities across the supply chain.

To put all of its carbon emission information to good use, the report advises businesses to follow six steps – identify, capture, manage, store, assess and communicate. After firstly identifying carbon heavy activities, a company should find a way of capturing and managing the information in carbon categories or other standard measurements and then audit the information for accuracy. Continuous assessment should ensure the data meets targets and then the company is advised to report the findings both externally and internally.

The report acknowledged the difficulty in setting standard targets but noted mapping a reduction strategy must relate to the realities of a particular business. As such, companies must consider their CO2 emissions a part of a capital investment review. For consistent carbon data management and continuous review of strategies, there must also be buy in from executive and senior management.

## What Can We Do To Curb Emissions In T&T?

There are many measures both businesses and individuals can take to shrink their carbon footprints. Reducing the amount of greenhouse gas emissions in Trinidad and Tobago will involve a range of different actions. Some of these are easy to implement, involve limited investment and use existing technology. Others will be difficult to implement as they involve significant changes to the way in which we go about our lives or will need new investment or the use of new technology.

**The petrochemical sector leads the country in carbon emissions but there are steps which the industry can take:**

- 1) Implement efficiency measures: increase efficiency within existing plants to reduce emissions per unit of production and electricity usage.
- 2) Invest in new industries using CO2 as feedstock: there are a number of existing and emerging technologies that can be used to develop industries using CO2 as a feedstock, for example farming algae for use in bio-fuels.

- 3) Invest in carbon capture and geological storage: capture CO2 produced by petrochemical plants, transport it by pipeline to depleted oil and gas reservoirs, where it can be safely removed from the atmosphere.

**We must also inculcate a change at the individual level and some personal choices which can be made include:**

- 1) Reduce electricity consumption: turn-off air conditioners and appliances when not in use, buy more efficient appliances, switch from incandescent blubs to new low energy, long-lasting light bulbs.
- 2) Invest in solar water heating: solar water heating systems are cheap and easy to install and reduce electricity consumption.
- 3) Design houses for tropical climate: use breeze, shading and natural light to reduce air-conditioning and artificial lighting.

As a small-twin island developing state, Trinidad and Tobago must ensure steps are undertaken to mitigate the impacts of climate change. Given the country's size, population and land use policies we must pay more attention to our CO2 emissions.

Trinidad and Tobago must take concrete steps to promote and implement CO2 mitigation strategies. Companies will need to revise their business models to accommodate a future where carbon management and mitigation is mandated by legislation and, with the support of Government, businesses must now define and mould the operational changes necessary for now and the future.

By Sherwin Long

# Rooting Out Corruption

## through CSR and Sound Corporate Governance

Across the globe, unchecked corruption is capable of not only being a strain on the public purse but can also be an invisible tax levied on businessmen, thereby, adding to the cost of doing business in a country.

Corruption affects both high and low income earners and the level of corruption in a country speaks volumes about that nation's rule of law, democratic ideals, core principles of corporate governance and procurement procedures.

Many people in the Trinidad and Tobago business community shy away from publicly discussing corruption. Nevertheless, it is a major issue that must be addressed if Trinidad and Tobago is going to see sustained economic development.

Recently and in the past, the country has focused on many allegations concerning corruption, in some cases on a massive scale.

There are global benchmark surveys which highlight corruption and the perception of corruption, such as Transparency International's Corruption Perception Index (CPI).

The CPI is a survey of surveys. For Trinidad and Tobago, our CPI score is generated by taking into account findings from three surveys – the Economist Intelligence Unit's Country Risk Service and Country Forecast, the Global Insights Country Risk Rating and the World Economic Forum's Global Competitiveness Report.

Only last week, Trinidad and Tobago moved up the CPI rankings from 79th in 2009 to 73rd in 2010. However, for the past three years, the country's CPI score has remained constant at 3.6.

On the scale of 0 to 10, a country perceived to be free of corruption would score 10, likewise a country perceived to be highly corrupt would score 0. In the 2010 CPI, Denmark, Singapore and New Zealand all tied for first place with a score of 9.3 (see chart 1).

While Trinidad and Tobago has a long way to go in order to reach these heights, we can do well to emulate our regional neighbours such as Barbados (7.8), Dominica (5.2) or even Costa Rica (5.3).

When compared to other hydro-carbon producing provinces, Trinidad and Tobago scores lower than Qatar (7.7), Chile (7.2), Saudi Arabia (4.7) and Brazil (3.7) but higher than countries such as Venezuela (2.0) and Angola (1.9).

Trinidad and Tobago also scores lower than countries we are actively seeking to export our energy sector expertise to, such as Ghana (4.1) and Rwanda (4.0).

It is important to note, in 2001, Trinidad and Tobago's CPI score was 5.3 and from then to now there has been a steady decline in our score. This spiral makes it all the more critical for us to adhere to frameworks which promote principles of anti-corruption in both the public and private sectors.

Trinidad and Tobago is already a signatory to both the Inter-American Convention Against Corruption and The United Nations Convention Against Corruption. These frameworks speak to promoting transparency and accountability by a host of measures including: the establishment of anti-corruption bodies, regularizing standards of conduct for public officers, fostering cooperation among States to share information, encouraging civil society organizations to raise public awareness on corruption, promoting transparency in election and political party funding and establishing internal accounting controls.

While these frameworks focus on the tenets of prevention, criminalization, asset recovery and international cooperation, without consistent follow up action, regulation, evaluation and measurement, they will not meet their desired objectives.

According to Transparency International, for the 2010 CPI, almost 75 percent of the countries in the index scored below five and this "indicates a serious corruption problem" globally.

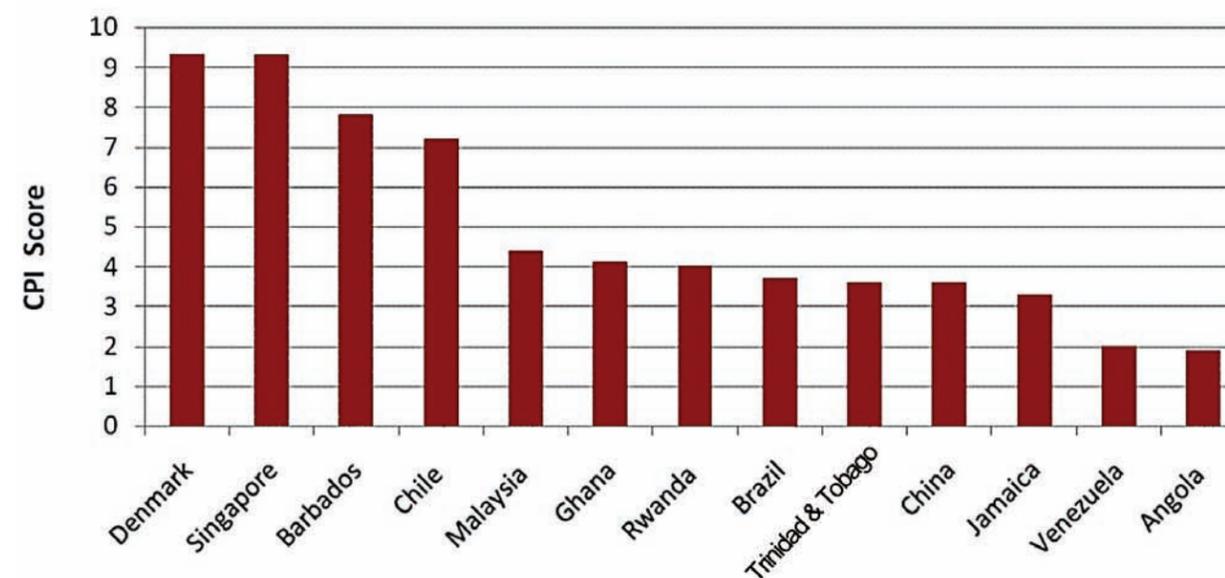
For Trinidad and Tobago, improving our score will only lead to an enhanced reputation and can even be linked to improving our business competitiveness.

For us to be able to attract investors, the country must be prepared to benchmark its competitiveness to other developing and developed countries, constantly analyzing our shortfalls and successes with the end goal of establishing the country on a platform to be a global business leader.

Legislative frameworks to promote transparency, accountability, sound corporate governance, and proper tendering procedures coupled with systems to monitor and report on our failures and successes can go a long way in the fight against corruption in all its forms.

By Sherwin Long

Corruption Perception Index 2010 Score



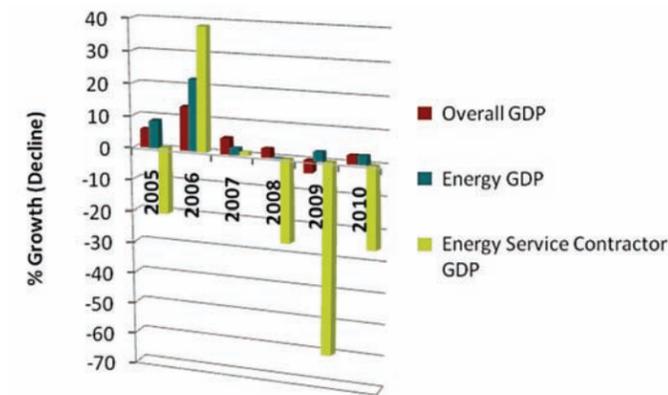
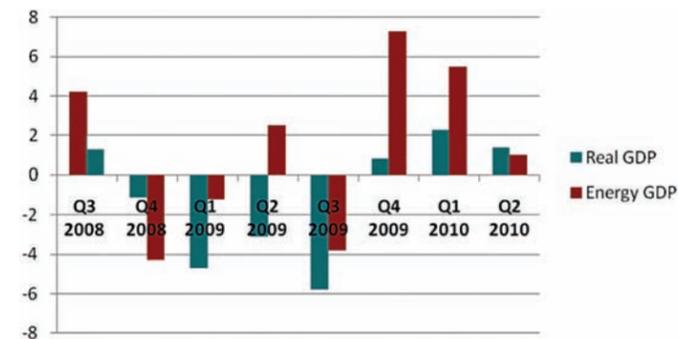
According to Transparency International, for the 2010 CPI, almost 75 percent of the countries in the index scored below five and this "indicates a serious corruption problem" globally.

# The Economy at a Glance

Trinidad and Tobago has now had three successive quarters of growth. However, based on the latest Central Bank projections real GDP growth in 2010 could be flat or at most 1 per cent, with inflation in double digits and the unemployment rate reaching 7-8 per cent.

According to the latest monetary policy report, "the outlook for 2011 will depend critically on the extent to which we arrive at a formula to re-establish consumer confidence and re-energize the private sector to begin investing and creating job opportunities." Energy Services Sector GDP has continued to decline albeit at a lesser rate.

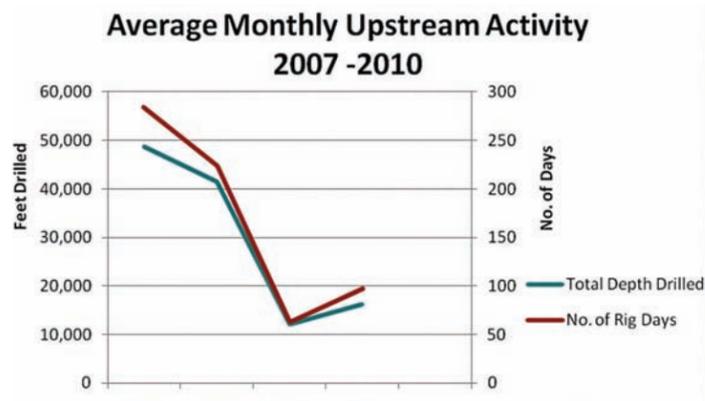
The International Monetary Fund (IMF) has projected growth for the region as a whole in the vicinity of 5.7 per cent in 2010.



## Upstream activity improves in 2010

Compared to 2009, the country has witnessed an increase in exploratory drilling and rig days over the first nine months of 2010. Based on data, from the Ministry of Energy and Energy Affairs, the monthly averages for drilling and rigs days went into a steep decline for 2010 and 2009 when compared to 2007. In 2010 the average monthly depth drilled was 16,223 feet compared to 12,134 in 2009.

However, in 2007, the average monthly depth drilled was 48,630 feet, a considerable improvement compared to the past two years. These figures point to a need for attracting investment into the upstream sector. The success of the recent bid round is therefore crucial to a mid-term rebound in exploratory activity.

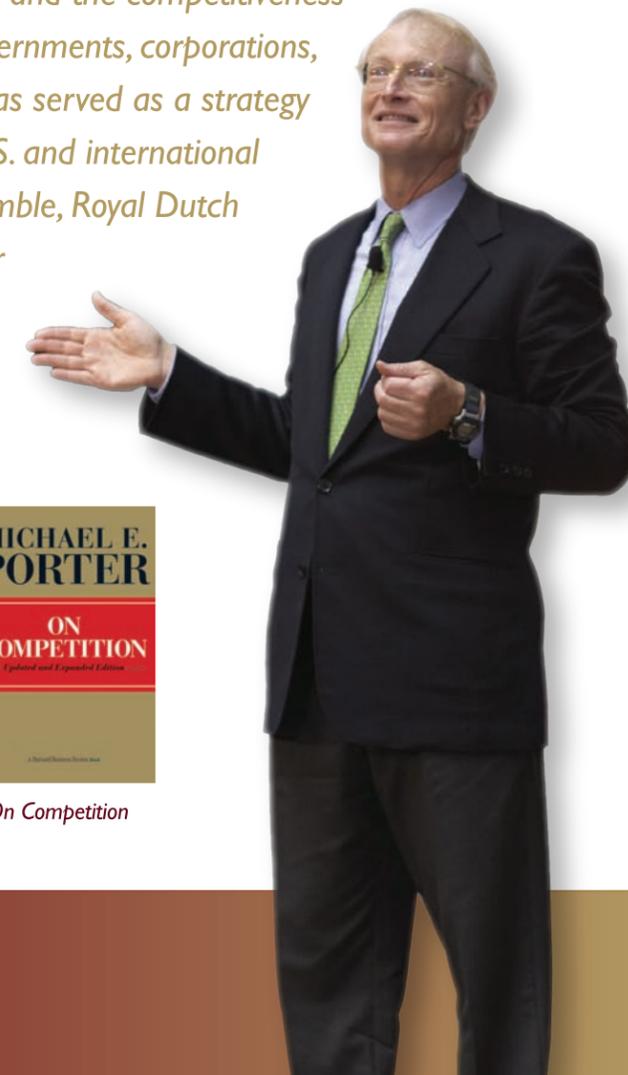


Presents

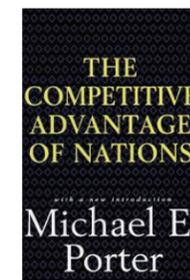
# Professor Michael E. Porter

Bishop William Lawrence University Professor at Harvard Business School and six-time winner of the McKinsey Award for the best Harvard Business Review article of the year.

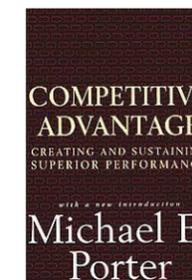
Professor Porter is a leading authority on company strategy and the competitiveness of nations and regions. His work is widely recognised in governments, corporations, non-profits and academic circles across the globe. Porter has served as a strategy advisor to the top management levels of several leading U.S. and international companies, among them, Caterpillar, DuPont, Procter & Gamble, Royal Dutch Shell, Scotts Miracle-Gro, SYSCO and Taiwan Semiconductor Manufacturing Company.



He is the author of 18 books including:



Competitive Advantage of Nations



Competitive Advantage: Creating & Sustaining Superior Performance



On Competition

Date: Friday 25<sup>th</sup> March, 2011  
 Time: 8:30 am to 5:30 pm  
 Place: Hyatt Regency Trinidad, Port of Spain, Trinidad

Contact Amrika at 662-9894 ext. 329 or Michelline ext. 331 or conferencing@gsb.tt

www.lokjackgsb.org

## Energy Commodity Price Index

The Energy Chamber and the Central Bank teamed up to develop the Energy Commodity Price Index (ECPI).

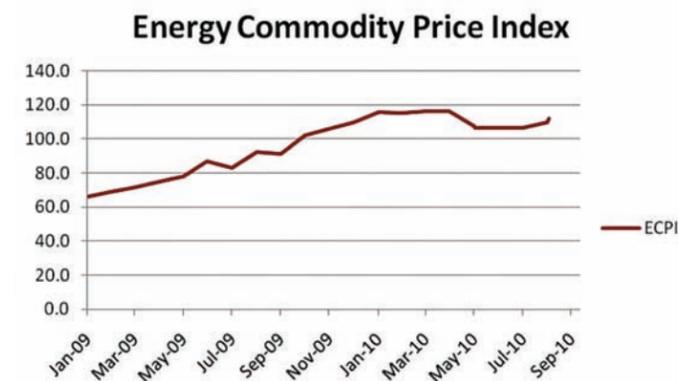
The ECPI is an average of international commodity prices of key energy exports of Trinidad and Tobago weighted by each commodity's relative share of the value of energy exports.

Movements in the index can provide an overall indication of how changes in the relevant international commodity prices could affect Trinidad and Tobago's export earnings or Government revenue.

This indicator is meant to help provide policymakers and the general public with timely information on price trends in the energy sector and help to inform the inferences on variables such as Government revenue and foreign exchange receipts.

From January 2009 to May 2010 there has been an upward trend of energy prices when compared to the plunge in the last quarter of 2008.

For the fourth quarter of 2010, the index will be influenced by the North American winter season as well as the severity of the hurricane season.



## Transparency At Work: The Revenue Watch Index 2010

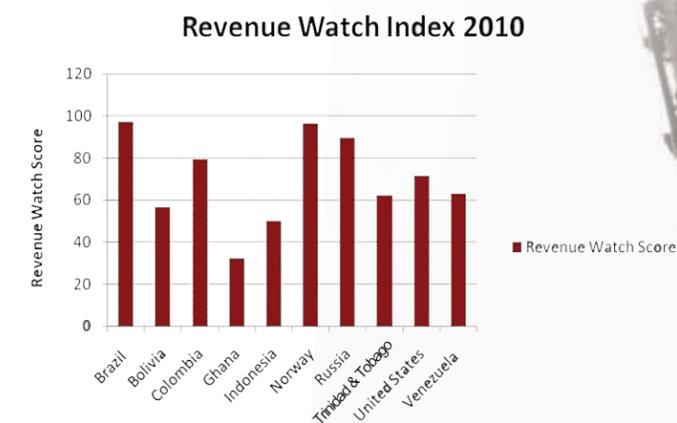
In the recently released 2010 Revenue Watch Index, Trinidad and Tobago ranked 15th out of 41 countries.

The Revenue Watch Index measures and compares the information governments disclose about the oil, gas and mining industries, including payments to those governments, contracts, regulations and other related statistical data.

To measure revenue transparency, the index assesses the availability of information in seven areas related to natural resource management including: information on state-owned companies, natural resource funds and a commitment to the Extractive Industries Transparency Initiative.

According to the Revenue Watch Institute, which compiles the index, "the extractive sector plays a critical role in resource-rich countries and in the global economy. Petroleum and its derivatives account for 15 percent of world trade, and resource-related sovereign wealth funds—with some \$2 trillion in assets—are major players in global financial markets."

In the 2010 Index, Trinidad and Tobago fell into the category of countries with partial revenue transparency. While countries in this category provide information on revenue from their extractive industries there are transparency gaps in one or more categories of the index

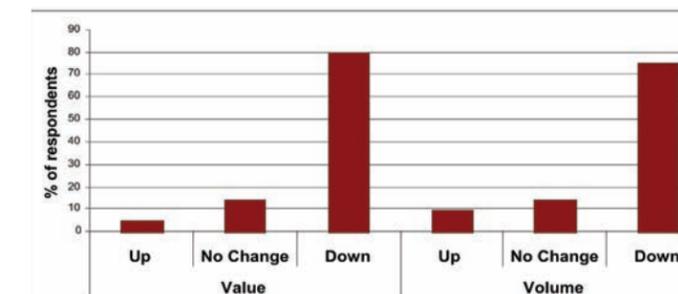


# Energy Services Sector Survey For Q3 2010

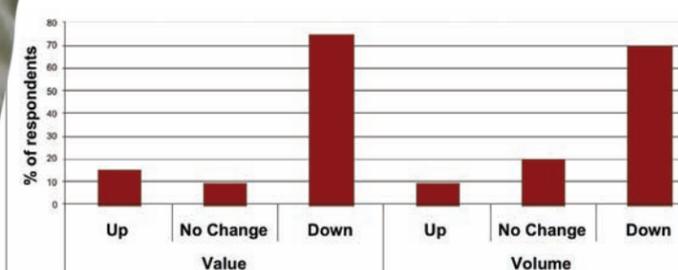
After some indications of increased confidence in the second quarter of 2010, levels of confidence fell in the energy services sector during the third quarter back to similar levels as encountered through 2009. As the survey shows, the energy services sector is still experiencing a period of uncertainty in the value and volume of business. Levels of optimism in the energy services sector has declined since the second quarter in 2010. This may be due to the continued decline in projects in the energy sector.

Confidence levels also continue to decline with the majority of respondents indicating that the value and volume of their business have continued to decrease. The vast majority of respondents share the sentiment that the value and volume of their business will continue to decline in the next quarter. A small minority of 15% of respondents indicated that they expected the value and volume of their business to increase in the next quarter. (See Figure 1 and Figure 2).

### Level of Business Q3 2010 Value and Volume (Figure 1)



### Value and Volume of Business expected in Q4 2010 (Figure 2)



Rapidly increasing cost continues to be a feature of the local and international energy sector. The ESSS has consistently reported the increase in the cost per employee in the energy service sector for the past four years: this quarter reveals that 60% of respondents indicated that there was an increase in cost per employee.

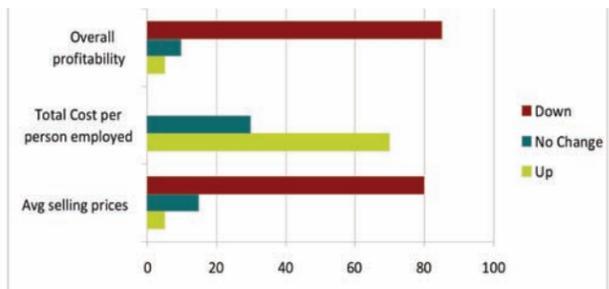
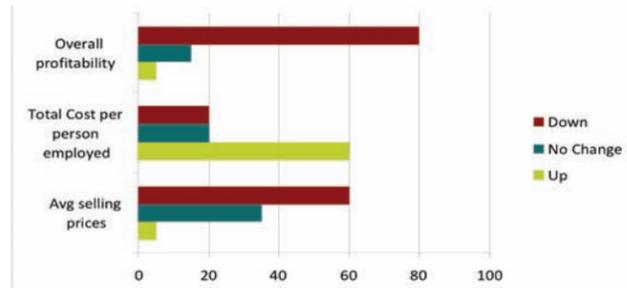
The drastic fall in selling prices in a declining market clearly puts a severe strain on the profitability and even viability of many energy service companies. In Q3 2010 60% of respondents indicated that average selling prices were down while 35% indicated that there



was no change from the last quarter which is indeed worrisome. In Q3 2010 only 5% of respondents indicated that their profits had increased, while 80% of respondents indicated that their overall profitability had declined.

In Q3 2010, 15% of respondents believe that average selling prices will not change in the next quarter, while 80% believe they would actually fall with only 5% of respondents indicating that they believe selling prices would be up in the next quarter.

**Charges, Costs and Profitability over Q3 2010 (Figure 3)**



**Charges, Costs and Profitability expected in Q4 2010 (Figure 4)**

Most companies operating across the oil and gas value chain are reviewing their capital expenditure plans as many planned or proposed projects have been rescheduled, while a significant number of ongoing projects have been deliberately slowed down or suspended. In Q3 2010 50% of respondents indicated that they would spend less on Land and Building, 40% of respondents indicated they would spend less on I.T. while 45% indicated they would be spending less on Plant / Machines and Vehicles.

They specified that they would mostly spend on maintaining these assets and not to purchase new assets. Most respondents also indicated that they would not be investing more money in capital expenditure in Q4 2010.

Most companies have put a freeze on hiring personnel. 75% of companies reported that their employment levels had not changed, only 15% of respondents reported numbers employed as increasing in Q3 2010 and 10% reported a decrease in numbers employed. This hold on hiring could be attributed to the current uncertainty felt in the energy sector.



The survey also revealed elements in the business environment that continues to affect the overall profitability over the course of the rest of the year. A major concern continued to be the level/ demand of sales as well competition from international services companies.

Whenever there is a hiatus in the pipeline of energy projects, the energy services sector either baselines or shrinks. The upstream sector has been the most affected in terms of reduced investment in exploration and development projects in 2010.

Due to the uncertainty in demand in Trinidad and Tobago, it is important for local energy services companies to seek international markets for their goods and services. This year some of the members of The Energy Chamber participated in a very fruitful Energy Services Trade Mission to Uganda, Tanzania, Kenya and Rwanda.

The Energy Chamber is now in the process of organizing an Energy Services Trade Mission to French Guiana. We remain committed to the diversification of exports from Trinidad and Tobago and the Caribbean, through the development of new export markets in the energy services sector both regionally and internationally.

**For further information please contact Priya Marajh at priya@energy.tt**

# ALL THE CHALLENGES NEEDED TO REDEFINE ENERGY



GDF SUEZ is one of the world's leading energy corporations with major positions in natural gas and electricity. It has a secure and diversified energy supply portfolio as well as flexible and highly efficient electricity production facilities. Thanks to the expertise of its 196,500 employees, the new Group proposes innovative energy solutions, based on a balanced and diversified mix of energy sources and ancillary services. GDF SUEZ helps private individuals, local authorities and business customers redefine the way they view energy and promotes sensible and sustainable energy consumption. GDF SUEZ aims to redefine energy as a source of progress and development, to make energy affordable, more reliable and more efficiently used and to ensure that it is more respectful of people and the environment.

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**GDF SUEZ**

REDISCOVERING ENERGY

The Trinidad and Tobago Energy Conference 2011

# Energy and



# Investment

Every year, the Trinidad and Tobago Energy Conference serves as an incubator for debate on pressing issues relating to the local, regional and international energy sector.

The 2011 Trinidad and Tobago Energy Conference will be no different. The theme for this year's conference is Energy and Investment. Investment and access to credit will play a vital role in global efforts to build a sustainable energy future, especially on the heels of the recent financial crisis.

Projects in the energy sector are highly capital intensive and access to debt/equity financing will be crucial as businesses try to expand.

The current climate calls for a comprehensive review of investment trends and unique ways for businesses to access funding and countries to attract foreign direct investment.

Given the global economic climate, for Trinidad and Tobago and the wider Caribbean and Latin America region, the theme of the conference is indeed timely. We have several high caliber speakers already confirmed to speak at the event.

They include

- **Jeroen van der Veer**  
Former C.E.O, Royal Dutch Shell
- **Neils Kirk**  
Managing Director, Global Energy Division, Citibank
- **Bruce Dingwall C.B.E**  
Chairman, Ten Degrees North
- **Paul Ziff**  
CEO, Ziff Energy Group
- **Senator the Honourable Kevin Ramnarine**  
Parliamentary Secretary, Ministry of Energy and Energy Affairs, Trinidad and Tobago
- **Eric Fidler**  
Director of Oil and Gas Sales and Marketing, Rockwell Automation
- **Charles Percy**  
Managing Director, Methanex Trinidad Limited

With this A-grade line up, The Energy Chamber wants to sustain the momentum from previous energy conferences. Last year, once again, the Trinidad and Tobago Energy Conference maintained its reputation as the premier energy sector event in the region. Attracting over 700 delegates from over a dozen countries, the

2010 conference created a perfect backdrop for debate on pressing energy sector issues.

The conference also highlighted business opportunities for local entrepreneurs in green house gas mitigation projects and the need to engage Government on forming public-private partnerships to address the climate change challenge.

Several visitors from West Africa, including the Ghanaian Minister of Energy, Dr. Joe Oteng-Adjei, added to the international flavour of the conference as trade ties between Trinidad and Tobago and West Africa were further enhanced.

The Chamber maintained its commitment to developing the minds of the youth and our University Debate featured two teams from UTT and UWI battling for supremacy in our annual university debate competitions.

The conference featured several workshops aimed at addressing the impact of the new property tax regime on the energy sector, business opportunities in green energy and CSR best practice, with particular reference to anti-corruption.

The 2011 version of the conference will up the ante as we feature a cadre of top notch local and international speakers focusing on energy sector investment, innovation, asset integrity and the climate change challenge.



February 7<sup>th</sup> – 9<sup>th</sup> 2011  
Hyatt Regency Trinidad

Supporting the sustainable development  
of the energy sector at home and across the region.

# Lessons from Barcelona

## AMEC Training Workshop in Catalonia

In October 2010 The Energy Chamber participated in a Barcelona-based training course for business associations, from Trinidad and Tobago and the Caribbean.

The aim was to share experiences and knowledge on ways that these membership organizations can better serve their members and by extension become more relevant and efficient against a globally altered economic backdrop.

The Energy Chamber was represented by Priya Marajh, Senior Research Specialist (Trade). Her report follows below.



Just before we arrived in Barcelona, on October 2, we saw news reports of general strikes held across cities in Spain, ending in Barcelona, with some of the worst riots in recent memory. We did not know what to expect when we got there. When we arrived, however, there was almost no sign of the previous activities with the exception of a few broken store front windows. There were also no signs of the "issues" that were claimed to have caused these riots and strikes.

Barcelona is a port city and since the late nineteenth century has been an architectural and artistic hub, playing a key role in the development of the European modernist movement. It is the centre of the Catalan region of Spain, with a reputation for independence and the people display an obvious pride in their region. Today it remains at the vanguard of Spanish cities, renowned for its prosperity, stability and cultural activity. As host for the 1992 Olympics the city went through a period of renewed growth, which has continued apace ever since.

The resident's pride in their city and region is expressed in a remarkable cultural energy, seen most obviously in the glorious Art Nouveau architecture that dots the city's streets and avenues. Antoni Gaudi is the most famous of those who have left their mark on Barcelona in this way. His Sagrada Familia church is rightly revered, the design is so complex that it still isn't finished, despite having been started in 1882.

But just as fascinating are the fantastic houses and apartment buildings that he and his contemporaries designed. In art, too, the city boasts an astounding legacy, from important Romanesque and Gothic works to major galleries containing the life's work of the Catalan artists Joan Miro and Antoni Tapies, and - perhaps the greatest draw of all - a representative collection of the work of Pablo Picasso.

The art and culture of Barcelona are captivating and are visual history lessons. But we picked up other crucial lessons as well

which will enhance our capabilities and allow us to better serve our members.

### Lessons for The Energy Chamber

The Energy Chamber was asked to participate as a direct beneficiary in the execution of the project "Strengthening of the AIRD (The Industrialists' Association of the Dominican Republic) and the CAIC (Caribbean Association of Industry and Commerce) to facilitate networking amongst them", promoted by AMEC and the AIRD in association with the Pro-Invest Programme from the European Commission.

The AIRD was formed in early 1962 to protect the interests of industrialists and promote industrial development. It was conceived as a national organization. AMEC is a non-profit-making business association with over 35 years of experience in the promotion of exports and the internationalization of companies and their various sectors.

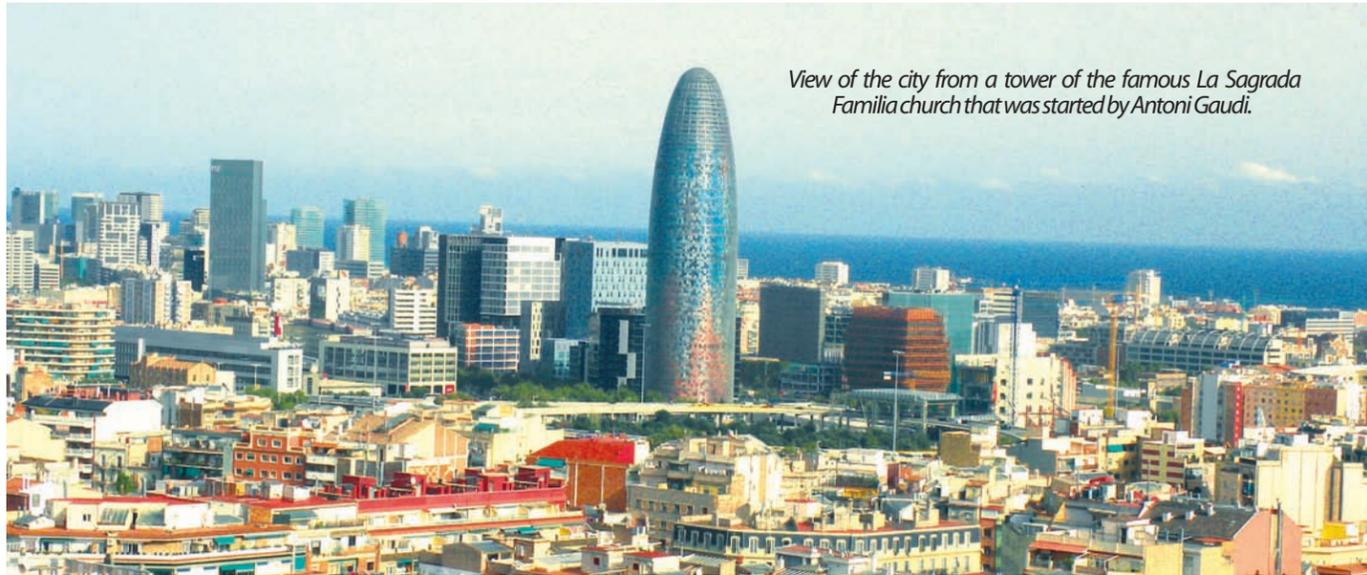
The services offered by AMEC fall into four major categories: international promotion, innovation and competitiveness, business cooperation and international advice. They do a great deal of what The Energy Chamber does but on a much larger scale and with greater assistance from governmental bodies. They place a great deal of emphasis on putting their member organizations and companies on the international stage. This is something that The Energy Chamber also actively promotes.

Diversifying risks is a major advantage of exporting. With company's expansion to other countries, risks such as economic downfall and market changes are more evenly distributed. While domestic companies may be wholly affected when misfortune hits the domestic market, a company with foreign interests will not suffer such great losses.

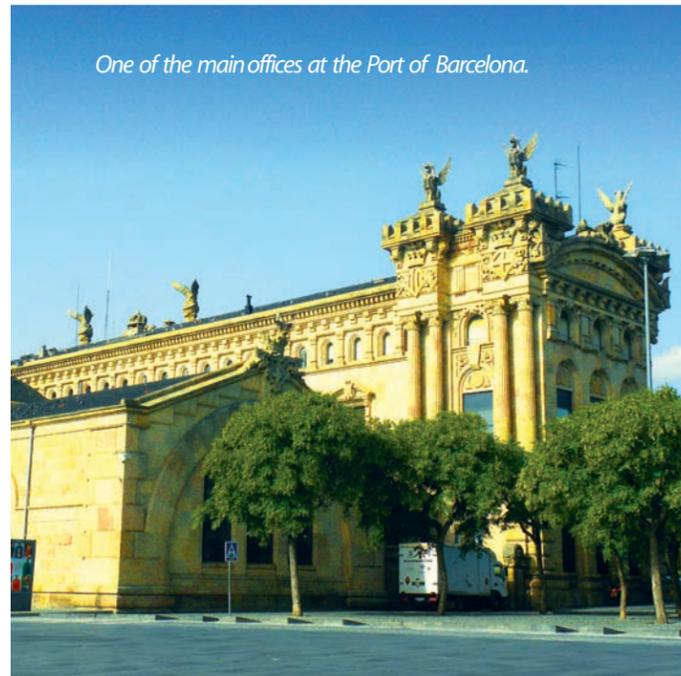
The Energy Chamber firmly believes that broadening the scope and reach of Trinidad and Tobago's energy services is one way to



Participants of the training course at AMEC headquarters.



*View of the city from a tower of the famous La Sagrada Familia church that was started by Antoni Gaudi.*



*One of the main offices at the Port of Barcelona.*

ensure the viability and sustainability of an energy driven economy. The development of the energy services sector will enable Trinidad and Tobago to continue to be involved in the energy sector even after all our hydro-carbons have been depleted.

One of the factors very apparent in the AMEC model is that for them to fulfill their mandates and assist their members, public and private partnerships play a key role. During our last two missions to West and East Africa we received excellent support from the Government of Trinidad and Tobago and are good examples of how the public and private sectors can collaborate for the overall development of Trinidad and Tobago.

Another way that public and private partnerships can work well is through efficient business support organizations. There are several business facilitation/investment agencies currently operating in Trinidad and Tobago with varied focus: from manufacturing, entertainment, tourism, to SME development.

The ambit of some of these organizations is to facilitate economic diversification away from the energy sector, but we must also consider their role in further strengthening and diversifying our most competitive sector, namely the energy sector. These various

“The art and culture of Barcelona are captivating and are visual history lessons. But we picked up other crucial lessons as well which will enhance our capabilities and allow us to better serve our members.”

state agencies must work in partnership with The Energy Chamber and other business associations to strengthen the services they offer, including research and development, seeking synergies with other local businesses (e.g. joint venturing among local firms), and cross reporting on activities so that activities of one may impact the other.

With these bodies strengthened, Trinidad and Tobago can move towards becoming a net exporter of energy services and other services expertise, borrowing a fierce spirit of independence from our friends in Catalonia.



*General Manager of the Port of Barcelona with training participants on a tour of the Barcelona Port.*

*Market in Barcelona, these little markets line many of the streets in Barcelona.*



*AMEC staff and training participants at AMEC headquarters.*

# Safe TO Work (STOW)

## Continues to Gain Momentum

Quite a lot has happened with STOW since we last updated readers on the programme; the most significant being the certification of three energy contractor companies and the signing of Memoranda of Understanding (MOU) with twenty (20) more companies to participate in the STOW pilot.

The MOU signing was held on Friday 29 October, 2010 to kick off the next phase of the STOW pilot. At the same time, the Chamber took the opportunity to present STOW certificates to Harsco Infrastructure West Indies Limited and Tucker Energy Services.

The twenty (20) small and medium sized companies will benefit from a grant from the Inter-American Development Bank (IDB) to work towards STOW certification.

Last year, The Energy Chamber signed similar MOUs with four (4) energy service companies in the first phase of the pilot. The four companies are now at varying stages of implementing the STOW Health, Safety and Environmental (HSE) requirements and are soon to be assessed for certification.

Now that the twenty (20) additional companies have signed the MOU with The Energy Chamber, formalizing the terms and conditions for participating in the pilot, they will begin working with Assessors to implement the STOW HSE requirements. The Energy Chamber has set a target of six (6) months for the pilot companies to implement STOW.

The STOW pilot is set against the backdrop of the signatories to the STOW Charter giving serious consideration to mandatory STOW certification in the coming year. In fact, Industrial Plant Services Limited (IPSL) has jumped the gun and in July 2010, announced a deadline of December 31, 2010 for STOW certification, to their frequently used high risk contractors.

The companies participating in the pilot, therefore, have much to gain. Thanks to the IADB, we are receiving a significant subsidy to implement STOW. They are being guided and coached by The Energy Chamber to ensure that they attain certification and by extension, they will be ready, or almost there, when deadlines for mandatory STOW certification are announced.

Representatives of the twenty (20) pilot companies who were present to sign the MOU also had the opportunity to witness the presentation of STOW certificates to Harsco Infrastructure West Indies Limited and Tucker Energy Services.

This would have undoubtedly provided added stimulus for the pilot group.  
Jose Oseguera, General Manager  
of Harsco Infrastructure

West Indies Limited and his team were present to receive the STOW certificate from Dr. Thackwray Driver, CEO of The Energy Chamber and Chairman of the STOW Implementation Board.

Roger Packer, Managing Director of Tucker Energy Services received the STOW certificate on behalf of the company.

The representatives of both companies were generous in their praise of STOW. When asked to say a few words on behalf of Harsco, Jose Oseguera stated "STOW for us was quite a journey. Getting the STOW certification required a lot of hard work, covering very stringent requirements."

Harsco had applied for STOW certification earlier in February 2010 but the company was not quite ready and was not certified. Jose commented on their first try at certification stating "We had our HSE Management System and we said to ourselves how hard can it be? Then we got our first assessment report showing gaps...we looked at it and said "Yes we can!"

Of the certification process Jose said "The certification process is managed very strictly. STOW is a complete package. The STOW assessment deals not only with the documents (HSSE Management System), but also with evidence of the system being live, reviewing not only records (tool-box talks, incident and accident reports, training, etc.), but also interviewing our people to ensure that we walk the talk."



“STOW for us was quite a journey. Getting the STOW Certification required a lot of hard work, covering very stringent requirements.”

*Jose Oseguera, Harsco*

Jose finished by stating "STOW adds true value to a successful HSSE operation i.e. the next level in safety management.

I strongly believe in STOW and wish every success to this initiative and its implementation team and Board."

Roger Packer was passionate in his support for STOW and the work of STOW Implementation and STOW Project Office.

He was also proud of the accomplishment of the company stating "We are only the third company in Trinidad and Tobago to receive this Certification which is a prerequisite to working on Upstream and Downstream plants and offshore facilities in the near future. The Audit was a tough one with the bar being set very high but we achieved it! This is a test of our safety culture and we passed with flying colors!"

Earlier in July 2010 Neal & Massy Wood Group (NMWG) led the way by becoming the first STOW certified company in Trinidad and Tobago. Mr. Alberto Rozo, Managing Director, NMWG excitedly received the news saying "At NMWG, the health and safety of our people and the preservation of our environment are of paramount importance. The achievement of the STOW-TT Certification not only speaks to the commitment of our team to ensure a safe environment in which to operate, but also amplifies the responsibility we hold as an organization in promoting a climate in which such a commitment can flourish."

John Palermo, NMWG's HSSE Manager and one of the pioneers of NMWG's HSE system commented "The STOW-TT Certification audit process is ultimately a driving force to change the safety culture island-wide and to facilitate the prequalification of

service contractors. This evaluation of contractor's Safety Management Systems aims at analyzing their day-to-day safety processes to promote a Zero Accident environment. The margin between success and failure is determined by what is executed repeatedly. Safety excellence is therefore not a one-time act but what we do on a day-to-day basis."

Messrs. Rozo and Palermo proudly accepted the STOW certificate on behalf of NMWG from Mr. Charles Percy, President of The Energy Chamber. The certificates were presented at The Energy Chamber's Executive Office in Pt. Lisas in August 2010.

The Energy Chamber expects and welcomes a busy year end as IPSL's deadline draws near. We also look forward to certifying the first group of pilot companies this year and to working with the next 20 companies in the coming year.

STOW is an HSE certification scheme to prequalify contractors for work in the energy sector. The programme is being implemented by The Energy Chamber, in collaboration with the major energy sector companies and is funded by a generous grant from the Inter-American Development Bank.



**Safe TO Work**

# STOW NOTICE

## STOW Recommended Colour Codes for Certified Lifting Gear in the T&T Energy Industry (Advisory #4/2010).

The Safe TO Work Implementation Board wishes to remind all contractors and operators that the recommended colour for certification of slings for the next period i.e. January 1st – June 30th 2011 is Orange.

The recommended colours and the relevant time periods are indicated below. This colour pattern will repeat for subsequent two year periods.

**ORANGE # 1204**  
1st January 2011 –  
30th June 2011

**BITTER LIME # 2081**  
1st July 2011 –  
31st December 2011

**GREEN # 2032**  
1st January 2012-  
30th June 2012

**PURPLE # 1701**  
1st July 2012-  
31st December 2012

STOW is an industry initiative to bring about greater uniformity in Health, Safety and Environmental (HSE) practices in the energy sector, with the objective of improving overall HSE performance and assisting smaller companies in doing business in the energy sector.



The Energy Industry Competency Development Initiative

## INTRODUCTION

A competent workforce is critical to the success of any company. The severe worldwide economic downturn coupled with the horrendous accident in the Gulf of Mexico recently has heightened the sensitivity of operating companies, in particular, to their responsibilities in ensuring that all workers engaged in any aspect of the business have the required competencies to carry out their work effectively, efficiently and, most importantly, safely. The implementation of the OSH act and the recent guilty verdict and fine levied against an employer for contravening the act, serves to re-inforce these responsibilities.

Through the Energy Industry Competency Development Initiative (EIDCI), The Energy Chamber, in collaboration with its membership and other stakeholders, is seeking to raise the level of competencies and certification of local service providers in the energy sector to international standards. Achieving these standards will allow service providers to satisfy the more stringent requirements that will be demanded by the operators as well to compete more effectively both in the local as well as the international markets.

The EIDCI was intended to span three phases over the period 2010-2012 with objectives as shown in the diagram below.

### 2010

#### PHASE – 2

To test the system through a gap analysis among selected companies.

### 2011

#### PHASE – 3

To deliver training in areas where gaps are identified.

### 2012

#### PHASE – 1

To establish the system for assessing and certifying competencies in Trinidad and Tobago. Phase 1 of the project has now been completed and implementation plans for phases 2 & 3 are well underway. The following is a report on the results of phase 1 and the proposals for phases 2 & 3.

## PHASE 1 REPORT

A situation analysis was conducted by Offshore Designs Ltd. (ODL) of Scotland over the period May – September, 2010 using a questionnaire to a wide cross-section of service providers, and, subsequently, through face to face interviews with 19 companies, 4 training institutions and the local accreditation bodies - the Accreditation Council of T&T (ACTT) and the National Training Agency (NTA).

### Main findings from the analysis were:

- There were mixed views by the companies on the introduction of a competency assurance system.
- There were few external drivers for the introduction of a competence system (which would in part explain (a) above).
- There seemed to be very little common understanding about what was meant by vocational competence at the workplace. (Most respondents associated Competence with Qualifications or Training. Competence, however, is defined as the ability to do a task which has to be assessed in the workplace in the main).
- The National Training Agency (NTA) already had a competency assessment system in place and some experience in the field of vocational competence although this was mainly in education with limited industry experience.
- There were several Training Organisations available in Trinidad and Tobago which could potentially support the introduction of a competence system.
- Standards of Competence already exist through several international bodies for most of the jobs identified in the sector which could serve as a starting point for developing local standards.

## Based on these findings, ODL recommended that:

- It is necessary to create the climate for introducing a Competence Framework by encouraging the Operators in the Sector to support the introduction of such a system. (It should be noted that one operating company in the sector has since taken the

initiative to request that its service providers have a competency assurance system in place by a given date).

- The initial focus should be on a small group of companies covering a limited range of occupations but which nevertheless represents the range of companies within the Energy Services Sector. As experience is gained and resources increased, the project could be expanded.
- Initially, standards established for occupations should be “customized” to specific companies’ needs for a quicker start up since “National” standards will take much longer to develop.
- The standard recognized framework for managing a Competency System will comprise:
  - An “Awarding Body” which will be responsible for approving standards established for occupations, ensuring a consistent and robust assessment system, and certifying Assessors, Internal and External Verifiers and candidates who meet the various occupational standards.
  - An “Approved Centre” which will be responsible for implementing the system i.e. it will develop management systems for the coordination of competency assessments, develop Assessor and Internal Verification capabilities, conduct assessments and recommend certification as appropriate.
- Given that the National Training Agency (NTA) already has the mandate and authority for vocational qualifications in Trinidad and Tobago, and has already developed systems benchmarked against international standards, it is logical that they should be the “Awarding Body”. However, given their limited experience with customized standards, it was recommended that they should seek support from the Scottish Qualification Authority (SQA) in the initial stages. The SQA has already acquired significant experience in working with Customized standards.
- “Approved Centres” may be independent bodies/institutions, or companies who have the resources and interest to develop that capability and implement the system. In all cases approved centres will have to meet the requirements and approval of the awarding body, the NTA. ODL recommended that The Energy Chamber should be the Approved Centre for the energy sector with the help of external support while local capability is being developed.

The ODL recommendations were discussed with all stakeholders including a cross-section of companies in the sector, the project’s Steering Committee, the NTA and Training Institutions and were generally supported. Several companies have since indicated an interest in becoming “Approved Centres” and expediting the introduction of a Competency Assessment and Certification System in the energy sector.

### The next steps in the process will be to:

- Establish the recommended framework and test it with an initial gap analysis with a pilot group of companies (phase 2).
- Develop the training response mechanisms for treating with identified competency gaps (phase 3).

## Proposal for the implementation of phases 2 & 3 of the eicdi project

### PHASE 2

The objectives of Phase 2 are to Implement the Framework for a Competency Assessment and Certification System as recommended by ODL and to test the system through a gap analysis with a pilot group of companies.

#### Implementing the framework requires the following key activities:

- Agreeing a joint EC/NTA approach and management structure since both organizations share responsibility for the activity.
- Developing the EC/NTA/SQA relationship to access support on the implementation of "customized Awards"
- Establishing "Approved Centres" which will include the development of Assessor and Internal Verifier capabilities as well as documentation systems.
- Developing "Customized Standards" for the common set of occupational areas identified by ODL using the shortlist of companies who have expressed interest in being part of the pilot project.

#### Testing the system will require the following key activities:

- Mobilizing the support of the Operating Companies to make this activity mandatory for service providers, thereby providing the necessary driver for participation.
- Determining the pilot group/occupations.
- Orienting the companies and scheduling them.
- Conducting the assessments, verifying internally and externally, and certifying accordingly. The EC and the NTA have met and discussed a joint approach for taking the project forward.

At present, service providers are being canvassed to determine who will be interested in becoming "Approved Centres". As recommended by ODL, The Energy Chamber is also considering becoming a Centre.

Benchmark occupational standards for the shortlisted occupational areas have already been secured through ODL during the first phase and lead bodies will be established to customize these standards.

The Energy Chamber has been collaborating with the Operating Companies to ensure their support and anticipate that all will subscribe to the notion of introducing Competency Assurance Systems in the sector.

At present, meetings are being arranged with those service providers who expressed an interest in being part of the Pilot Project, with a view to sensitizing their entire management team about the project and orienting them for start-up. Service providers who had not previously indicated an interest in participating in the pilot project, but who are now interested may still get involved by contacting The Energy Chamber.

### PHASE 3

The main objective of Phase 3 is to implement training for competency gaps identified.

#### Gaps identified will be either or both:

- Skill deficiency i.e. the actual doing of a task or,
- Underpinning knowledge.

Skill deficiency may be addressed by developing, in collaboration with the relevant Training Institutions, appropriate customized short courses where suitable lab simulations are possible. In the main, however, most of the skill deficiencies will have to be addressed in whole or in part at the workplace.

In order to handle workplace training effectively, it will be necessary to equip experienced employees with the ability to train. Building training capacity and capability at the workplace will also help to re-establish a training culture in the sector, a culture which existed at one time but which disappeared with the closure during the early '80's of the excellent training schemes developed by the multi-national corporations. The Job Instruction Training Workshop (JIT) is a "Train the Trainer" workshop especially designed for this purpose.

Underpinning knowledge deficiencies will, for the most part, be addressed by short seminars and workshops developed in collaboration with the Training Institutions, with some being done at the workplace where internal Subject Matter Experts may be available to transfer such knowledge.

Given the key role of the Training Institutions in responding to specific and customized needs in a timely and effective manner, close collaboration between Approved Centres and the Institutions will need to be developed.

It should be noted that considerable overlap will exist between Phases 2 and 3 since training activities can begin immediately after the initial set of competency assessments have been completed.

### CONCLUSION

The conclusion of Phase 1 of the EICDI project has set the stage for pursuing the second and third phases. To date, while some service providers have already indicated a strong interest in establishing Competency Assurance Systems, others have not embraced the concept as enthusiastically.

The Chamber recognizes some of the constraints which may affect immediate participation but wishes to reassure its members that every effort will be made to navigate around these constraints and assist all in achieving the objective of a competent and certified workforce.

All service providers are urged to discuss their particular situation with the EICDI team at the Chamber so that an implementation plan appropriate to their needs can be developed.

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# The Latin American Carbon Forum

## and CDM Implications for Trinidad and Tobago

While some of the momentum and focus on a global climate change framework have petered out after the disappointment of the Copenhagen summit, there is a host of opportunities associated with global climate change efforts and the latest developments in the international carbon market.

The recent Latin American Carbon Forum held in the Dominican Republic ventilated some of the major climate change concerns integral to the region. The conference brought together a diverse group of participants: from small businessman Alvaro Guillen who is developing technologies to make firewood burn longer in Haiti to Morgan Stanley Executive Director, Imtiaz Ahmad who wants to spearhead green bonds as a financing tool for green energy projects.

The Kyoto Protocol has influenced the world at large into looking at market based strategies to offset carbon emissions and at the conference, the Clean Development Mechanism was given top billing.

Under the protocol, articles 17, 12 and 6 provide the framework for several market based mechanisms namely international emissions trading, the Clean Development Mechanism (CDM) and Joint Implementation.

A project registered under the CDM is eligible to receive certified emission reductions (CERS) known as carbon credits.

For a project to be even considered under the CDM, it must go through a battery of tests, paying attention to approved methodologies, third party certification, approved emissions baseline and additionality. In the region, there are already several countries with CDM projects up and running (see box).

While Trinidad and Tobago has no CDM projects there is room for us to get on board.

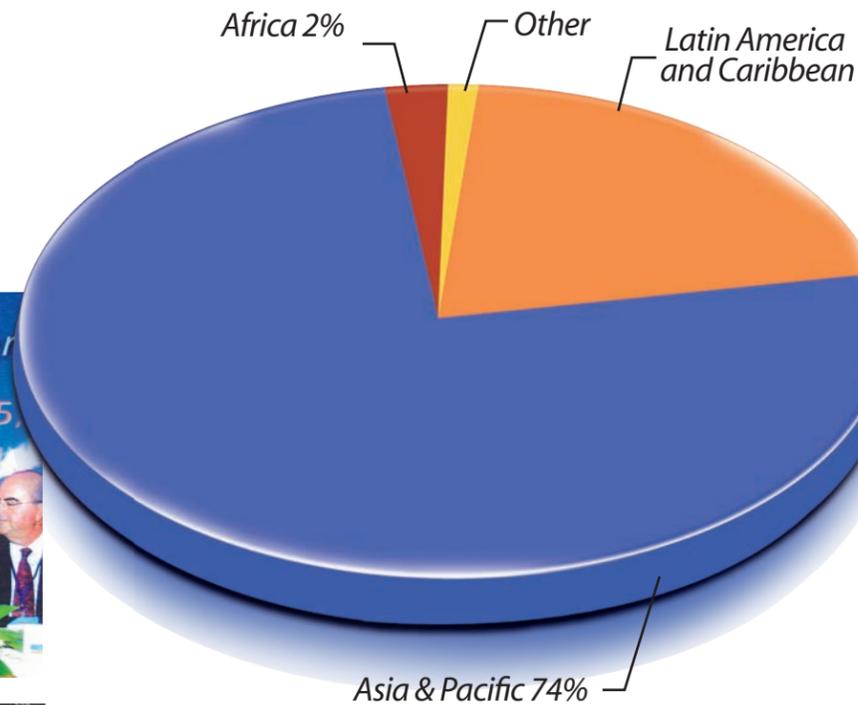
With the country planning to go downstream into polyethylene (plastics) there are already approved CDM methodologies for plastics recycling. But before these opportunities take hold, the country must first develop institutional capacity on a State level.

Recently, the Ministry of Housing and the Environment signed an agreement with the UNEP Risoe Centre targeted to boost the country's capacity development for local CDM projects.

The pilot project will help Trinidad and Tobago identify, design, approve, implement and monitor CDM projects which speak to sustainable development and are attractive to carbon credit buyers.



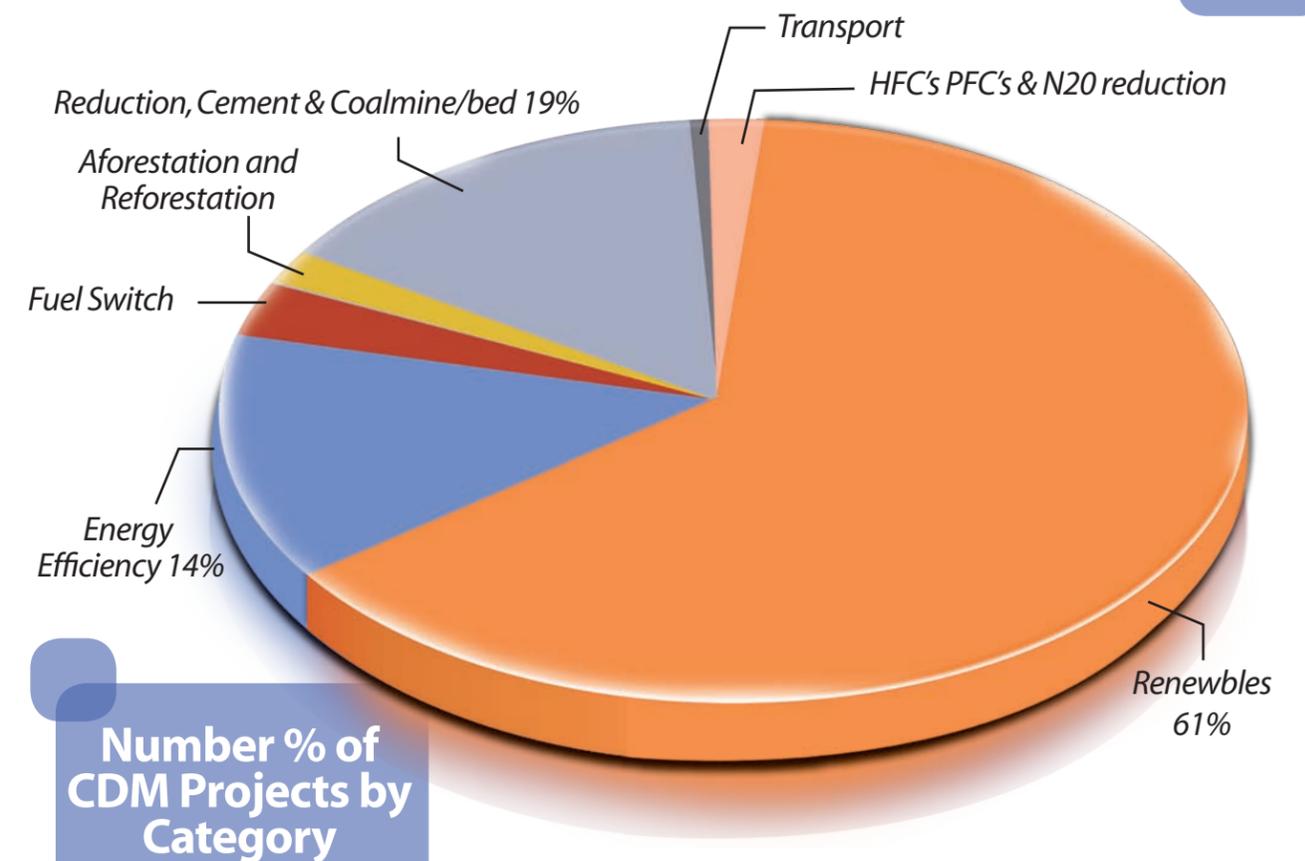
### Regional Breakdown of CDM Activities



### COUNTRIES WITH REGISTERED CDM PROJECTS IN THE REGION

- Colombia – 76
- Cuba – 4
- Dominican Republic – 7
- Guyana – 1
- Jamaica – 1
- Mexico – 200
- Panama – 19
- Trinidad and Tobago – none

**Note:** The CDM project cycle consists of several stages and while Trinidad and Tobago has no registered CDM projects there is already work underway on several local projects which in the future can be registered under the CDM.



### Number % of CDM Projects by Category

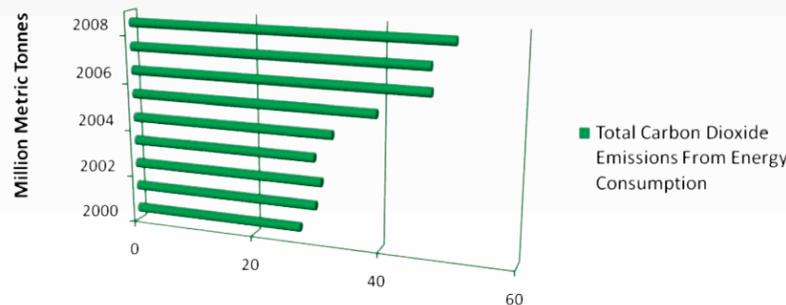
## TRINIDAD AND TOBAGO'S CARBON EMISSIONS

Trinidad and Tobago's carbon dioxide emissions have almost doubled in the past decade.

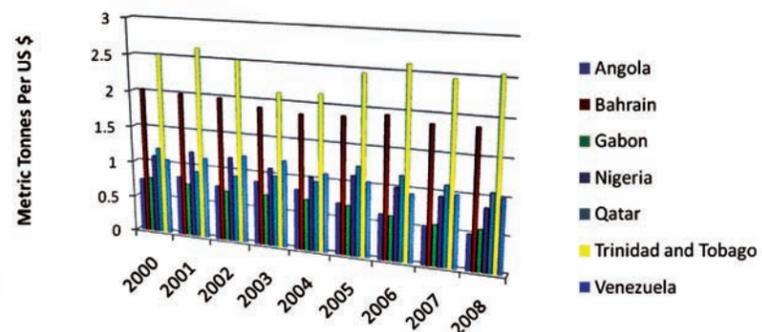
In addition, the country's carbon intensity has also remained relatively high compared to other hydrocarbon producing nations. Given Trinidad and Tobago's low contribution to total global CO2 emissions, many question the validity of the carbon intensity ratings but both these set of statistics in themselves are a call for action.

Recently, the Ministry of Housing and the Environment signed an agreement with the UNEP Risoe Centre targeted to boost the country's capacity development for local CDM projects.

**Total Carbon Dioxide Emissions From Energy Consumption 2000 - 2008**



**Carbon Intensity 2000-2008**



As a small twin-island developing state with a mature hydrocarbon industry, Trinidad and Tobago has to seriously consider its carbon footprint and how climate change will impact on our environment and livelihoods.

The positive note is that we can position ourselves as an energy services hub capable of providing expertise in renewable and alternative energy projects as well as in the traditional oil and gas sector.

By Sherwin Long



## Lok Jack GSB's upcoming workshops

**December 2010**

- Business Journalism
- Dynamics of Policy Development and Writing
- Mastering Supervisory Skills
- Proposal Development and Evaluation

**January 2011**

- Competency Design workshop
- Effective Business Writing
- Effective Time Management and Decision Making Skills Finance for Non-Financial Professionals
- IT Management
- Listening and Writing: Foundations for Better Communication
- Project Management Essentials (PMI, R.E.P.)
- Research Methodology
- Strategic Marketing Planning

**February 2011**

- Accident Investigation
- Contracting and Negotiating Skills (PMI, R.E.P.)
- HR Labour Law
- Management for the Newly Appointed Manager
- Public Speaking and Presentation Skills
- Strategically Managing Training and Development
- Selecting Suppliers and Managing their Performance – 3 days
- International Protocol for Business Professionals – 2 days
- Business Process Mapping & Re-engineering for Competitive Advantage – 3 days

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# Training Calendar

December 2010 to April 2011

**March 2011**

- Detection and Prevention of Corruption in Procurement
- Building an Effective Business Case
- Business Process Mapping & Re-engineering for Competitive Advantage
- Creative Writing for Marketing Professionals
- Global Supply Chain Management
- Project Cost and Schedule Management (PMI, R.E.P.)
- Train the Trainer
- Doing Business in China – 3 days
- General Taxation – 3 days

**April 2011**

- Administrative Programme for Executive Assistants
- Developing an Effective Business Plan
- Effective Skills for Administrative Professionals
- Finance & Accounting Principles for Administrative Professionals
- Minute-Taking & Memo-Writing
- Project Risk Management (PMI, R.E.P.)
- Administrative Professionals: becoming passionate about your career – 2 days
- Administrative Professionals: Knowing your purpose – 2 days
- Fundamentals of E-business – Moving your business online – 3 days



# The Energy **Blueprint**

*Special Trinidad and Tobago Energy Conference Edition*

Published by The Energy Chamber of Trinidad and Tobago, The Energy Blueprint Magazine consistently provides insight and analysis of Trinidad and Tobago and the wider Caribbean's energy sector.

The Energy Blueprint will continue to fulfill its mandate of informing members and stakeholders of the Chamber's projects, initiatives and activities; but also cover news of the industry, feature articles on topical issues, interviews with key players, reports on upcoming projects and opinion pieces.

For the February 2011 issue, we will feature the Trinidad and Tobago Energy Conference and increase our distribution from 2,000 to 5,000 copies. Our emphasis is on quality of readership, rather than quantity; utilizing our unparalleled database of the industry's decision makers.

Through our established partnerships with Chambers of Commerce, business associations and our own member companies, The Energy Blueprint will be distributed in Houston, London, New York, Washington D.C., Calgary, Aberdeen, Accra, Lagos, Port Harcourt, Dar-es-Salaam, Kampala, Nairobi and Kigali.

With a contemporary design and readable style, we anticipate that the Blueprint magazine will become the "must read" publication on the Caribbean energy sector. Thus far the magazine has received rave reviews. The Energy Blueprint will be distributed directly to all the industry leaders in the Caribbean energy sector and a wide range of other stakeholders in Trinidad and Tobago and around the region.

*Please contact the Executive Office at 6-ENERGY (636-3749) or email [lisa@energy.tt](mailto:lisa@energy.tt) if you are interested in placing an ad in the February 2011 issue.*

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