



# Trinidad and Tobago EITI Annual Activity Report 2015

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*Under the New EITI Standard (Requirement 7.4 a), the Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI) Multi-Stakeholder Group Steering Committee (MSGSC) is tasked with publishing an Annual Activity Report. The purpose of the annual activity report is to communicate efforts undertaken during the year to meet and/or maintain compliance with the EITI Requirements, including progress in achieving the objectives set out in the Workplan and to document the impact of the EITI. The TTEITI MSGSC is pleased to produce its Annual Activity Report 2015.*

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## **INTRODUCTION**

The Extractive Industries Transparency Initiative (EITI) is a global Standard to promote open and accountable management of natural resources. It achieves this by fostering transparency and accountability by companies and governments involved in the extractive industries (i.e. oil, gas and mining) by disclosing to citizens the total payments made by companies to government, independently reconciled with government's declared receipts.

The Trinidad and Tobago MSG Steering Committee is mandated by the Cabinet of the Government of the Republic of Trinidad and Tobago (GORTT) to oversee EITI implementation. The MSGSC is a multi-stakeholder committee of 19 members comprising government (6), companies (6) and civil society (6), and Chairman Victor A. Hart, a national transparency advocate. Cabinet had mandated the Ministry of Energy and Energy Affairs (MEEA), renamed on 8 September 2015 'the Ministry of Energy and Energy Industries (MEEI), to provide the MSGSC with 'general administrative support and the annual funding for the estimated costs of operating the EITI'. The initiative is seen as an exemplar of tripartite cooperation between stakeholders working together in the best interest of the country.

### **1.0 GENERAL ASSESSMENT OF YEAR'S PERFORMANCE**

23 January 2015 was a red letter day for the Trinidad and Tobago Extractive Industries Transparency Initiative (TTEITI) with the country achieving EITI Compliant Country status after successfully navigating the validation challenge. The achievement fueled the MSGSC's work throughout the year as we engaged with local stakeholders including Parliamentarians and regional CARICOM Governments, companies and civil society to bring the EITI message into national consciousness. However, despite the many successes, the MSGSCS also had to overcome several challenges in 2015.

Overcoming the challenge of signing a second MOU to govern EITI Implementation and procuring the Independent Administrator was paramount but also time consuming, especially given the need to publish the third EITI Report by 30 September. These exercises placed considerable strain on the MSGSC and its administrative office, the TTEITI Secretariat, especially given staff changes to the TTEITI Secretariat where Interim Head Melanie Richards was replaced by new Head, Sherwin Long, in December 2014.

Despite these challenges The EITI Report 2013 was published on 29 September 2015 and for the first time captured mining sector data, information on industry Green House Gas emissions and the country's natural gas reserves.

Other significant actions taken by the MSGSC during the year included the following:

- ✓ Continued its public outreach programme by conducting numerous capacity-building training and information-sharing workshops throughout Trinidad and Tobago to prepare the three stakeholder groups to better understand and play their respective roles in the EITI implementation. The MSGSC also executed a mass media public sensitization campaign using both the traditional media (radio, television and press) and social media (Facebook and Twitter).

- ✓ Hosted EITI Chair Clare Short, who delivered the feature address on Day 2 of the Trinidad and Tobago Energy Conference 2015 and met with Parliamentarians, Government, Industry and Civil Society leaders.
- ✓ Successfully developed a British High Commission Prosperity Fund sponsored project to undertake a regional EITI Outreach Project to introduce the EITI to other natural resource rich countries in the Caribbean region. In 2015, awareness sessions in collaboration with the Trade and Economics Department of the University of the West Indies were held in Jamaica, Guyana and Suriname which targeted parliamentarians, civil society organization, extractive industries companies and government representatives;
- ✓ Collaborated with the Canadian High Commission, the National Quarries Company Limited, the Energy Chamber of Trinidad and Tobago, the Arthur Lok Jack Graduate School of Business, and Association of Chartered Certified Accountants to host a series of workshops for the mining sector on sustainable mining practices, corporate governance and international auditing standards.
- ✓ Introduced EITI and its national benefits to the bi-partisan Parliamentary Joint Select Committee on Energy Affairs

## **2.0 PERFORMANCE AGAINST TARGETS AND ACTIVITIES IN WORKPLAN**

The MSGSC detailed its planned activities for 2015 in its updated Implementation Workplan, focusing on achieving EITI Compliant Country status, publishing the EITI Report 2013, engaging the general public on the benefits of the EITI and embedding the EITI in the country's legal and institutional framework.

In January 2015, the EITI Board, satisfied that sufficient corrective action was taken on four specific points identified by the Validator, took the official decision to award Trinidad and Tobago EITI Compliant Country status. This was announced by Ms. Clare Short, Chair of the EITI Board, during her visit to Port of Spain to address the 2015 Energy Conference. These actions were centered on agreeing a clearer definition of "material payments and revenues" and identifying all companies that have made material payments plus ensuring all companies making material payments participate in the reporting process.

The other main milestone in the Workplan was achieved by the publication of EITI Report 2013 and its wide dissemination among the general public, the energy and non-energy sectors and civil society.

During 2015, the MSGSC continued to engage the mining sector, hosting three capacity building workshops – Sustainable Mining, Corporate Governance and Auditing to International Standards– with a view to including the sector in future EITI Reports.

Progress was also made on the EITI Legislation, of which a final draft was submitted to the Minister of Energy and Energy Industries for her consideration. The “Extractive Industries Transparency Initiative Agency Bill” is expected to be considered for inclusion in the legislative agenda in 2016.

Outstanding Workplan items at the end of 2015 included the upgrade of the TTEITI website and implementing a Beneficial Ownership Pilot Project, both of which are being done in 2016.

### **3.0 PERFORMANCE AGAINST EITI REQUIREMENTS**

In 2015, after rigorous examination T&T gained Compliant Country status. T&T was admitted to membership as an EITI Candidate Country on March 1, 2011 and by 2014 was well on its way to attaining EITI Compliant Country status. The country underwent an independent rigorous validation exercise of its EITI implementation to verify that the twenty (20) EITI Requirements had been met.

By the end of 2014, T&T had undergone its Validation Test and the Final Validation Report completed. The Report, which contains an independent assessment of Trinidad and Tobago’s EITI performance against the EITI Requirements, is posted on the TTEITI’s Website: <http://www.tteiti.org.tt/wp-content/uploads/downloads/2014/06/TTEITI-Validation-Report.pdf>. It should be noted that the MSGSC took the corrective steps of agreeing on a clearer definition of “material payments and revenues” and identifying all companies that made material payments as well as ensuring all companies making material payments participate in the reporting process.

### **4.0 MSGSC’S RESPONSE TO EITI REPORT RECOMMENDATIONS**

In the EITI Report 2013, Section 8, the Administrator noted areas where improvements could be made to the conduct and scope of future reconciliation exercises, the level of oversight by the MSGSC over the EITI process and the extent of the coverage of the EITI in T&T. In 2015, the MSGSC’s Technical Sub-Committee reviewed the Administrator’s recommendations and made proposals for corrective action that were adopted by the MSGSC (see Appendix I).

### **5.0 STRENGTHS AND WEAKNESSES IDENTIFIED IN THE EITI PROCESS**

In 2015, the MSGSC continued to build on the earlier introduced creative and innovative ways to implement the EITI in T&T. The following is a summation of these innovations:

- ✓ Adoption of a vision to be the EITI Champion for the Caribbean Region and to seek ways and means to spread the EITI message to other countries in the hope of recruiting new members to the EITI movement and so strengthen the Americas Region to better hold its own among other EITI Regions. The Secretariat successfully applied for a UK Prosperity Fund Grant in

2014 to undertake a project which will aim to further introduce the EITI to other natural resource rich countries in the region. In 2015, awareness sessions in collaboration with the Trade and Economics Department of the University of the West Indies were held in Jamaica, Guyana and Suriname which targeted parliamentarians, government, civil society and extractive industries representatives;

- ✓ Continued to implement effective and robust strategies for capacity building among stakeholders through a targeted communication campaign and a series of outreach events including workshops and information sessions;
- ✓ Continued support of the TTEITI Youth Advisory Committee (YAC) to promote the EITI among their peers including capacity building workshops and information briefings;
- ✓ Production and dissemination of EITI Report 2013.
- ✓ Engagement and enhanced stakeholder relations with the mining sector. In 2014, the MSGSC was in the embryonic stages of engaging the mining sector with the goal of including the sector in its EITI reporting. In order to bridge this gap, the MSGSC held three (3) training sessions with the mining sector in 2015 on topics ranging from adhering to international accounting standards to sustainable mining practices. These sessions were well attended and allowed the MSGSC to foster a working relationship with quarry operators. The MSGSC plans to develop and implement a pilot project whereby the largest mining companies will be asked to submit EITI Reporting Templates for inclusion in future reports.

Trinidad and Tobago's third EITI Report covering fiscal 2013 was published on 29 September 2015 and was widely disseminated to a diverse group of stakeholders from civil society, industry, Government and the wider general public.

In 2015 legal, technical and administrative challenges continued to be the main weaknesses of the EITI implementation in T&T. The following is a summation of the challenges faced:

- ✓ One of the major challenges that almost resulted in the EITI Report not being published by its stipulated deadline of 30 September 2015, was the long procurement process of hiring an Administrator. Other government agencies had oversight over contracting the Administrator and this resulted in unforeseen delays.
- ✓ The worldwide drop in oil prices negatively impacted the hiring of other contracted services and a number of outreach sessions that were planned to be conducted by the MSGSC were cancelled. The severe decrease in oil prices also resulted in the TTEITI Secretariat's budget being cut by 10%.
- ✓ The recommendations made by the Administrator in the EITI Report 2013 were very similar to those made in the EITI Reports 2011 and 2012 with respect to updating government systems,

ensuring accurate production data and ensuring proper audit and assurance practices. Arising from these recommendations the Office of the Auditor General is now in the process of training staff on auditing to international standards. Though the MSGSC was able to bring about some meaningful progress in fulfilling the recommendations, more assistance must be forthcoming from other external agencies in doing their part to implement the Administrator's recommendations.

## **6.0 TOTAL COST OF IMPLEMENTATION**

The overall budget for the implementation of EITI over the period from Government's reaffirmation of its commitment to the EITI in September 2010 to achieving Compliant Country status was estimated at TT\$10 million (US\$1.6 million). Notwithstanding Cabinet's directive to the Ministry Of Energy and Energy Affairs to meet the cost of EITI implementation, the MSGSC did not consider it prudent to be wholly dependent on government financing and very early decided to seek partial funding from international donors. Discussions were initiated in Port of Spain with the World Bank in December 2010 and with the Inter-American Development Bank in February 2011 that led to the MSGSC Chair's visit to their offices in Washington DC in June 2011 to discuss funding. Discussions on funding were also initiated in 2011 with the EU Delegation in Port of Spain. As a result of those initiatives, funding to date has come from direct funding from the Government and a mix of budget-support grants and technical assistance from the World Bank, Inter-American Development Bank and the European Union. Some project funding was also obtained from locally based Diplomatic Missions (UK, Canada and Germany) and energy companies.

The total expenditure in 2015 for all TTEITI activities, including publication and dissemination of the 2013 TTEITI Report; community outreach events; training workshops for the mining sector; and the execution of a new Memorandum of Understanding, was approximately TT\$3 million. This was funded by the Government of Trinidad and Tobago, with assistance – particularly for mining sector capacity building and regional outreach – from the Canadian and British High Commissions.

## **7.0 DISCUSSION OF REPORT CONTENT BEYOND THE MSGSC**

In 2015, the MSGSC continued to engage in activities to increase the awareness of the EITI process within its main stakeholder groups: civil society, the public, the public sector and the energy sector. Those outreach sessions generally focused on the findings of the EITI Reports and ways in which the data could be used by civil society to promote and advocate for better transparency and accountability.

Every year Trinidad and Tobago hosts a regional Energy Conference that attracts participants from the most prominent regional energy companies. In order to spread the word about the benefits of the EITI,

Chair of the EITI International Board, Ms. Clare Short was invited to T&T to deliver the feature address on Day Two of the conference which was well received by all attendees.

Throughout the year 2015, the MSGSC, together with the British High Commission and the Trade and Economic Development Unit of the University of the West Indies promoted a regional project sponsored by the UK Prosperity Fund. This project targeted three Caribbean/ CARICOM countries to introduce the benefits of the EITI implementation as well as sustainable resource revenue management principles. The countries targeted were Jamaica, Suriname and Guyana.

Also, the MSGSC welcomed collaborations with organizations and companies to host three capacity building workshops for the Mining Sector. The first of these workshops was in collaboration with the Canadian High Commission on Sustainable Mining Practices. The second one, the TTEITI together with National Quarries Company Limited, the Energy Chamber of Trinidad and Tobago and the Arthur Lok Jack Graduate School of Business held a workshop on Corporate Governance and the third workshop was held in association with the Canadian High Commission and the Association of Chartered and Certified Accountants (ACCA) to host a workshop on Auditing to International Standards.

The Youth Advisory Committee remained active in 2015, meeting on a regular basis to discuss ways to engage the nation's youths. Members of the committee engaged in a number of television appearances and radio shows throughout the year to not only promote the EITI Report 2013 but to engage in positive contributions about the TTEITI. The Chair and Members of the Steering Committee as well as members of the Youth Advisory Committee took part in three presentations to different organizations and over eight (8) television appearances.

In October of 2015, the MSGSC launched T&T's third annual EITI Report. At this launch, the newly appointed Minister of Energy & Energy Industries, Ms. Nicole Olivierre, gave her maiden speech as Minister in which she expressed her support for the EITI.

After the publication of EITI Report 2013, the MSGSC conducted its first Roadshow addressing students of the Sustainable Energy Management Programme at the Arthur Lok Jack Graduate School of Business. At this roadshow, the feature address was entitled 'Green Economy Options for Trinidad and Tobago'. A critical review of the report was also given. Participants were very interested in the information presented in the report as well as the critical analysis of it.

The MSGSC also arranged a community visit to Mayaro, a fenceline community, to engage the residents in discussions about the EITI.

## **8.0 MSGSC MEMBERSHIP DETAILS**

Since the establishment of the MSGSC in December 2010, it has held monthly meetings to advance its EITI implementation plans. (See Appendix II and Appendix III for details of MSGSC membership and Appendix IV for meetings attendance record).



## 9.0 APPROVAL

The Annual Activity Report 2015 was approved by TTEITI MSGSC at its 69<sup>th</sup> Meeting on 19 May 2016.

Submitted by Victor A Hart,  
Chair, TTEITI MSG Steering Committee,  
19 May 2016.



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## T&T ANNUAL ACTIVITY REPORT 2015: APPENDIX 1

### STEERING COMMITTEE AND ADMINISTRATOR'S RECOMMENDATIONS IN EITI REPORT 2013

ADMINISTRATOR'S RECOMMENDATIONS	STEERING COMMITTEE'S RESPONSE
<p>8.1.1. Government should take action to ensure that there are no delays in identifying entities making material payments as well as ensure changes in company ownership identified and remove any barriers related to confidentiality of payments made to the MOF-IRD.</p>	<p>SC continued to impress upon government agencies the importance of providing information in a timely manner. The government agencies complied and, as a result, the Secretariat was able to complete the materiality determination more quickly for the 2013 Report. The TSC agreed to host a workshop on standardized record keeping for 2014-2015 Report</p>
<p>8.1.2.1 The SC should remain informed on the progress being made in the Auditor General's office and inform the Auditor General in good time of the requirements for assurance for future reports and Government to remove any impediments to audit of MOF-IRD figures under INTOSAI</p>	<p>The SC Chair wrote to Minister of Finance and Attorney General informing of requirements to have Government records audited to international standards and the need to remove legal barriers to audit of MOF-IRD figures. Auditor General's department noted that they were in the process of revising its approaches to conform with the International Standard of Supreme Audit Institutions (ISSAIs) and that a new financial audit manual was expected to be completed with full-stage implementation by 2016.</p>
<p>8.1.2.2 The Government to include clauses in EITI legislation requiring larger companies operating in the extractive sector to prepare financial statements covering their operations in Trinidad and Tobago and have these statements independently audited under international auditing standards. SC should also consider obtaining a confirmation letter from the companies' external auditor that confirms that the information submitted is comprehensive and consistent with their audited financial statements, with such a procedure phased in so that the confirmation letter may be integrated into the auditor's usual work programme.</p>	<p>Companies will be strongly encouraged to give consideration to having their branches' accounts audited individually. Currently companies have their accounts audited in a calendar year basis. There are no laws that require branches to have local statutory audits, however, the Technical Subcommittee agreed that such a requirement should be included in the upcoming EITI legislation and attempts should be made to amend the Companies Act. Discussions with the legal team of the MEEI on this matter ongoing.</p>
<p>8.1.3 The SC to include a reconciliation of amounts paid by MEEI to MOF-IRD for payments due from PSC Contracts.</p>	<p>The 2014-2015 Report to include reconciliation of PSC tax settlements and MEEI Commercial Evaluation Division to provide detailed information on PSC obligations and payments for fiscal 2015.</p>

8.1.4. A list of license holders should be published on the MEEA website and regularly updated.	The SC to undertake an exercise to identify gaps in current license register and liaise directly with MEEI to update and publish on the MEEA website. The SC will request that the MEEA update the Company/License/Contract register on a fiscal year basis to coincide with the EITI reporting requirements.
8.1.5 Government to sponsor a replacement mechanism for the TTEITI MOU between companies, Government and civil society.	Draft TTEITI legislation was prepared, through IADB funding, and is now awaiting Minister's submission to Cabinet before being placed on Parliament's legislative agenda.
8.1.6 Government should review the process for compiling and publishing production figures to ensure information provided is robust and reliable.	The Technical Subcommittee prepared a standard definition of production and advised the MEEI on using the Petroleum Impost payments as a guide to verify production data.
8.1.7. MEEA should introduce appropriate computerized systems to record and control information relating to the production and finances from the oil and gas sector.	TTEITI Secretariat met with representatives of World Bank in 2014 to discuss the possibility of the World Bank financing this computerization and the MEEI will decide on next steps.

#### STEERING COMMITTEE AND ADMINISTRATOR'S RECOMMENDATIONS IN EITI REPORT 2012

ADMINISTRATOR'S RECOMMENDATIONS	STEERING COMMITTEE'S RESPONSE
8.1.1. MOU should be replaced by a more permanent mechanism.	TTEITI Legislation has been drafted, sent to MEEA Legal Services Unit for their review. Until this is enacted, another MOU will be signed by all relevant parties.
8.1.2. Government should ensure that the SC is provided by its agencies with all the information necessary for the materiality determination prior to commencement of 2012/13 reconciliation	SC continued to impress upon government agencies the importance of providing information in a timely manner. The government agencies complied and, as a result, the Secretariat was able to complete the materiality determination more quickly
8.1.3. The SC should take all necessary action to remain informed on meetings of the Petroleum Pricing Committee.	Head of TTEITI Secretariat sent a letter to Permanent Secretary of the Ministry of Energy and Energy Affairs requesting to be informed of the meeting dates and agenda of the Petroleum Pricing Committee.
8.1.4. The Process used by the MEEA for compiling and publishing production figures should be reviewed to ensure it is robust and produces reliable figures.	Both the Ministry and companies will be reminded to ensure that production figures are included in the next report, using the petroleum impost as a guide.
8.1.5. The process for selection of companies for	The SC did a comprehensive review of the

inclusion in future reconciliations should include a review of changes of ownership and/or activity during or subsequent to the reconciliation period.	materiality decision as one of the corrective actions for validation. All changes were identified and companies were correctly reported.
8.1.6.1 The SC should remain informed on the progress being made in the Auditor General's office and inform the Auditor General in good time of the requirements for assurance for future reports.	SC Chair wrote to MOFE informing of requirement to have Government records audited to international standards. MOFE responded assuring that the Auditor General's department was in the process of revising its approaches to conform with the International Standard of Supreme Audit Institutions (ISSAIs) and that a new financial audit manual was expected to be completed in 2014 with full-stage implementation by 2015.
8.1.6.2 The SC should consider obtaining a confirmation letter from the companies' external auditor that confirms that the information submitted is comprehensive and consistent with their audited financial statements, with such a procedure phased in so that the confirmation letter may be integrated into the auditor's usual work programme.	Companies will be strongly encouraged to give consideration to having their branches' accounts audited individually. Currently companies have their accounts audited on a calendar year basis. There are no laws that require branches to have local statutory audits; however, the Technical Subcommittee agreed that such a requirement should be included in the upcoming EITI legislation and attempts should be made to amend the Companies Act.
8.1.7. Government and companies should be required to disclose all material receipts/payments relating to extractive operations in Trinidad and Tobago, whether made by companies registered for business in Trinidad and Tobago or not.	The SC agreed that this should be done. During the final stages of validation, a comprehensive review of all companies making material payments was conducted and in instances where a foreign registered company paid on behalf of its local subsidiary the payment was captured.
8.1.8. The SC should consult with companies as appropriate, so that preparations can be made to begin project level reporting.	The TSC agreed to define a "project" in this context as the legal entity that frames the licensed area under production. Reporting by project, therefore, in the T&T context should be defined as reporting by legal entity.
8.1.9. The scope of the TTEITI reconciliation should include a reconciliation of amounts paid by MEEA to MOFE-IRD with receipts declared by IRD for payments due from PSC contractors.	SC agreed not to reconcile these payments.
8.1.10. The MEEA should introduce appropriate computerized systems to record and control information relating to the production and finances from the oil and gas sector	TTEITI Secretariat met with representatives of World Bank to discuss the possibility of the World Bank financing this computerization and is awaiting Ministry of Energy and Energy Affairs feedback.
8.1.11. Entities should be required to report	During the Administrator's training in

<p>under the headings set out on the templates approved by the SC.</p>	<p>completing templates, companies will be asked to ensure that all payments are reported under the correct headings.</p>
<p>8.1.12. License information published on the MEEA website should be updated regularly and contain as a minimum all the data required by the EITI Standard.</p>	<p>SC requested that the MEEA publish license information. In response, the MEEA stated that this information is already public and will be updated regularly.</p>
<p>8.1.13. The SC should consider including transportation tariffs as a reconciled flow.</p>	<p>The TSC decided not to include transportation tariffs as a reconciled flow seeing that these tariffs are not paid to the government and is a commercial agreement between NGC Pipeline Company and operator companies for use of the company's pipelines. Currently the NGC Pipeline Company reports on all of its revenue payments in the EITI Report.</p>

**T&T ANNUAL ACTIVITY REPORT 2015: APPENDIX II**

**Multi-Stakeholder Group Steering Committee Principal Members**

	<b>GOVERNMENT AGENCY</b>	<b>REPRESENTATIVE AS AT JAN 1 2015</b>	<b>POSITION</b>	<b>CHANGE AS AT DEC 31 2015</b>	<b>POSITION</b>
1	Board Of Inland Revenue	Davanand Raghunanan	Field Auditor IV (Ag.)		
2	Ministry Of Energy And Energy Affairs	Randy Maurice	Senior Energy Analyst (Ag.)		
3	Ministry Of Finance And The Economy	Enid Zephrine	Executive Director, Investment/Divestment		
4	National Gas Company Of T&T	Romilla Maharaj	Manager, Accounting Services		
5	National Quarries Company Limited	Bevon Cook	CEO		
6	Petroleum Company Of T&T	Aneitha Bruneau	Manager		
	<b>PRIVATE COMPANY</b>	<b>REPRESENTATIVE AS AT JAN 1 2014</b>	<b>POSITION</b>	<b>CHANGE AS AT DEC 31 2014</b>	<b>POSITION</b>
7	BG T&T	Natasha Spencer-Edwards	Lead Compliance Advisor		
8	BHP Billiton	Carla Noel- Mendez	Manager		
9	BpTT	Deborah Ragoonath-Rajkumar	Tax Manager		
10	EOG Resources	Jerome Lopez	Manager		
	<b>CIVIL SOCIETY ORGANIZATION</b>	<b>REPRESENTATIVE AS AT JAN 1 2014</b>	<b>POSITION</b>	<b>CHANGE AS AT DEC 31 2014</b>	<b>POSITION</b>
11	Energy Chamber of T&T	Ariane Moonsie	Research Specialist		
12	Fishermen And Friends Of The Sea	Gary Aboud	Secretary		
13	Oilfield Workers' Trade Union	Rosa-Mae Whittier	Education and Research Officer		
14	T&T Chamber Of Industry & Commerce	Melanie Richards	Chair, CSR Committee		
15	T&T Transparency Institute	Debbie Mohammed	Member	Deryck Murray	Chairman
16	The Cropper Foundation	Mark Thomas	CEO		
17	The National Youth Council Of T&T				
18	The Network Of NGOs For The Advancement Of Women	Gia Gaspard-Taylor	Member		

**T&T ANNUAL ACTIVITY REPORT 2015: APPENDIX III**

**Multi-Stakeholder Group Steering Committee Alternate Members**

	<b>GOVERNMENT AGENCY</b>	<b>REPRESENTATIVE AS AT JAN 1 2015</b>	<b>POSITION</b>	<b>CHANGE AS AT DEC 31 2015</b>	<b>POSITION</b>
1	Board Of Inland Revenue	Sabita Lall	Assistant Commissioner		
2	Ministry Of Energy And Energy Affairs	Arlena Maynard	Planning Officer I		
3	Ministry Of Finance And The Economy	Kathy Ann Holder	Senior Research Officer		
4	National Gas Company Of T&T				
5	National Quarries Company Limited	Lyndon Ramoutar	Operations Manager		
6	Petroleum Company Of T&T				
	<b>PRIVATE COMPANY</b>	<b>REPRESENTATIVE AS AT JAN 1 2015</b>	<b>POSITION</b>	<b>CHANGE AS AT DEC 31 2015</b>	<b>POSITION</b>
7	BG T&T				
8	BHP Billiton	Kristy Quintal	Communications Advisor		
9	BpTT	Natalie Aimes	Senior Manager		
10	EOG Resources	Lisa Steele-Pujadas	Public Relations Coordinator		
	<b>CIVIL SOCIETY ORGANIZATION</b>	<b>REPRESENTATIVE AT JAN 1 2015</b>	<b>POSITION</b>	<b>CHANGE AS AT DEC 31 2015</b>	<b>POSITION</b>
11	Energy Chamber of T&T				
12	Fishermen And Friends Of The Sea		Member		
13	Oilfield Workers' Trade Union	Oswald Warwick	Chief Information & Education Officer		
14	T&T Transparency Institute	Debbie Mohammed	Member		
15	The Cropper Foundation				
16	The National Youth Council Of T&T				
17	The Network Of NGOs For The Advancement Of Women				
18	T&T Chamber Of Industry & Commerce	Marc Cheng Wing	Member		

