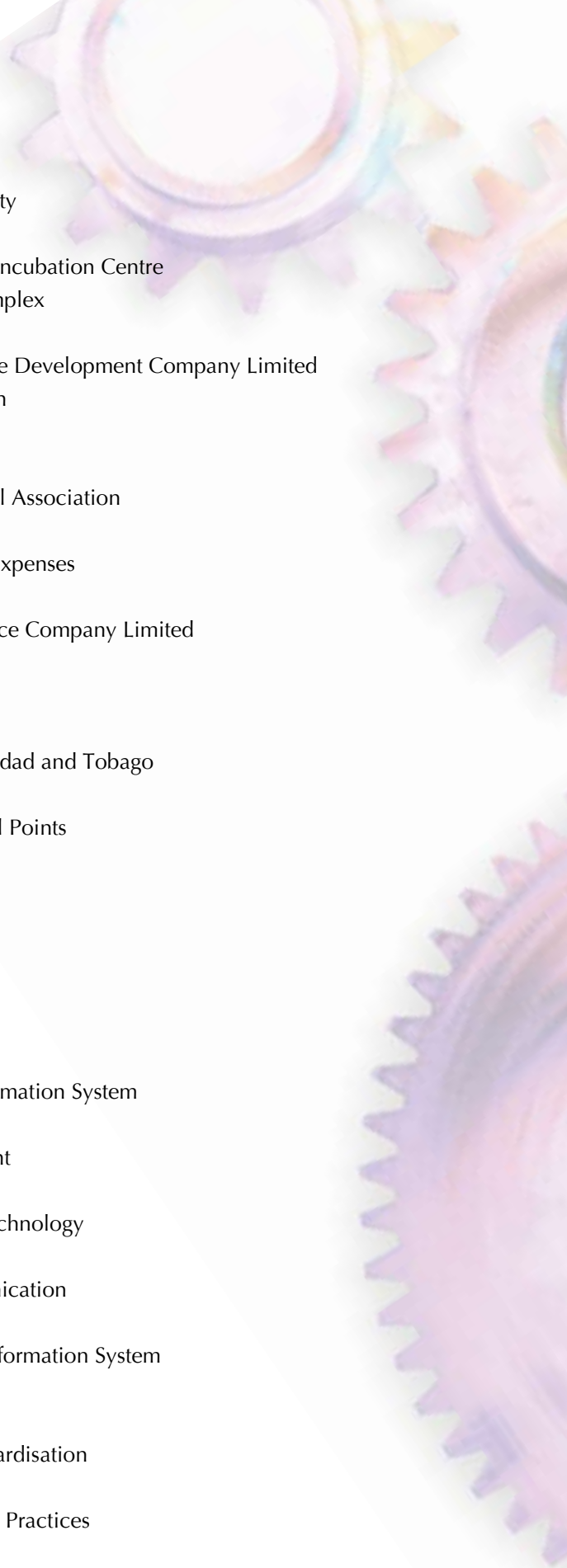


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## List of Acronyms

ACS	Association of Caribbean States
ACTT	Accreditation Council of Trinidad and Tobago
ADCR	Audio Digital Court Recording
AIDS	Acquired Immune Deficiency Syndrome
ARV	Anti- Retro Viral
AUM	Ammonia/Urea/Melamine
APR	Air Pollution Rules
ASYCUDA	Automated System for Customs Data
B2B	Business to Business
BDC	Business Development Company
BGTT	British Gas of Trinidad and Tobago
BIT	Bilateral Investment Treaty
CAC	Community Access Centre
CAP	Continuous Assessment Programme
CAPA	Crime and Problem Analysis Unit
CARIFESTA	Caribbean Festival of Creative Arts
CARIRI	Caribbean Industrial Research Institute
CBOs	Community Based Organizations
CBTT	Central Bank of Trinidad and Tobago
CEPEP	Community-Based Environmental Protection and Enhancement Programme
CCC	Civilian Conservation Corps
CCTT	Community College of Trinidad and Tobago
CCTV	Closed Circuit Television
CDAP	Chronic Disease Assistance Programme
CHIC	Caribbean Hotel Industry Conference
CMIS	Case Management Information System
CNMG	Caribbean New Media Group
COSTATT	College of Science, Technology and Applied Arts of Trinidad and Tobago
CSEC	Caribbean Secondary Education Certificate Examinations
CSO	Central Statistical Office
CT	Computed Tomography
CTB	Central Tenders Board
CWC	Cricket World Cup
CXC	Caribbean Examinations Council
DE	Distance Education
DHF	District Health Facilities
DLS	Distance Learning Secretariat
DNA	Deoxyribonucleic Acid
ECCE	Early Childhood Care and Education
EDH	Energy Data Hub



EIA	Environmental Impact Assessment
EMA	Environmental Management Authority
EPWS	Early Public Warning System
ETTIC	Entrepreneurial Institute Training & Incubation Centre
EWMSC	Eric Williams Medical Sciences Complex
eSPN	Energy Sector Private Network
eTeck	Evolving Tecknologies and Enterprise Development Company Limited
FCCA	Florida Caribbean Cruise Association
FDI	Foreign Direct Investment
FIA	Financial Institutions Act
FIFA	Fédération Internationale de Football Association
FSO	Financial Services Ombudsman
GATE	Government Assistance for Tuition Expenses
GDP	Gross Domestic Product
GHR	Government Human Resource Service Company Limited
GIS	Geographic Information System
GMP	Good Manufacturing Practices
GNP	Gross National Product
GORTT	Government of the Republic of Trinidad and Tobago
GSS	Government Shipping Service
HACCP	Hazard Analysis and Critical Control Points
HBI	Hot Briquetted Iron
HDC	Housing Development Corporation
HDI	Human Development Index
HDR	Human Development Report
HELP	Higher Education Loan Programme
HIV	Human Immunodeficiency Virus
HR	Human Resource
HRMIS	Human Resource Management Information System
HSF	Heritage and Stabilisation Fund
HYPE	Helping You Prepare for Employment
ICC	International Cricket Council
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
IEC	Information Education and Communication
IFC	International Financial Centre
IFMIS	Integrated Financial Management Information System
IMA	Institute of Marine Affairs
IMF	International Monetary Fund
ISO	International Organisation for Standardisation
IT	Information Technology
KAPB	Knowledge, Attitude, Behaviour and Practices



KID	Knowledge, Innovation and Development
LATT	Library Association of Trinidad and Tobago
LEEDS	Leadership in Energy and Environmental Design
LCF	Large Commercial Farms
LMI	Labour Market Information
LMS	Learning Management Systems
LNG	Liquefied Natural Gas
LTA	Long Term Agreement
MDGs	Millennium Development Goals
MEG	Micro Enterprise Training and Development Grant
MEL	Micro Enterprise Loan
MfDR	Managing for Development Results
MIC	Metal Industries Company
MILAT	Military Led Academic Training Programme
MIT	Massachusetts Institute of technology
MOE	Ministry of Education
MOPD	Ministry of Planning and Development
MORI	Market and Opinion Research International
MOU	Memorandum of Understanding
MRI	Magnetic Resonance Imaging
NRWRP	National Reforestation and Watershed Rehabilitation Programme
MSME	Micro, Small and Medium-sized Enterprises
MTI	Ministry of Trade and Industry
MTP	Methanol/Propylene/Polypropylene
MuST	Multi Sector Skills Training
MW	Mega Watt
MYPART	Military Lead Youth Programme of Apprenticeship and Orientation Training
NACC	National AIDS Coordinating Committee
NALIS	National Library and Information System Authority
NAMISTT	National Agricultural Marketing and Information System of Trinidad and Tobago
NAMDEVCO	National Agricultural Marketing Development Company
NBN	National Broadcasting Network
NCSE	National Certificate of Secondary Education
NEC	National Energy Corporation
NEDCO	National Entrepreneurship Development Company Limited
NES	National Employment Service
NESC	National Energy Skills Centre
NGLIS	National Geographic and Land Information Systems
NGC	National Gas Company
NGOs	Non Governmental Organisations



NHP	National Highways Programme
NHRMIS	National Human Resource Management Information Systems
NIHERST	National Institute of Higher Education, Research, Science & Technology
NIPDEC	National Insurance Property Development Company Limited
NIS	National Innovation System
NOC	National Oncology Centre
NOS	National Occupational Standards
NOSTT	National Open School of Trinidad and Tobago
NPC	National Port Council
NRWRP	National Reforestation and Watershed Rehabilitation Programme
NSDI	National Spatial Data Infrastructure
NSDP	National Social Development Programme
NTA	National Training Agency
NYP	National Youth Policy
OCW	Open Course Ware
ODS	Ozone Depleting Substances
ODPM	Office of Disaster Preparedness and Management
OJT	On-the-Job Training
OLP	Opinion Leaders' Panel
OSHA	Occupational Safety and Health Act
PIL	Partners in Learning
PIN	Personal Identity Number
PIU	Project Implementation Unit
PLWHA	Persons living with HIV/AIDS
PMTCT	Prevention of Mother-to-Child Transmission
POS	Point of Sale
PPI	Printing and Packaging Industry
PPP	Plastics, Packaging and Printing
PSIP	Public Sector Investment Programme
PTSC	Public Transport Services Corporation
PURE	Programme for Upgrading Road Efficiency
R&D	Research and Development
RBM	Results-Based Management
RGD	Registrar General's Department
RDF	Research and Development Facilities
RHA	Regional Health Authority
RIC	Regulated Industries Commission
RPO	Real Property Ordinance
RuDeCOTT	Rural Development Company of Trinidad and Tobago
SAFFL	Spanish as the First Foreign Language
SAUTT	Special Anti-Crime Unit of Trinidad and Tobago
SERVOL	Service Volunteered for All



SLC	Survey of Living Conditions
SME	Small and Medium Enterprise
SmeXchange	Small and Medium Enterprise Exchange
STI	Science, Technology and Innovation
STPD	Short Tonnes per Day
T&TEC	Trinidad and Tobago Electricity Commission
TATT	Telecommunications Authority of Trinidad and Tobago
TIC	Trade and Investment Convention
TDC	Tourism Development Company Limited
TLI	Tertiary Level Institutions
TSTT	Telecommunications Services of Trinidad and Tobago
TT ENT	Trinidad and Tobago Entertainment Company
TTFC	Trinidad and Tobago Film Company
TTFCL	Trinidad and Tobago Film Company Limited
TTIFC	Trinidad and Tobago International Financial Centre
TTNVQ	Trinidad and Tobago National Vocation Qualification
TTPOST	Trinidad and Tobago Postal Corporation
TUCO	Trinbago Unified Calypso Organisation
UAN	Urea Ammonium Nitrate
UDeCOTT	Urban Development Corporation of Trinidad and Tobago
UFW	Unaccounted for Water
UNDP	United Nations Development Programme
UPRN	Unique Parcel Reference Number
URP	Unemployment Relief Programme
UTT	University of Trinidad and Tobago
UWI	University of the West Indies
UWIDEC	University of West Indies Distance Education Centre
VAT	Value Added Tax
VCT	Voluntary Counselling and Testing Programme
WAN	Wide Area Network
WASA	Water and Sewerage Authority
WPR	Water Pollution Rules
WYP	What's Your Position
YES	Youth Entrepreneurship Success
YAPA	Youth Apprenticeship Programme in Agriculture
YSC	Yachting Steering Committee
YTEPP	Youth Training and Employment Partnership Programme

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# *Vision Statement*

**By the year 2020, Trinidad and Tobago will be**

a united, resilient, productive, innovative and prosperous nation

With a disciplined, caring, fun-loving society

Comprising healthy, happy and well-educated people and built on the enduring attributes of self-reliance, respect, tolerance, equity and integrity

in which . . .

Every citizen has equal opportunities to achieve his/her fullest potential  
All citizens enjoy a high quality of life, where quality healthcare is available to all and where safe, peaceful, environmentally-friendly communities are maintained

All citizens are assured of a sound, relevant education system tailored to meet the human resource needs of a modern, progressive, technologically advancing nation

Optimum use is made of all the resources of the nation

The family as the foundation of the society contributes to its growth, development and stability

There is respect for the rule of law and human rights and the promotion of the principles of democracy

The diversity and creativity of all its people are valued and nurtured.



## Preface

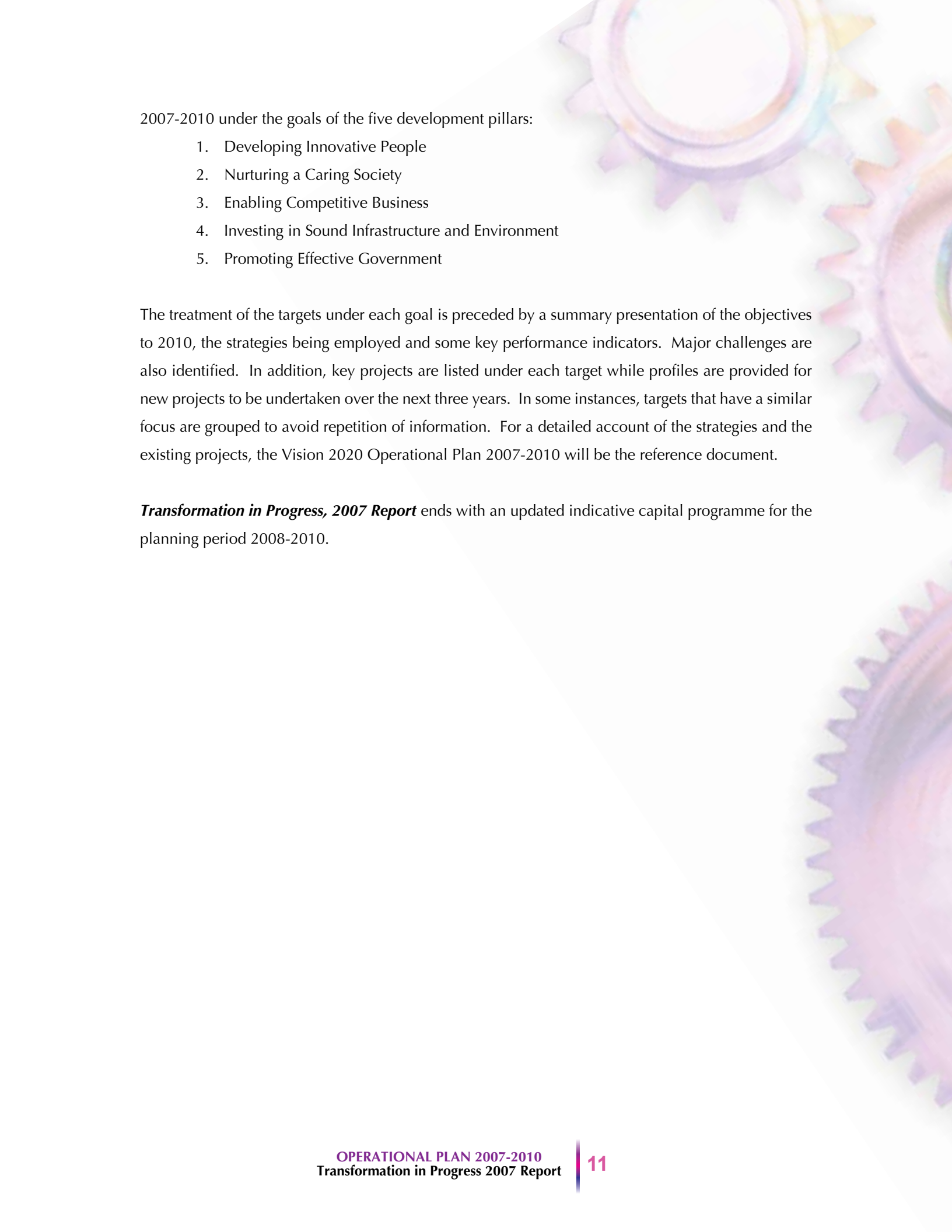
***Transformation in Progress, 2007 Report*** is the first annual report of the Government on the implementation of Vision 2020. It provides an account of the progress being made towards the achievement of specific targets identified in the Vision 2020 Operational Plan 2007-2010.

Essentially, this represents the first step towards establishing a common framework for reporting on actions being taken across the public sector towards the achievement of specific outputs and outcomes consistent with Vision 2020. It is an important part of the process that started last year to bring the policies and actions of all Ministries and public sector Agencies into closer alignment with the goals and objectives of Vision 2020. Importantly, this Report also introduces, at the broadest level, performance indicators which add a new dimension to planning in the public sector.

Over the next few years, the process of moving towards a results-based system will be intensified. A great deal of attention must be given to defining targets that reflect the priority areas for progress and that are agreed upon with Ministries and other key stakeholders in the country. Additionally, the process of identifying and refining outcome indicators at the level of the programme, the sector and the development pillar as well as for each geographic region must be accelerated. This process must be a collaborative effort, complemented by activities to develop new data sources and strengthen existing data collection systems.

***Transformation in Progress, 2007 Report*** elaborates on two very important areas of transformation. The first involves a complete re-orientation, both technical and cultural, of the way the public sector operates with the emphasis being on managing for development results. The second area is even more fundamental to Vision 2020, since it speaks to the issue of reforming values and attitudes. A broad approach to this issue is taken. It involves the establishment of multi-stakeholder partnerships to initiate dialogue – in our communities, schools, workplaces and our homes as to the values and behaviours that are important to our society. Thereafter, the Ministry of Planning and Development will lead and co-ordinate the implementation of a comprehensive social marketing programme. In addition, the issue of enforcement of the laws of our nation must assume greater priority.

A review of the policy context leads into a summary account of progress made over the past year in respect of each of the five development pillars. Thereafter, a more elaborate account is given of the progress made toward the achievement of each target identified in the Vision 2020 Operational Plan



2007-2010 under the goals of the five development pillars:

1. Developing Innovative People
2. Nurturing a Caring Society
3. Enabling Competitive Business
4. Investing in Sound Infrastructure and Environment
5. Promoting Effective Government

The treatment of the targets under each goal is preceded by a summary presentation of the objectives to 2010, the strategies being employed and some key performance indicators. Major challenges are also identified. In addition, key projects are listed under each target while profiles are provided for new projects to be undertaken over the next three years. In some instances, targets that have a similar focus are grouped to avoid repetition of information. For a detailed account of the strategies and the existing projects, the Vision 2020 Operational Plan 2007-2010 will be the reference document.

***Transformation in Progress, 2007 Report*** ends with an updated indicative capital programme for the planning period 2008-2010.



# Introduction

Trinidad and Tobago is now well on its way to becoming a developed nation by the year 2020. In 2002, the Government took the bold step of articulating a vision that would bring unprecedented prosperity and a higher quality of life to all the people of this country. At the outset, we committed to engage in a process of long-term strategic planning that would embrace people from every segment of our society. That process was highly successful. In 2005, the Vision 2020 Planning Committee which was appointed to lead the strategic planning process produced the National Strategic Plan (NSP). The Planning Committee comprised several respected leaders from the public and private sectors, labour, academia and civil society as well as representatives from key international development agencies resident in the country. Like the Government, they understood quite clearly the importance of making Vision 2020 a truly national undertaking. As a result, over 600 persons were invited to be part of this strategic exercise and hundreds more were engaged all across the country in a series of participatory exercises. This process ensured that the NSP is, in essence, a synthesis of the views and aspirations of the people of this country. The document was laid in Parliament in early 2006.

On the basis of the NSP, the Government produced the Vision 2020 Operational Plan 2007-2010. This was an important turning point for development planning in Trinidad and Tobago. For the first time, the Vision of providing a high quality of life to all citizens that is on par with the standards of the more developed nations was linked, in one document, to the achievement of explicitly defined goals and objectives, and the implementation of specific programmes and projects. Furthermore, a deliberate step forward was the introduction of a system of managing for results with the identification of targets to be achieved by the year 2010.

This document, ***Transformation in Progress, 2007 Report*** represents a continuation of our efforts to introduce a culture of performance measurement and evaluation to public sector operations.

We also place on the national agenda for discussion the very important issue of enhancing the values and attitudes which characterise our society. The experiences of other countries already signal to us that this will prove to be the key to successful transformation of our society and our economy and ultimately to the realisation of Vision 2020.

This document bears testimony to our unwavering commitment to achieving results that improve the lives of all Trinidadians and Tobagonians. We have set clear goals and targets and we are determined to achieve all of them. The main focus now is on accelerated implementation. Realizing Vision 2020 is not an overnight process. Many of the challenges we have to overcome are deeply embedded in the economic, socio-cultural and political workings of our society which have developed over many years. As a result, the transformation that is required extends to every facet of life in this country: the

way we think, behave, live and relate to each other and our environment.

In the final analysis, this transformation will require the collective will and energies of all of us - government, public sector, civil society, business, labour and individual citizens.



# Part I:

## MANAGING FOR DEVELOPMENT RESULTS

### The Power of Measuring Results

If you do not measure results, you cannot tell success from failure  
If you cannot see success, you cannot reward it  
If you cannot reward success, you are probably rewarding failure  
If you cannot see success, you cannot learn from it  
If you cannot recognize failure, you cannot correct it  
If you can demonstrate results, you can win public support

Source: Kusek & Rist, Ten Steps to a Results-Based Management System

### What makes Vision 2020 different from previous efforts at long term planning?

The fundamental difference is that Vision 2020 has a very specific results agenda. It establishes clearly defined goals, objectives and strategies for the achievement of results that are intended to improve the quality of life of each citizen of this country. It also identifies performance indicators for tracking progress. Vision 2020, therefore requires that a new management approach be adopted that gives priority to the achievement of results.

### What is Managing For Development Results?<sup>1</sup>

#### Box 1.1 Results Chain in Results-Based Management

Impact	The higher-order objective to which a development intervention is intended to contribute
Outcome	The likely or achieved short-term and medium term effects of an intervention's outputs
Output	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes
Activity	Actions taken or work performed through which inputs, such as funds, technical assistance and other types of resources are mobilized to produce specific outputs
Inputs	The financial, human, and material resources used for the development intervention

Source: OECD/DAC: Glossary of Key Terms in Evaluation and Results Based Management

Managing for Development Results (MfDR) or Results-Based Management (RBM) is a public management strategy that focuses on using information on the results of development interventions to improve decision-making. It shifts the focus of public management from inputs/activities/outputs to outcomes/impact (Box 1.1). As a result, there is a deliberate movement away from assessing performance based entirely on expenditures and outputs to assessing performance based on the achievement of anticipated outcomes.

<sup>1</sup> Managing for Results is not a new concept, having its genesis in the 1960s with Peter Drucker's Management by Objectives. This evolved into the logical framework promoted by development agencies for public sector managers in the 70s. During the 1980s, the United Kingdom and New Zealand adopted 'managing for results' followed by the USA and the OECD countries in the 1990s. It was also during the 1990s that MfDR became an important component of the 'New Public Management'.

***“We have spent our entire allocation and completed our programmes, therefore our performance is excellent”***

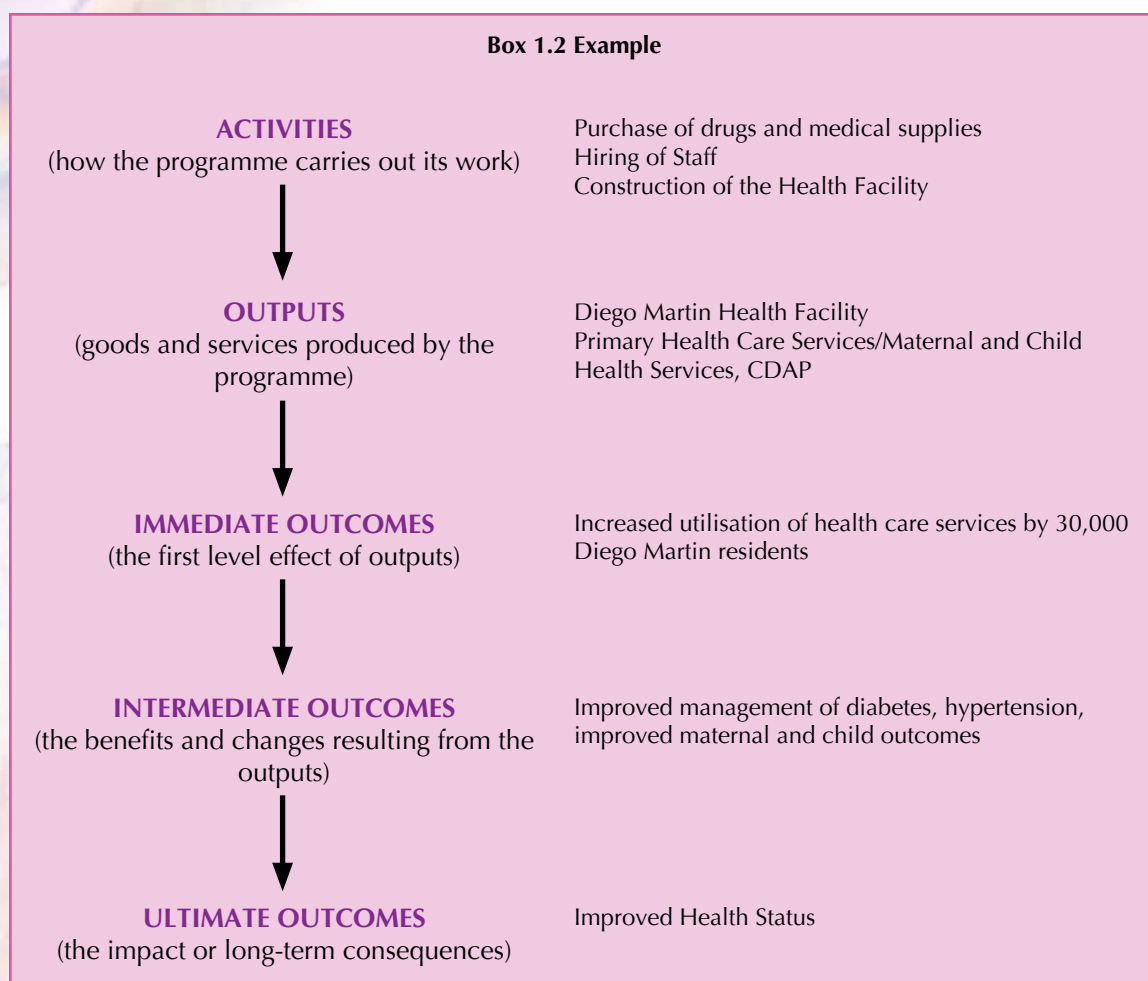
**VS**

***“Target groups have reaped the expected benefits from these programmes, therefore we are contributing to Government’s strategic outcomes”***

The information requirements to report on the latter statement are fundamentally different from those needed for the former. It is generally easier to prepare and track expenditure data than to develop outcome indicators, identify sources of data collection and produce the required data. This reliance on data is integral to MfDR since it signals whether or not development objectives are being met and whether or not the adopted strategies are appropriate for achieving these objectives.

In MfDR, anticipated outcomes are clearly identified and there is a logical articulation of how the specified inputs/activities/outputs will lead to the anticipated outcome.

**Box 1.2 Example**



For example, in Box 1.2, the Diego Martin District Health Facility (an output) will facilitate increased utilisation of quality health services by 30,000 residents (immediate outcome) which will improve the health status of identified target populations (children, women, persons at high risk for chronic diseases) within the next ten years (impact).

In this example, access to a physical facility will not, by itself, ensure the achievement of the outcomes specified. The delivery of quality health services is contingent on the availability of highly qualified, experienced, motivated and client- oriented staff (both technical and administrative), installation and maintenance of the required equipment and establishment of ongoing health promotion programmes targeted to specific 'at risk' groups, among other things. These are all complementary initiatives that must be specified and linked to the achievement of the expected outcomes. As such, it is important to develop key performance indicators to track their progress.

A performance indicator is a quantitative or qualitative variable that provides a simple and reliable basis for assessing actual results compared with expected results. Performance indicators are used to answer 'how' or 'whether' a programme/project is progressing towards its objectives, rather than 'why' or 'why not' such progress is being made. They are usually expressed in quantifiable terms and should be objective and measurable (e.g. numeric values, percentages, scores and indices).

### Where are we in terms of Managing for Development Results?

Beginning in 1992, the Government embarked on a comprehensive strategy to build capacity in project cycle management including training in the formulation and utilization of the logical framework as a mechanism to appraise, monitor and evaluate projects under the Public Sector Investment Programme (PSIP). Preparation of a logical framework became a requirement for submission and approval of capital projects.

However, some 15 years later, findings from the recently completed Vision 2020 Readiness Assessment<sup>2</sup> suggest that:

- logical frameworks are rarely prepared and in instances where they have been developed, this is due to the requirements of multilateral institutions
- logical frameworks constitute a 'paper exercise' rather than a mechanism that facilitates the tracking of a project's implementation or contribution to identified goals/outcomes

A Logical Framework is a management tool used in project design, execution and evaluation. It involves identifying project input, outputs, outcomes and impact and their causal relationships, indicators and the assumptions or risks which may influence success or failure

<sup>2</sup> The Programme Management Office conducted a Vision 2020 Readiness Assessment Survey between February and May 2007, targeting 23 Ministries. Over 140 face-to-face interviews with Senior Public Officers were completed to determine their perceptions of Vision 2020, the capacity for monitoring and evaluation and project cycle management within the public sector and the extent to which policy/programme formulation is based on 'evidence', among other things.

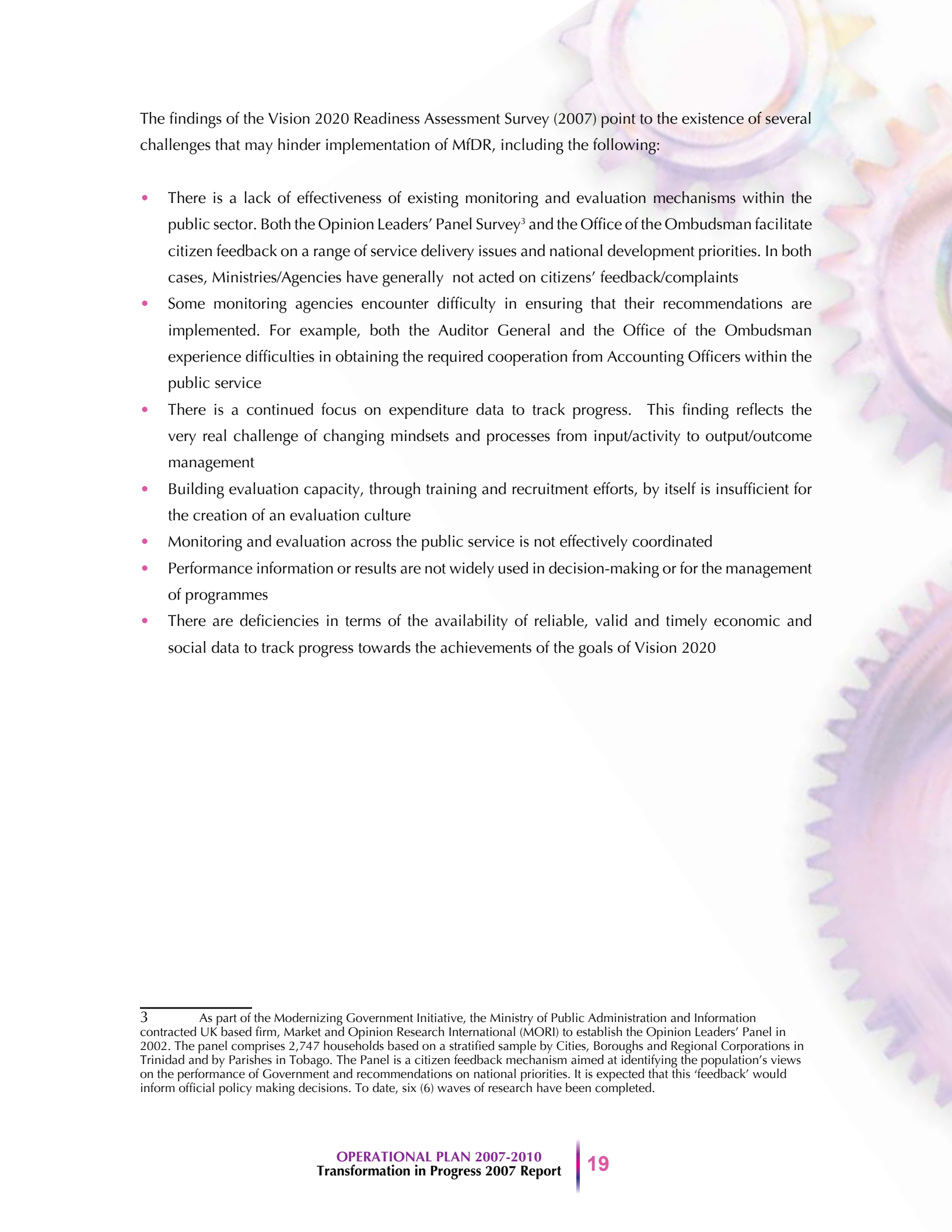
- Despite the identification of indicators and sources of data collection in logical frameworks, the actual collection, collation, analysis and utilization of such data are rarely undertaken

However, these findings do not invalidate the usefulness of the logical framework.

The current architecture for monitoring and evaluation in the public sector includes several central agencies (Box 1.3).

### **Box 1.3 GOVERNMENT OF TRINIDAD AND TOBAGO MONITORING AND EVALUATION ARCHITECTURE**

<b>Central Agencies</b>	<b>Role and Function</b>
Office of the Auditor General	Mandated under the Constitution to examine and report annually to Parliament on the accounts of Ministries, Departments, Regional Health Authorities, Regional Corporations and such State-controlled Enterprises and Statutory Boards for which the Auditor is the statutory auditor
Office of the Ombudsman	Mandated under the Constitution to investigate any decision made, or any act done or omitted by any Department of Government in the exercise of the administrative functions of that Department or Authority
Ministry of Finance	Manages the implementation of the annual budget
Ministry of Planning and Development	<ul style="list-style-type: none"> <li>• Appraises capital projects and monitors implementation of the PSIP</li> <li>• Monitors implementation of Government's economic and social policy</li> <li>• Leads, guides and coordinates implementation of Vision 2020</li> </ul>
Ministry of Public Administration	<ul style="list-style-type: none"> <li>• Coordinates the Opinion Leaders' Panel Survey</li> <li>• Conducts training in Monitoring and Evaluation and Project Cycle Management</li> <li>• Responsible for monitoring the efficiency and effectiveness of all Ministries and Departments</li> </ul>
Ministry of Social Development	Monitors and evaluates social sector policies, programmes and projects including implementation of the systems and processes outlined in the Policy on Monitoring and Evaluation in the Social Sector
Cabinet Secretariat	Monitors the implementation of Cabinet decisions
Parliamentary Joint Select Committees	Investigates and reports to Parliament on the functioning of Service Commissions, Ministries and Statutory Bodies and Enterprises
Central Statistical Office	Responsible for the collection, collation, analysis and publication of statistical information on all economic and social activities in Trinidad and Tobago



The findings of the Vision 2020 Readiness Assessment Survey (2007) point to the existence of several challenges that may hinder implementation of MfDR, including the following:

- There is a lack of effectiveness of existing monitoring and evaluation mechanisms within the public sector. Both the Opinion Leaders' Panel Survey<sup>3</sup> and the Office of the Ombudsman facilitate citizen feedback on a range of service delivery issues and national development priorities. In both cases, Ministries/Agencies have generally not acted on citizens' feedback/complaints
- Some monitoring agencies encounter difficulty in ensuring that their recommendations are implemented. For example, both the Auditor General and the Office of the Ombudsman experience difficulties in obtaining the required cooperation from Accounting Officers within the public service
- There is a continued focus on expenditure data to track progress. This finding reflects the very real challenge of changing mindsets and processes from input/activity to output/outcome management
- Building evaluation capacity, through training and recruitment efforts, by itself is insufficient for the creation of an evaluation culture
- Monitoring and evaluation across the public service is not effectively coordinated
- Performance information or results are not widely used in decision-making or for the management of programmes
- There are deficiencies in terms of the availability of reliable, valid and timely economic and social data to track progress towards the achievements of the goals of Vision 2020

<sup>3</sup> As part of the Modernizing Government Initiative, the Ministry of Public Administration and Information contracted UK based firm, Market and Opinion Research International (MORI) to establish the Opinion Leaders' Panel in 2002. The panel comprises 2,747 households based on a stratified sample by Cities, Boroughs and Regional Corporations in Trinidad and by Parishes in Tobago. The Panel is a citizen feedback mechanism aimed at identifying the population's views on the performance of Government and recommendations on national priorities. It is expected that this 'feedback' would inform official policy making decisions. To date, six (6) waves of research have been completed.

## The Way Forward

Vision 2020 now provides the framework necessary for establishing an MfDR system. Recognizing the need for a dedicated resource to ensure sustained monitoring of Vision 2020, the Programme Management Office (PMO) was established.

However, the establishment of a culture of managing for development results will not occur spontaneously and will in fact require the implementation of targeted strategies.

As a first step, common understanding among the various development stakeholders and their commitment are central to effective pursuit of an MfDR agenda. All stakeholders and actors need to agree on the results that are expected, while supporting each other as well as those who are charged with leading the implementation process. There must also be strong political support.

### ***Actions to be taken by Ministries/Departments***

Initially, Ministries/Departments will be required to commence the process of aligning their corporate plan (vision, mission, objectives and policies/programmes) with the relevant outcomes outlined in the Vision 2020 Operational Plan 2007-2010. This process involves the following activities:

- Assessing the extent to which their corporate visions and missions support the goals specified in the relevant development pillars
- Assessing the extent to which their current policies, programmes and projects (capital and recurrent) contribute, directly or indirectly, to

### **The Vision 2020 Programme Management Office**

The Programme Management Office was established in the Ministry of Planning and Development to lead, guide and co-ordinate the implementation of key Vision 2020 activities across the public sector. The Office commenced operations in January 2007. Since then it has been focusing attention on the following:

- developing a framework for evaluating and measuring performance and development outcomes of programmes and projects
- building a comprehensive system of performance indicators
- designing a system for reporting on implementation progress by Ministries/Agencies

Earlier this year, the Office also conducted a *Readiness Assessment of the Public Sector to Implement Vision 2020* in all Government Ministries involving over 140 public officers. The *Assessment* was also extended to include a few private sector and civil society organisations in order to glean some early indications of the processes being used by these important actors. The analysis of the findings of this exercise is now being undertaken and will inform the design of a comprehensive strategy to make Ministries and public sector agencies more Vision 2020-compliant. A final report on the findings of the *Assessment* will be produced before the end of September 2007.

the attainment of the specified goals

- Based on this analysis, re-aligning their Visions/Missions/Strategic Plans with Vision 2020 goals
- Developing, if necessary, new and complementary strategies and programmes/projects for achieving the specific goals
- Detailing how the preferred strategy is the most efficient, effective, relevant and sustainable option
- Identifying stakeholder agencies relevant to the strategy and detailing their involvement in implementation of the strategy
- Developing performance information systems to track progress and inform decision-making on programme/project results and their outcomes

On completion of this process, it is expected that all Ministries and public sector agencies would conduct comprehensive analyses of their programme performance by strategic outcomes.

### ***Actions to be taken by the Ministry of Planning and Development***

The Programme Management Office, Ministry of Planning and Development will undertake a series of activities. These include:

- Developing an overarching policy framework for the introduction of an MfDR system
- Consensus building on the challenges and benefits of MfDR within the public sector
- Establishing an appropriate monitoring and evaluation framework, including a comprehensive indicator system to support the implementation of the Vision 2020 National Strategic Plan and the Operational Plan 2007-2010
- Establishing a financial mechanism for commissioning evaluations of key Government programmes and projects. It is anticipated that the findings of these evaluations will inform the budgetary allocation process and will also constitute a mechanism to acculturate the public sector to managing for results
- Capacity building in monitoring and evaluation and project cycle management
- Developing a systematic and integrated process of public sector investment planning and implementation through the revision and upgrade of the current manuals and guidelines for project preparation, appraisal, monitoring and evaluation
- Designing a comprehensive web-based Vision 2020 Information Management System to support the policy and project cycle management function across the public sector
- Establishing a National Geographic Information System to inform more effective targeting of policy and programme interventions



## Part II:

### IGNITING THE SPARK FOR VISION 2020 - ENHANCING VALUES AND ATTITUDES

**“More than economics, more than politics,  
a nation’s culture will determine its fate”  
(Former Prime Minister of Singapore, Lee Kuan Yew, 1994)<sup>4</sup>**

#### How important are our Culture, Values and Attitudes to Vision 2020?

Vision 2020 is inherently values and attitudes-based. The Trinidad and Tobago of 2020 to which we aspire is characterised by a core set of values and attitudes that underpin the foundations of any civilised society.

Specifically, we envision Trinidad and Tobago as being ***united, productive, innovative*** with a ***disciplined, caring, fun-loving*** society comprising ***healthy, happy, well-educated*** people that embrace the values of ***respect, tolerance, equity and integrity***. Furthermore, every citizen is assured of ***equal opportunities*** and there is ***respect for the rule of law and human rights*** and adherence to the ***principles of democracy***.

Therefore, by our own definition, Vision 2020 will only be achieved if these values and attitudes are the dominant features of our society. In fact, they will be the most important determining factors of success.

The experience of other countries attests to the important link between a country’s development progress and the culture, values and attitudes that characterise its society. Indeed, these factors have been cited as fundamental to the creation of successful nations such as Japan and Singapore. In the case of Singapore, Former Prime Minister Lee Kuan Yew identified culture as being critical to Singapore’s success in becoming one of the most prosperous nations in the world. Over a period of thirty-five years, from 1965 to 2000, Lee Kuan Yew transformed his newly independent

**Culture** is the way of life that characterizes a society. It is primarily about people and their relationship to the natural environment; and people and their relationship with each other

Report of the Vision 2020 Sub-Committee on Culture and Attitudes, 2004

**Values** - the principles that guide our decisions and life choices, and influence our beliefs on what is right and what is wrong


**Attitude** - the learned, relatively stable tendency to respond to people, concepts, and events in a positive or negative way. Attitudes change according the values to which we subscribe

**Culture** influences our **values** which in turn informs our **attitudes** which become evident in our **behaviours**

“The developed country status to which we aspire in 2020 rests on a sophisticated set of customs and behaviours which we are yet to develop. It is not just about tall buildings and wide roads. It is about how we interact with each other and the world around us.”

Richard Joseph, Caribbean Business Services Limited, Newsday Business Day, August 9, 2007

<sup>4</sup> A conversation with Lee Kuan Yew, *Foreign Affairs* March/April 1994



country into one “characterized by high-quality infrastructure, a flexible and efficient market, a healthy and well-educated workforce and high levels of technological readiness and innovative capacity,”<sup>5</sup> despite the lack of any natural resource.

Sen (2001) also highlighted the critical role that culture as well as values and attitudes play in the economic and social development of a country. He concluded that these factors create and enhance the productive environment required for long-term growth. Citing the experience of Japan, he explained that cultural heritage (for example, the Japanese ethos – business, family, and cooperative values) impacted on the positive economic performance of that country.

Douglass North (2001) directed attention to the impact culture has on the quality of institutions and the role of these institutions in the economic progress of a country. He contended that culture influences the knowledge base (skills, education,) of people in these institutions as well as the rules that govern such institutions, for example, the adherence to principles of transparency, quality standards and the law. Therefore, he concluded that culture, once effectively harnessed, can be used to improve institutions which would, in turn, advance development progress.

### **Do we have the Culture to achieve Vision 2020?**

In Trinidad and Tobago, several surveys<sup>6</sup> and reports have also highlighted the importance of these issues.

The Vision 2020 Sub-Committee on Culture and Attitudes proposed in 2004 that priority be placed on the “reengineering” of our behaviour patterns through motivation and reinforcement measures, in order to “reverse the prevailing self-defeating attitudes that paralyze attempts to go forward”.

More recently, in the Vision 2020 Readiness Assessment Survey (2007) conducted within the Public Sector, over 90 per cent of the respondents indicated that Vision 2020 could be achieved but that its success was dependent on the values, attitudes and behaviours of our citizens and the performance and quality of our public institutions.

The World Values Survey: Trinidad and Tobago (2007), reports that many of the issues that will contribute to a better society and shape our national priorities for development are culturally and attitudinally-based. For example, in the Survey, 66 per cent of the respondents felt there was either no respect or not much respect for human rights in the country. In terms of national priorities, 31 per

<sup>5</sup> Global Competitiveness Report, World Economic Forum 2006-2007, Page 32

<sup>6</sup> Vision 2020 Readiness Assessment Survey ; MORI, World Values Survey 2007

cent placed maintaining order in the nation as a significant priority whilst 51 per cent regarded the fight against crime as 'a most important priority'. In order to create a better society, the majority of the respondents (94 per cent) felt that more emphasis should be placed on family life; 90 per cent agreed that there is need for greater respect for authority and 69 per cent believed that work should take an important place in our lives.

These Surveys and Reports all seem to suggest that citizens perceive a general deterioration in core values and attitudes in the country. The manifestations of this deterioration are evident in the high incidence of crimes against the person, indiscipline in several schools, poor work ethic, the misuse of public facilities, environmental degradation evident in the indiscriminate disposal of waste, and poor service delivery at public institutions, (evident in long lines, and complaints of the non-professional behaviour of service counter staff at key Government institutions). It is also apparent in the flagrant disregard for traffic laws such as driving on the shoulder lane or beyond the speed limit, driving under the influence of alcohol, hit and run accidents, the lack of courtesy shown to pedestrians at zebra crossings and the failure to observe traffic signs and signals.

These findings point to some disturbing trends which have the potential to negatively impact our development progress. However, the situation is not unique to Trinidad and Tobago. It is a challenge for all developing countries seeking to transition to a higher plateau of development in a globalised society, while still adhering to a core set of values.

### **What are the Values we want to promote?**

There are core 'neighbourly' values that must always prevail. These are the foundational, constant values of strong, stable and civilised societies. They bind the society together into one common frame of reference and guide the development and workings of the family, the justice and legal system, religious bodies, community groups, public sector entities, business and social organisations and governance institutions. These values are:

#### **Core Values**

- Respect for Life, Human Dignity, the Environment and the Law
- Caring, Civility and Compassion
- Tolerance and Harmony
- Honesty and Integrity
- Equity and Fairness
- Liberty

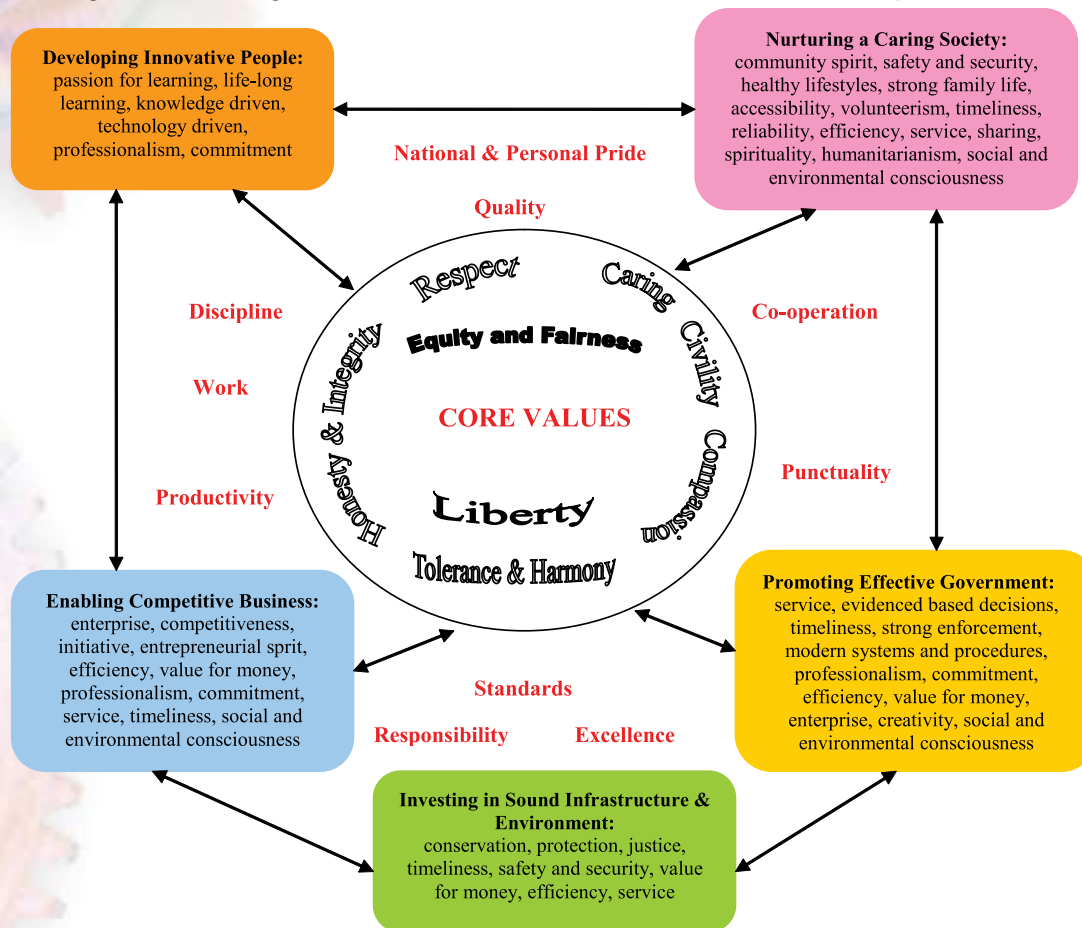
In addition to these core values, there are other key values that are necessary to ignite and sustain the transformation.

### Transformational Values

- National and Personal Pride
- Responsibility
- Excellence, Quality and Standards
- Work and Productivity
- Punctuality
- Discipline
- Co-operation

Together, the core and transformational values will be the foundation upon which the more specific attitudes and behaviours that are necessary to drive progress in the five development pillars will be built (Figure 2.1).

**Figure 2.1 Linking Values, Attitudes and Behaviours to the Five Development Pillars**



### **How do we ignite the Spark?**

Transformation of values and attitudes cannot be achieved in the short-term, neither is it the responsibility of the Government alone to do. It is a complex phenomenon requiring a multi-dimensional approach that is sustained over the long-term. Moreover, it must be embraced and driven by all the key stakeholders – the people of Trinidad and Tobago.

Once a deliberate effort at transformation is started, there must be constant reinforcement. The solution does not reside in the implementation of 'isolated' or 'one-off' programmes targeted at special groups, or in media advertisements only.

The challenge is to create a level of consciousness among all citizens, such that beyond what is done by the Government, there is a level of commitment of the vast majority to abide by the essential values. South Korean analysts point not so much to the political leadership as to the sense of a 'possibility consciousness' that allowed the entire country to rise to manage the development challenges of the transformation process.

Positive values and attitudes cannot be purchased nor can they be given to us. They must be nurtured, learnt and practised constantly and become central to every aspect of our lives. As a society, we must uphold and celebrate continuously those values and attitudes that we consider positive.

The issue then is, **"How do we ignite the spark to fuel this transformation?"**

### ***Building Multi-Stakeholder Partnerships on Values and Attitudes***

The Ministry of Planning and Development will focus on building effective partnerships with all sectors of the society in order to develop a comprehensive, sustained strategy and Plan of Action for the transformation of values, attitudes and behaviours. The Ministry will serve as the main coordinating mechanism for mobilising the national community.

### ***Enforcement of the Laws***

Stricter enforcement of the laws of the country is critical to the effort. Discussions will commence shortly with all the relevant agencies in the public sector to begin the process of enforcing existing laws. This will be complemented by action to review the system of penalties for acts of infringement. The penalty system for the violation of the traffic and waste disposal laws will be the first areas to be reviewed.



### ***Implementation of a Social Marketing Programme***

A national social marketing programme will be developed and implemented by the Ministry of Planning and Development to effect the transformation required. The Programme will be coordinated across all Ministries, civil society organisations and the private sector. Particular attention will be given to the delivery of Values Education Programmes targeted at young adults and the school population from the pre-primary to the tertiary levels. Priority attention will also be given to the re-engineering of service delivery at all public sector institutions. The Programme will be supported by ongoing research and systems to monitor and evaluate the impact of the activities undertaken. In this regard, the Ministry of Planning and Development commenced discussions with research institutions in the country with a view to engaging in partnership arrangements to undertake ongoing research, and monitoring and evaluation work.

### ***Refocusing of National Development Policy***

Integral to the issue of transformation is a refocusing of the policy-making processes in the public sector. Greater attention needs to be given to the role of culture and values in shaping economic, social and environmental policy and in liberating the productive forces of a society. Moreover, the cultural and attitudinal elements that underpin all policies, programmes and projects must be examined to determine how they advance the goals of Vision 2020. In the process of improving the policy and investment programming processes in the public sector, the Ministry of Planning and Development will give priority attention to these issues.

## Part III:

### THE NATIONAL POLICY AGENDA

The development policy agenda continues to aggressively pursue the social and economic transformation required to achieve Vision 2020. Economic restructuring, sustained growth and competitiveness are being pursued alongside efforts to build new skills and knowledge, improve basic living conditions, reform public institutions and create an environment that promotes social equity, equal opportunity and more positive values. The policy agenda delineates a common, integrated framework for action by both the public and private sectors that coalesces around the following five development pillars:


#### **Pillar 1: Developing Innovative People**

The quality of our human capital is a key determinant in the achievement of the growth and development targets of Vision 2020. The objective is to create a large pool of highly-skilled human resources that can adapt to changing work environments. The new workforce must have an aptitude for innovation and the assimilation and utilisation of sophisticated technologies and processes as well as a mix of managerial, entrepreneurial and research capabilities. Moreover, this workforce must facilitate efforts under the 'Competitive Business Pillar' to move up the value chain in both the energy and non-energy sectors.

Several measures are in train to create a culture and environment that encourages scientific inquiry, critical thinking, artistic creativity, and technological, business and social innovation. The creation of a National Innovation System will be the catalyst for enhancing cooperation among Government, educational and research institutions, and the business sector in order to strengthen capacity for research, accelerate the commercial application of ideas, build the technical skills base and achieve a better skills mix. The University of Trinidad and Tobago (UTT), the Community College of Trinidad and Tobago (CCTT), and the Tamana InTech Park will be the main drivers of the innovation culture.

These efforts will be complemented by the adoption of a more process-oriented approach to education and learning throughout the school system. In addition, all levels of the education system from pre-school to tertiary, technical and adult education are being integrated into a seamless and continuous process of learning. Through distance learning and lifelong learning initiatives, participation in continuous education is being expanded rapidly for all age groups.

The mainstreaming of science and technology in schools through universal use of Information and Communication Technologies (ICTs) is also being accorded high priority. The development of computer laboratories, the provision of multi-media facilities and Internet services and the inter-



connection of school libraries are integral to the modernisation of the education system.

The quality dimension of the education system is being addressed through continuous testing and assessment, teacher training, curriculum reform, international benchmarking initiatives and the establishment of the National Accreditation Council of Trinidad and Tobago. A Quality Assurance Unit is also being established in the Ministry of Education.

A major policy thrust is to widen access to tertiary education and increase the number of graduates at the tertiary and intermediate skills levels. Several training and retraining programmes are being implemented to increase the capacity of the workforce to engage in more knowledge-intensive, high-value added activities. Tertiary educational institutions are also being encouraged to engage in research collaboration and partnership arrangements with international universities to improve the quality of the education delivered. Furthermore, National Research Networks are being established among the various tertiary level institutions to improve student access and the use of ICTs for e-Learning.


Developing innovative people is also being pursued through efforts to preserve our diverse cultural heritage and promote cultural products such as music, food, craft and the arts. Investments are now being made in the refurbishment and preservation of heritage sites and in the development of museums and art galleries that contribute to the knowledge base of citizens. In addition, there is now increased focus on the development of creative industries.

## **Pillar 2: Nurturing a Caring Society**

Vision 2020 puts people at the centre of the development process. Meeting the basic social needs of all citizens is a fundamental requirement for improving the quality of their lives.

Efforts to build strong families and communities are being intensified. Several family development programmes that target different stages of the family life cycle continue to be implemented. The needs of vulnerable groups such as the elderly, children, youth, persons with chronic illnesses, teenage mothers and the differently-abled are being given special attention through the implementation of a range of social services programmes. Mediation Centres and the Family Court were also established to address the special needs of the family in times of conflict. This is being supported by efforts to strengthen parenting skills and provide pre-marital and post-marital counselling.

In terms of the youth population, special attention is being given to those deemed 'at risk' which include the unemployed and those who have dropped out of school. In addition, a range of student support services are now being offered within the school system. Furthermore, a Children's Authority



will be established to act as an advocate for the rights of all children and to monitor the operations of community residences, foster homes and nurseries. The Authority will have responsibility for investigating and treating with reports of abuse of children in their homes.

Community development programmes reinforce these family support initiatives by promoting positive values and fostering neighbourliness and harmonious living. In addition, community infrastructure is being put into place throughout the country to complement existing facilities that serve as the focal point for community-based activity. As part of the Local Government Reform Programme, communities will also be given a greater role in the affairs and decision-making processes at the local government level.

Poverty reduction remains a major priority. The latest available data indicate that poverty fell considerably from 35.9 per cent in 1992 to 16.7 per cent in 2005<sup>8</sup>. Many families suffer from the inter-generational cycle of poverty and several communities are under threat because of the high incidence of crime, inadequate basic amenities and the sense of despair among young people. To address these issues, short-term social support services such as the Food Support Programme are being complemented by measures to move people out of poverty, especially through the provision of an expanded range of education, training and employment opportunities, as well as support for the development of small business.

The provision of adequate and affordable housing for all citizens is a national imperative. Accelerated housing construction programmes, together with measures to address the issue of affordability and improve the existing housing stock, as well as a structured programme of squatter regularisation are being implemented. The initiatives are being aggressively pursued in the context of creating sustainable communities and facilitating new growth centres in strategic locations across the country. Housing developments are being provided with basic amenities such as schools, community centres, multi-purpose facilities, health clinics, parks and playgrounds, to foster greater community spirit and harmonious living.

Health policy is geared towards promoting wellness and healthy lifestyles and ensuring access to quality health care services. While the emphasis continues to be on preventative, family-based health care at the community level, initiatives are also being taken to create Centres of Excellence in research and patient care at the tertiary level with assistance from Johns Hopkins Medicine International. In addition, a comprehensive programme of activities is being undertaken to upgrade and expand physical infrastructure, modernise equipment, strengthen human resource capabilities, introduce modern health care technology, improve quality assurance and provide specialised services in areas

<sup>8</sup> The Report on the Analysis of the Trinidad and Tobago Survey of Living Conditions - 1992 and the preliminary estimates of the Draft Report on the Analysis of the Trinidad and Tobago Survey of Living Conditions -2005

such as tissue transplant, oncology, renal dialysis and cardiac surgery. These activities are being complemented by efforts to promote healthy lifestyles by encouraging physical activity and healthy eating choices. In particular, the policy is to provide community-based facilities for all citizens, including the school population, to facilitate their participation in a recreational or sporting activity. In addition, with the proclamation of the Occupational Safety and Health Act (OSHA) in 2006, greater attention is now being given to the prevention of accidents and diseases in the workplace.

Preventing the spread of HIV/AIDS continues to be dealt with through initiatives geared at improving education and awareness, preventing infection, enhancing treatment, care and support for persons living with the disease, eliminating stigma and discrimination as well as strengthening surveillance, and laboratory testing and research facilities.

### **Pillar 3: Enabling Competitive Business**

After 14 consecutive years of economic growth, which averaged 10.2 per cent over the past five years, the emphasis is on continued strong macroeconomic management to maintain stability and the conditions for further expansion in output. In order to sustain this performance over the medium to long-term, the transformation of the economy, mainly through the establishment of a viable, dynamic, autonomous and internationally competitive non-energy sector remains the major priority. The creation of businesses that can compete successfully in international markets will be critical to this transformation process. Therefore, high importance is attached to the creation of a business environment that attracts investors and encourages business activity in new growth sectors.

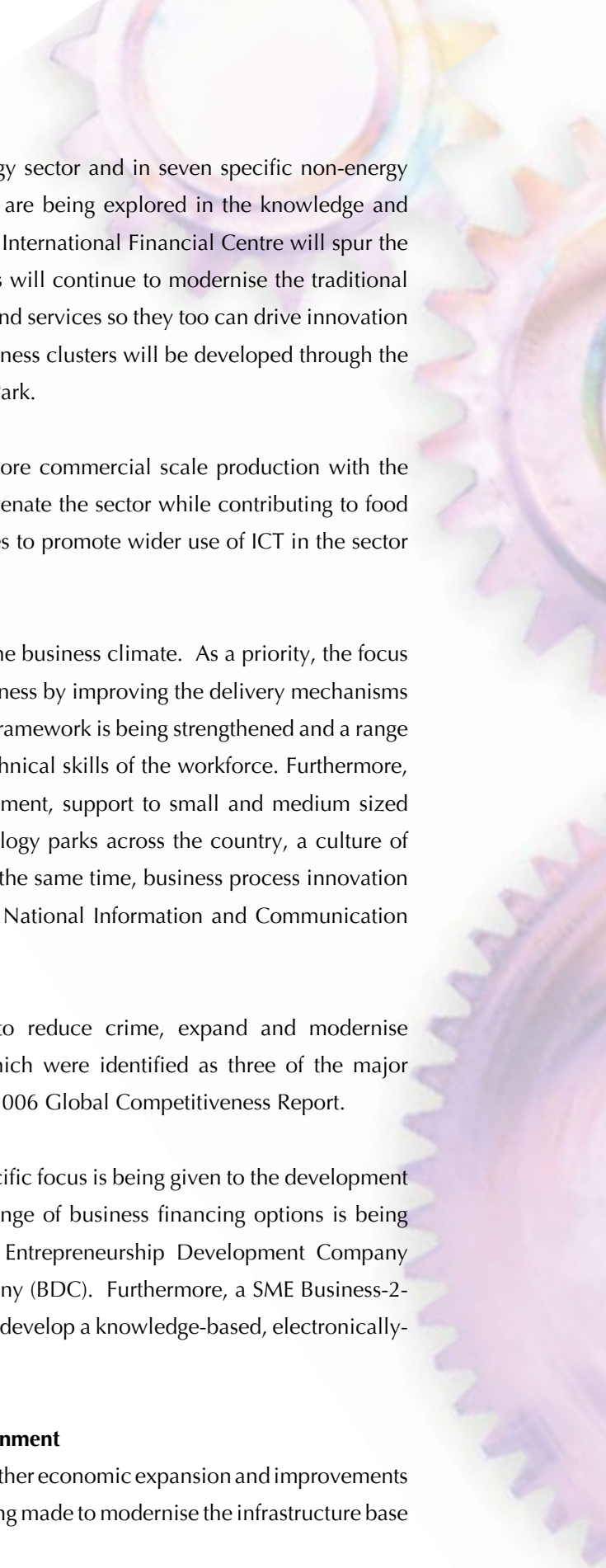
**“Trinidad and Tobago** is rightly aiming at using energy resources to reach ambitious development goals before energy reserves are exhausted.

Efforts are focused on creating conditions for the development of a vibrant and sustainable non-energy sector that can generate strong output growth in the event of a major decline in energy prices and/or ahead of the envisaged depletion of energy resources.

Key to this goal is the transformation of the energy wealth into a balanced combination of external financial assets, and physical and human capital.”

Source: Statement of an IMF Mission to Trinidad and Tobago, July 20, 2007

The continued development of the energy sector will produce the resources for strategic investments in the non-energy sectors. The thrust will be to shift the focus of production to goods and services with high technology content. Every economic sector will be positioned to engage in higher value-added activities and to achieve higher factor productivity. This will require an environment that promotes research and development (R&D) and facilitates the conversion of knowledge into high-value, marketable goods and services. The establishment of the Tamana InTech Park and the UTT will be critical in this respect.



New growth areas have been identified within the energy sector and in seven specific non-energy industries. In addition, new sources of wealth creation are being explored in the knowledge and technology intensive industries. The establishment of the International Financial Centre will spur the emergence of these industries. At the same time, efforts will continue to modernise the traditional areas of economic activity in agriculture, manufacturing and services so they too can drive innovation and new technology development. In addition, new business clusters will be developed through the collaborative efforts of the UTT and the Tamana InTech Park.

In terms of agriculture, greater focus will be given to more commercial scale production with the establishment of 17 large farms which will serve to rejuvenate the sector while contributing to food security. This initiative will be accompanied by measures to promote wider use of ICT in the sector and the production of agro-based products.


A multi-pronged approach is being adopted to improve the business climate. As a priority, the focus will be on reducing the time, effort and cost of doing business by improving the delivery mechanisms of the public sector. In addition, the legal and regulatory framework is being strengthened and a range of programmes is being implemented to enhance the technical skills of the workforce. Furthermore, through increasing investments in research and development, support to small and medium sized enterprises and the establishment of science and technology parks across the country, a culture of innovation and entrepreneurship is being promoted. At the same time, business process innovation is being encouraged through the implementation of the National Information and Communication Technology Plan (*fastforward*).

These measures are being complemented by efforts to reduce crime, expand and modernise infrastructure, and reduce government bureaucracy, which were identified as three of the major constraints to doing business in the country in the 2005-2006 Global Competitiveness Report.

In the thrust towards enabling business development, specific focus is being given to the development of the Small and Medium Enterprise (SME) sector. A range of business financing options is being provided to these entrepreneurs through the National Entrepreneurship Development Company Limited (NEDCO) and the Business Development Company (BDC). Furthermore, a SME Business-2-Business (B2B) e-commerce system is being established to develop a knowledge-based, electronically-driven environment for the sector.

#### **Pillar 4: Investing in Sound Infrastructure and the Environment**

Infrastructure has an important role to play in facilitating further economic expansion and improvements in social conditions. As a result, major investments are being made to modernise the infrastructure base



in keeping with the demographic and spatial changes that have taken place over the past decade. The upgrade of the road network, sea and airport infrastructure, drainage and flood management systems and historic public buildings is being accelerated, alongside efforts to provide modern facilities for local government operations and the delivery of public services.

A network of new highways and alternative access routes are being developed while extensive expansion work is being undertaken on existing highways to improve road capacity and reduce travel times.

The development of port infrastructure will also facilitate increased economic activity. The relocation of the Port of Port of Spain to Sea Lots will result in a significant expansion of capacity and allow for more extensive harbour front development that will accommodate the International Financial Centre and modern conference facilities. At the same time, new port infrastructure in South Trinidad will facilitate planned expansion of the energy sector.

A major focus in terms of infrastructure is the provision of an integrated and efficient public transport system that offers alternative modes of transport to the travelling public. The bus service is now being substantially upgraded while work continues on the development of a water-taxi service between South and North Trinidad. The establishment of park and ride facilities at strategic locations will facilitate greater use of these two transport options while feasibility work continues on the introduction of the third option, the rapid rail system.

As the transformation into a knowledge society continues, broadband economic infrastructure will facilitate efforts to increase access of the population to ICT services and to spur innovation. All citizens will have the opportunity to participate and share in the benefits of the knowledge economy. ICTs will also be used to catalyse the development of new industries such as data processing and warehousing, records management as well as e-business and e-government activities.

Regarding the public utilities, the main priority continues to be the expansion and modernisation of the production and distribution network to increase coverage and improve the quality of water and electricity services. A planned programme of investment is also being undertaken to upgrade wastewater quality control systems and sewage treatment facilities. Specific attention continues to be given to providing vulnerable groups and rural communities with improved access to water and electricity.

The accelerated expansion of physical infrastructure continues to be balanced by the need to ensure sustainable development in which environmental resources are managed judiciously to ensure that current and planned use does not compromise the benefits for future generations.

### **Pillar 5: Promoting Effective Government**

High importance is being accorded to reinforcing the democratic traditions of our nation. The goal is to promote good governance throughout the society by strengthening governance systems and practices; building broad-based participative systems of governance; promoting responsible citizenship and strengthening the legal and regulatory framework.

A fundamental requirement for achieving Vision 2020 is institutional transformation. As a consequence, a major reform strategy for the public sector is being developed. Already efforts are underway to reform the procurement system, improve public financial management and modernise the Central Statistical Office. New and innovative ways of improving the delivery of public services are also being introduced through the establishment of operating standards and the use of ICTs.

An important element of the governance framework is the operations of the justice system. Ensuring that all citizens have access to fair and equal justice remains the priority. Measures are being taken to develop an accountable court system that has public trust and confidence. The construction of new court facilities, the use of new techniques for managing case flow and case load, computerisation of operations, improved court records management and the development of court operating standards and protocols will continue to receive priority attention.

A major imperative under this development pillar is the creation of a safe and secure environment for the enjoyment of life and property. A comprehensive package of initiatives is being implemented to reduce crime and violence in the society. Strengthening of the Protective Services is continuing while more direct measures are being taken to reduce gang activity, indiscipline in schools, drugs and gun trafficking and kidnapping for ransom. At the same time, the culture of policing is being transformed. A new community orientation is being emphasised that places high value on protecting the public, responding more effectively to their needs, and providing appropriate support for the victims of crime.



## Part IV:

### SECTION I: AN OVERVIEW OF IMPLEMENTATION PROGRESS

In 2007, emphasis continued to be placed on building the foundation for achieving Vision 2020 through the implementation of the initiatives detailed in the Vision 2020 Operational Plan 2007-2010. This period of economic prosperity provides an opportunity for optimising the returns from our energy resources. As such, the focus continued to be on the use of economic gains to build the necessary human and social capital, as well as the physical and technology infrastructure required to sustain a competitive economy. At the same time, the enabling environment was strengthened through reforms to the policy, legal and regulatory system, as well as administration procedures.

#### **Enhancing Individual and Family Well-Being**

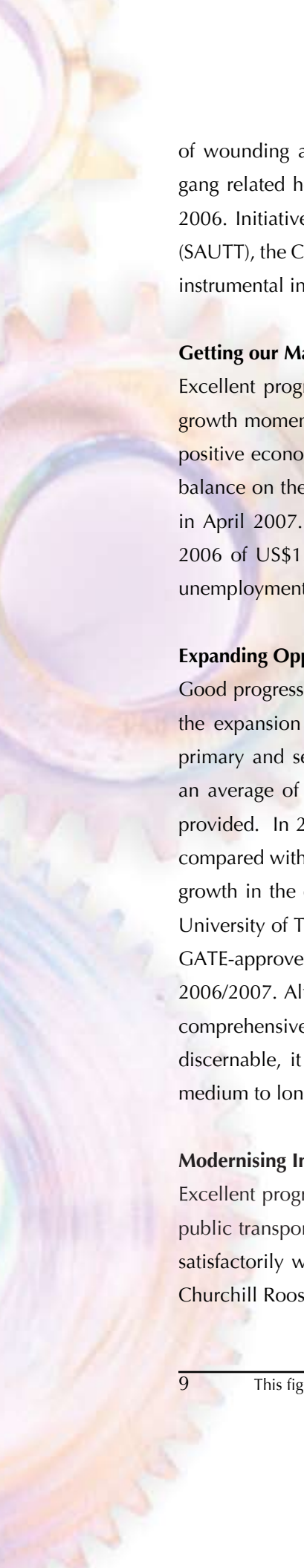
Significant advances were made in the health-care delivery system. The waiting list for surgeries at public health institutions was reduced; the Organ Transplant Programme was expanded; and heart surgery, renal dialysis treatment and drugs for chronic diseases were made more affordable. In addition, health institutions were upgraded and the number of health-care professionals serving the population was increased. Of special significance was the reduction in the number of deaths due to AIDS per year over the period 2002 to 2006. These successes are expected to impact positively on life expectancy rates and the quality of life in general for citizens.

Housing was made more affordable and accessible to citizens in 2007. Mortgage interest rates on State-provided housing were reduced to two per cent and making down payments for mortgages was eliminated. In addition, some 11,200 houses were distributed to beneficiaries between 2003 and 2007.

Trinidad and Tobago maintained its ranking within the high human development category in the 2006 Human Development Report. This ranking is based on the poverty rate calculated in 1992, life expectancy data from the 1990 Population Census and other data recorded in 2004. In addition, a decline in the poverty rate was recorded in the Draft Report of the Analysis of the Trinidad and Tobago Survey of Living Conditions 2005, while great strides have been made in expanding tertiary enrollment and in increasing life expectancy. As such, it is anticipated that when the progress achieved over the past three to four years is taken into account, there will be a marked improvement in the country's ranking on the Human Development Index.

#### **Investing in the Security of Citizens**

Some progress was achieved in improving the safety and security of citizens. Over the period October 2006 to June 2007, murders decreased by 24.5 per cent, kidnappings by 26.6 per cent, incidences



of wounding and shootings by 7.2 per cent and robberies by 6.1 per cent. The total number of gang related homicides also fell by 77.9 per cent when compared with the same period in 2005-2006. Initiatives such as the establishment of the Special Anti-Crime Unit of Trinidad and Tobago (SAUTT), the Crime and Problem Analysis (CAPA) Unit as well as ongoing Police Service Reform were instrumental in contributing to the achievements attained in this area.

### **Getting our Macroeconomic Fundamentals Right**

Excellent progress was made in terms of maintaining macroeconomic stability and sustaining the growth momentum. In 2007, Trinidad and Tobago is expected to record its 14<sup>th</sup> successive year of positive economic growth, reflected in the projected growth in GDP of 5.5 per cent for 2007. The balance on the Heritage and Stabilisation Fund has grown from TT\$415.3 million to TT\$8.8 billion in April 2007. In addition, Trinidad and Tobago registered its 6<sup>th</sup> balance of payment surplus in 2006 of US\$1.6 billion. Another significant point to note is that the country recorded the lowest unemployment rate in its history, 5 per cent in the fourth quarter of 2006.

### **Expanding Opportunities in Education**


Good progress was made in the drive to improve educational outcomes. This was pursued through the expansion of access to early childhood care and education, improvements in the quality of primary and secondary education and increased access to tertiary education. It is estimated that an average of 18,000 children will benefit annually from the early childhood education services provided. In 2002, 16 per cent of the SEA students scored less than 30 per cent of the total marks, compared with 13.5 per cent of the students in 2007. At the tertiary level, the data reflect continuous growth in the opportunities for higher education, particularly as a result of the introduction of the University of Trinidad and Tobago (UTT), the provision of free undergraduate tertiary education and GATE-approved programmes. Student enrollment increased from 10,233 in 2001/2001 to 72,649<sup>9</sup> in 2006/2007. Although the results of initiatives aimed at improving the quality of the system, such as comprehensive teacher training programmes and curriculum development, may not be immediately discernable, it is anticipated that these will be reflected in improved student performance, in the medium to long term.

### **Modernising Infrastructure for Sustainable Growth and Development**

Excellent progress was also made in modernising infrastructure and improving the efficiency of the public transport network. The Port of Spain East/West Corridor Transportation Project is progressing satisfactorily with the commencement of construction of the Interchange at the intersection of the Churchill Roosevelt and Uriah Butler Highways. Further relief to the travelling public was provided

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9 This figure includes the 45,035 students enrolled in GATE-approved Private Tertiary Level Institutions



through the acquisition of approximately 100 new buses by the Public Transport Service Corporation (PTSC). This resulted in the provision of improved services along the east/west and north/south corridors, Port of Spain, San Fernando and in rural areas. Several new PTSC routes were also introduced including, POS to Morvant, San Juan to Santa Cruz, San Fernando to Guayaguayare, San Fernando to Mayaro, Barrackpore to Port of Spain, and Point Fortin to Icacos. The Water Taxi Service between Port of Spain and San Fernando is expected to become operational in November 2007.

### **Improving Quality of Life through Investments in Basic Infrastructure**

Significant improvements were realized in the delivery of electricity service to citizens. The customer base of the Trinidad and Tobago Electricity Commission (T&TEC) has grown from 337,520 in 2002 to 380,255 in May 2007 and it is estimated that 97 per cent of the population currently has access to electricity. As at May 2007, 69,307 new streetlights were installed while an additional 37,675 streetlights were upgraded. This resulted in increased utilization of community spaces. In addition, over 94 per cent of the population has access to a potable water supply, up from 92 per cent in 2005.

### **Laying the Foundation for Competitive Business**

The construction of the Tamana InTech Park at Wallerfield commenced in 2007. This is intended to be the main platform and model for a knowledge-driven economy. It is anticipated that academic research and development facilities critical to diversifying the non-energy export base will be established at the Park. Significant international players in ICT including INFOSYS and IBM were approached within the last year to become anchor companies. In addition, the Evolving Technologies and Enterprise Development Company (eTECK) Limited, Tourism Development Company (TDC) and Business Development Company (BDC) are engaged in major investment promotion programmes aimed at attracting global companies in the targeted growth sectors. Work was also advanced on the establishment of the International Financial Centre which will enable businesses to finance potentially viable investments, expand their operations to meet demand and provide funds to innovate, create new technologies and find new and more productive ways of operating.

### **Improving the Effectiveness of Government**

Some of the requisite groundwork for transforming service delivery to the population was advanced with the launch of the e-Government Portal ([www.ttconnect.gov.tt](http://www.ttconnect.gov.tt)) in December 2006. This single window of access currently provides information on over 350 government services. In addition, reforms in local government, education, health, financial management and public administration continued during 2007.



### **Ensuring Timely Justice**

Audio Digital Court Recording (ADCR) Systems were installed in 60 per cent of the courtrooms in the country. This has, in some instances, reduced the time taken to conduct a trial from one month to one day. In addition, approximately 95 per cent of the transcripts required for appeals were provided on time.



**Part IV:**  
SECTION II:

*Implementation Progress  
by Pillar and Target*



# Developing Innovative People



# Developing Innovative People



## Goal 1

The People of Trinidad and Tobago will be well known for excellence in innovation

## Goal 2

Trinidad and Tobago will have a seamless, self-renewing, high quality education system

## Goal 3

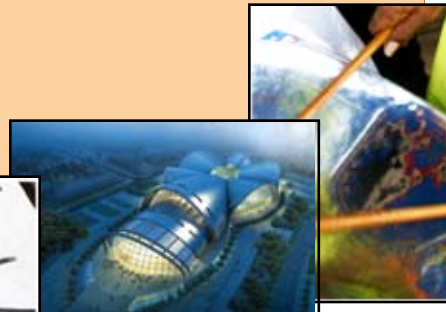
A highly-skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development

## Goal 4

The richness of our diverse culture will serve as a powerful engine to inspire innovation and creativity

## Champions

- Ministry of Education
- Ministry of Science, Technology and Tertiary Education
- Ministry of Planning and Development
- Ministry of Community Development, Culture and Gender Affairs
- Ministry of Trade and Industry
- Ministry of Health
- Ministry of Works and Transport
- Ministry of National Security
- Ministry of Public Administration and Information
- Tobago House of Assembly



## The People of Trinidad and Tobago will be Well Known for Excellence in Innovation

### Objectives

- Promote a culture of excellence in innovation among all citizens
- Promote closer networking of Science and Technology Institutions
- Significantly increase the level of investment in Research and Development (R&D) both by public and private sectors
- Increase the number of patents granted
- Increase the number of research results commercialized
- Increase the number of research publications
- Upgrade the quality of scientific institutions
- Increase the complement of young persons involved in research activities
- Establish an effective regulatory environment

### Strategies

- Popularise Science and Technology
- Promote national innovation awareness
- Refocus the approach to education and learning
- Institutionalise a National Innovation System
- Strengthen Research and Development capabilities
- Develop a research agenda
- Establish a National Research, Development Innovation and Training Fund
- Monitor the impact of innovation
- Enhance the regulatory framework for innovation
- Establish the Science and Technology Innovation Council

### Key Performance Indicators

- Per cent of Expenditure on R&D in the Public Sector as a % of GDP
- Per cent of Expenditure in R&D in the Private Sector as a % of GDP
- Number of patents registered
- Number of research results commercialized
- Number of professional persons involved in research activities

## Targets to 2010

- Significant progress made in the institutionalization of a dynamic innovation system
- Investment in R&D by Government and the private sector increased
- Number of commercialised research results increased
- Number of persons involved in research activities increased
- Science and Technology Institutions are networked

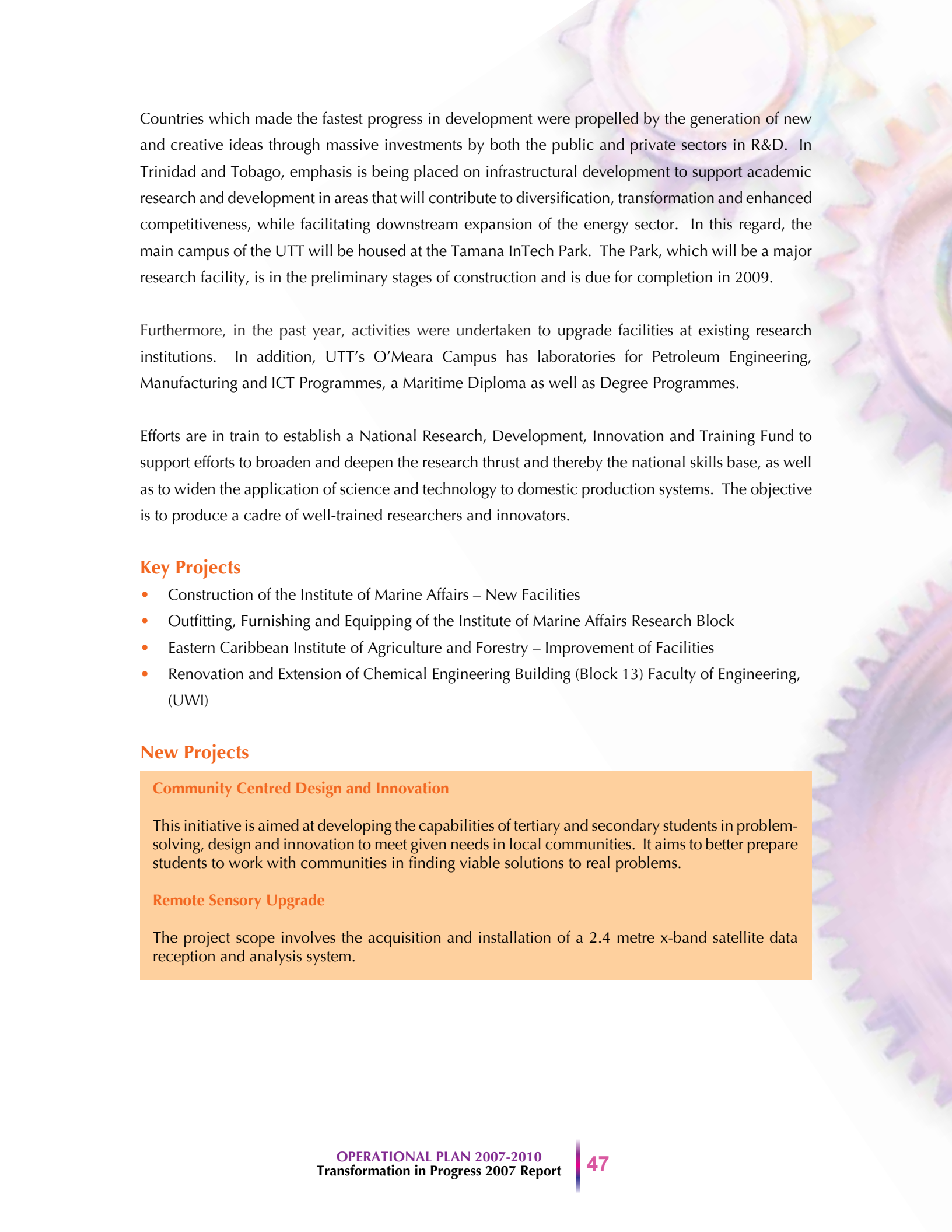
## Progress

Emphasis continues to be placed on strengthening the country's capacity to innovate by institutionalizing a National Innovation System (NIS). In this system, the partnership between Government, the private sector and learning institutions is a fundamental requirement for success. The system focuses heavily on science and technology that will harness and nurture the natural creative potential of our people and will provide the tools and support systems to bring ideas to productive fruition.

The **National Innovation System** will consist of all institutions and mechanisms, public and private, which interact to stimulate and support innovations in products, processes and systems within the national community

As a first step to the development of the NIS, the National Institute of Higher Education, Research, Science and Technology (NIHERST) undertook a number of activities, some in partnership with other agencies, which aim to increase awareness of science and technology, especially among school children. The main focus was Sci-TechnoFest. In 2006, the theme of this event was 'the environment' which attracted over 60,000 visitors. Twenty-five agencies partnered with NIHERST in staging this event. A survey of visitors revealed that 85 per cent of the respondents expressed great satisfaction with the event, which they reported to be very educational and entertaining. NIHERST also continues its focus on Outreach Programmes, hosting Science Competitions and implementing Science Education Programmes.

A key aspect of the promotion of Science, Technology and Innovation (STI) is fostering closer networking of science and technology institutions to facilitate collaboration and sharing of information; identify, harmonise and prioritise areas of focus; minimise duplication of effort and maximise the benefits from investments in these institutions. In an effort to promote closer networking and harmonise the activities of tertiary level institutions, the University of Trinidad and Tobago (UTT) was expanded through the rationalisation and incorporation of several research institutions such as the Institute of Marine Affairs (IMA), the Caribbean Industrial Research Institute (CARIRI), NIHERST, the National Energy Skills Centre (NESC), and the Metal Industries Company (MIC). In addition, a Cross Campus Research Network was established within the University of the West Indies (UWI) to link researchers from all campuses in Environmental Studies and Disaster Mitigation.



Countries which made the fastest progress in development were propelled by the generation of new and creative ideas through massive investments by both the public and private sectors in R&D. In Trinidad and Tobago, emphasis is being placed on infrastructural development to support academic research and development in areas that will contribute to diversification, transformation and enhanced competitiveness, while facilitating downstream expansion of the energy sector. In this regard, the main campus of the UTT will be housed at the Tamana InTech Park. The Park, which will be a major research facility, is in the preliminary stages of construction and is due for completion in 2009.

Furthermore, in the past year, activities were undertaken to upgrade facilities at existing research institutions. In addition, UTT's O'Meara Campus has laboratories for Petroleum Engineering, Manufacturing and ICT Programmes, a Maritime Diploma as well as Degree Programmes.

Efforts are in train to establish a National Research, Development, Innovation and Training Fund to support efforts to broaden and deepen the research thrust and thereby the national skills base, as well as to widen the application of science and technology to domestic production systems. The objective is to produce a cadre of well-trained researchers and innovators.

### **Key Projects**

- Construction of the Institute of Marine Affairs – New Facilities
- Outfitting, Furnishing and Equipping of the Institute of Marine Affairs Research Block
- Eastern Caribbean Institute of Agriculture and Forestry – Improvement of Facilities
- Renovation and Extension of Chemical Engineering Building (Block 13) Faculty of Engineering, (UWI)

### **New Projects**

#### **Community Centred Design and Innovation**

This initiative is aimed at developing the capabilities of tertiary and secondary students in problem-solving, design and innovation to meet given needs in local communities. It aims to better prepare students to work with communities in finding viable solutions to real problems.

#### **Remote Sensory Upgrade**

The project scope involves the acquisition and installation of a 2.4 metre x-band satellite data reception and analysis system.

## Target to 2010

### Number and categories of patents granted increased

#### Progress

Development of a knowledge-based economy involves the generation, utilisation and control of knowledge to progress and compete. In this regard, an Intellectual Property System exists to facilitate innovation and provide encouragement to creators and to safeguard their ideas. A modern, fully computerised patent registry was established and an online pre-application trademark search by individuals and companies is being facilitated.

**277 patent applications were filed locally in 2006**

The number of patent applications increased from 207 in 2005 to 277 in 2006. Of this total, 73 were approved, the highest number (25) going to the organic chemicals and polymers (including plastics) category, followed by the pharmaceuticals sector (14) and oil exploration/production (11). This reflects the continuing growth in new ideas and their applicability to industry (Table

Table 4.1: Number of Patent Applications (2006)

INDUSTRY	Patent Applications (2005)	Patents Granted (2005)	Patent Applications (2006)	Patents Granted (2006)
Pharmaceuticals	75	22	145	14
Oil exploration/production	28	22	27	11
Organic chemicals/polymers	34	27	49	25
Gas production/processing	39	16	18	8
Metals	...	...	10	4
Electrical/electronic	2	...	5	1
Aluminum	4	1	...	...
Melamine	2	3	...	...
Iron, steel, alloys	5	...	...	...
Desalination	1	...	...	...
Food	4	...	...	...
Miscellaneous	13	11	23	10
TOTAL	207	102	277	73

Source: Intellectual Property Office, Ministry of Legal Affairs

4.1). Further, NIHERST's Young Innovators and Inventors Programme provides support to qualifying candidates by encouraging them to obtain patents to protect their creations. Between 2000 and 2006, there was a 40 per cent growth in competition entries. Significantly, one of the winners of the 2006 Prime Minister's Awards Project for Innovation and Invention was granted a US Patent, while several other winners are in the process of patenting their inventions.

#### Key Project

Development of a National Innovation System (Young Innovators and Inventors Awards)

## Trinidad and Tobago will have a Seamless, Self-renewing, High Quality Education System

### Objectives

- Achieve universal access to Early Childhood Care and Education (ECCE)
- Strengthen and integrate curricula from pre-primary to tertiary level
- Build human resource capacity to deliver the new curricula
- Establish quality standards for all levels of the education system
- Upgrade the Information and Communication Technology (ICT) capability of the education system
- Improve institutional capacity to deliver a seamless, high quality service
- Improve testing and assessment and international benchmarking
- Create an environment for the continued professional development of teachers
- Create an environment for continuous learning

### Strategies

- Implement a fully revised policy for ECCE
- Modernise the curriculum at all levels
- Increase the number of Advanced Level Places
- Promote Lifelong Learning
- Improve functional literacy
- Modernise and upgrade the Education System
- Implement a Total Quality System
- Build capacity within the Ministry of Education
- Promote inclusive education
- Strengthen the capacity for student assessment and standardised testing
- Increase the number of Specialist/Magnet Schools
- Improve school security
- Provide more Student Support Services

### Key Performance Indicators

- Qualifications of teachers at all levels of the education system
- Number of adult learners in continuous education programmes
- Ratio of teachers and students to computers
- Per cent of students attaining full certificates

## Targets to 2010

- Universal access to Early Childhood Care and Education attained
- All teachers in all ECCE Centres trained

### Progress

The philosophy underlying Early Childhood Care and Education (ECCE) in Trinidad and Tobago is that all children can learn and that each child, regardless of economic status, gender, physical or emotional challenges, has a right to high quality education in order to realize his/her full potential.

Several important initiatives are being taken to strengthen the policy and management framework of ECCE in the country. Already, the following were completed:

- A White Paper on standards to regulate and monitor the ECCE Sector
- A new draft national ECCE curriculum guide which is currently being distributed to all Government, Government-Assisted and Private ECCE centres in Trinidad and Tobago
- A policy on governance to effectively manage the ECCE Sector through Boards of Management
- An expansion of the role for the National Council for ECCE which serves as an advisory body
- A fully operational ECCE Unit within the Ministry of Education. The Unit was restructured to suit its changing role

**At present, 72 per cent of pre-schoolers in the 3-4 age cohort are enrolled in 998 Early Childhood Care and Education Centres, of which 170 are managed by Government and SERVOL**

To date, work progressed as follows:

- Six ECCE Centres – La Romaine ECCE, St. Augustine South ECCE, El Socorro South ECCE, Santa Rosa ECCE, San Pedro ECCE and Sangre Grande were formally handed over to the Ministry of Education
- ECCE Centres at Mayaro, Valsayn and Tunapuna are in the final stages of completion
- Ten ECCE Centres are currently under construction
- Seven tenders were recently awarded for the construction of ECCE Centres
- Initial site works have started on three ECCE sites



San Pedro ECCE Centre

An appropriate screening process for the hiring of staff and service providers is already in place.

Teacher training will be provided at the UTT through a four-year professional degree programme for ECCE teachers commencing September 2007. However, training of staff for the ECCE Centres that will be in operation from September 2007 has already begun. The ECCE Unit of the Ministry of Education conducted Internal Professional Workshops on the Implementation of the New Curriculum Guide in March 2007. Approximately 360 ECCE teaching staff members from existing ECCE Centres were trained. In addition, 20 ECCE Administrators received training in July 2007. The expected outcome is the provision of high quality early childhood care and education by trained teachers delivering a curriculum in keeping with proposed standards of quality.

### Key Project

Early Childhood Care and Education, Trinidad

### Target to 2010

**All citizens have access to opportunities for lifelong learning facilitated by distance education**

#### Progress

Access to opportunities for lifelong learning is fundamental to human resource development. In October 2006, the Ministry of Education launched the first phase of the National Open School of Trinidad and Tobago (NOSTT). This Open School uses a blend of classroom and Distance Education (DE) methods and allows learners to choose how to learn, when to learn, where to learn and what to learn using a wide range of educational media. While it is complementary to the formal education system, it also emphasises entry-level skills, knowledge, abilities and competencies rather than qualifications. The Open School accommodates those who may not have participated in the formal education system or those who may simply wish to further their career goals or personal development. To date, five NOSTT Centres were established, catering to 250 students. These Centres offer tuition in Mathematics, English, Science, Social Studies and Spanish. In 2007/2008, the NOSTT will be expanded to 20 centres and will cater to 4,500 students.

In addition, 45 Adult Education Centres were established to ensure that learning is accessible to all citizens throughout their lifetime.

Most of the work in DE is being pioneered by the Distance Learning Secretariat (DLS) of the Ministry of Science, Technology and Tertiary Education. The DLS developed and implemented a National Policy and Implementation Plan for a National Open and Distance Learning System.

**Innovation in Education - 5 NOSTT Centres have been established catering to 250 students**

**The Adult Education and Continuation Classes Programme affords persons the opportunity for lifelong learning**

The DLS also participated in the Community Access Centre (CAC) Pilot Project<sup>10</sup> through the installation of the Model Learning Management System (LMS) in Centres at Diego Martin, Couva North and Cocorite. The actual LMS will connect all CACs to facilitate delivery of educational and training programmes. The DLS also negotiated with the Massachusetts Institute of Technology (MIT) to be a node for its Open Course Ware. This node is being hosted by the University of the West Indies Distance Education Centre and will make all of the MIT course content available to all local students free of charge.

### **A National Policy and Implementation Plan for a National Open and Distance Learning System is being implemented**

#### **Key Projects**

- Community Access Centres
- National Policy and Implementation Plan for a National Open and Distance Learning System
- National Open School of Trinidad and Tobago
- Adult Education and Continuation Classes Programme

#### **Targets to 2010**

- **The education system is equipped with a modern, information and communication technology system, which supports teachers and students**
- **The education system is equipped with modern infrastructure**

#### **Progress**

The wider use of technology is being embraced to support information dissemination, and as a tool to aid in research and curriculum delivery. As such, work is ongoing on the development of a comprehensive information and communication network integrating all levels of the education system, as well as providing all schools with computers and Internet access. Several Information and Communication Technology (ICT) in Education initiatives which aim at reforming curriculum, providing training for teachers and ensuring the development of Information Technology (IT) skills in adults outside of the formal education system, are currently being pursued.

To date, the following achievements were recorded:

- Infrastructural work on the computer laboratories at 340 primary schools and 11 special schools was completed
- 120 of those 340 primary schools were equipped
- Provision of computers, networks and security systems at the secondary level commenced
- Training in Technology Facilitation for 1,102 teachers at the primary and secondary school levels commenced in July, 2007

<sup>10</sup> The CAC is an integral part of the National Information and Communication Technology Plan (*fastforward*).

- Free Internet access was provided at 180 primary and secondary schools
- The first phase of the Ministry of Education Website was launched
- SchoolNet Projects are on-going at secondary schools

In addition, significant progress was made in improving the quality of school buildings. Several replacement schools are in various stages of construction, while upgrade works commenced on 281 schools as part of the School Repair and Refurbishment Programme as follows:

The **SchoolNet** Programme is based on five pillars:

- ICT Infrastructure
- Building Learning Communities
- Professional Development of Teachers
- Online Resources & Content
- Curriculum Development & Integration



Work in progress at Queen's Royal College

- 135 Government Assisted Primary Schools
- 92 Government Primary Schools
- 34 Government Assisted Secondary Schools
- 20 Government Secondary Schools

The addition of new subjects to the school curricula has necessitated the provision of improved facilities to support the teaching of Visual and Performing Arts, Technology Education and Physical Education. As such, work commenced to specifically upgrade:

- Workshops, laboratories and electrical systems to facilitate expanded use of computers and the Internet
- Playing fields, pavilions, gymnasiums, hard courts and auditoriums
- Music rooms and other facilities that support the teaching of Theatre Arts, Dance and Music

## Key Projects

- Primary School Maintenance Programme, Trinidad
- Secondary School Maintenance Programme, Trinidad
- School Repair and Refurbishment Programme
- SchoolNet Project

## New Projects

### Upgrade of Sporting Facilities in Secondary Schools

This involves upgrading 20 Secondary Schools in the first instance to meet the curriculum requirements.

### Replacement/Construction of Blocks within Existing Primary Schools

This project is required to provide temporary accommodation for primary schools in need of emergency works and therefore will alleviate any significant disruption of classes.


## Targets to 2010

- A Total Quality System is fully implemented in all schools at all levels
- Students benefit from a cadre of well-trained professional teachers
- Students have greater access to support services
- 45 per cent of all Primary Schools and 80 per cent of all Secondary Schools are equipped with at least one Guidance Officer, one Special Teacher and one Social Worker
- Percentage of students attaining full certificates increased to 60 per cent
- An increase in the pass rate recorded for students pursuing Mathematics, Science, Computer Science and Technology at the Advanced Level Exam

## Progress

Significant investment is being made in activities aimed at improving the overall quality of the education system in Trinidad and Tobago. A Quality Assurance Unit is being established in the Ministry of Education to continuously monitor, assess and evaluate the performance of all schools. Recruitment of staff for the Unit has already commenced.

In addition, a Total Quality System is being implemented to provide for the development, implementation, monitoring, evaluation and certification of assessment and examination for primary and secondary schools. To this end, an Assessment and Examinations Authority was established.



Furthermore, operationalisation of School-Based Management commenced at all public secondary schools. As at August 2007, the following achievements were recorded:

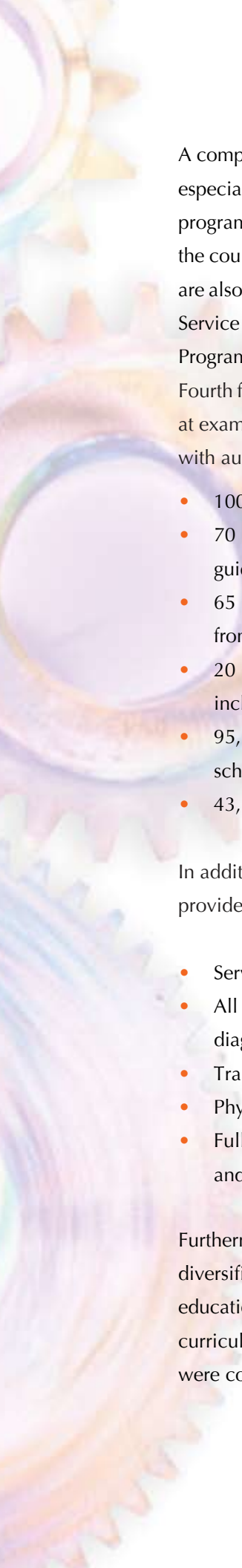
- A National Model for all schools in Trinidad and Tobago was approved
- Local School Boards were fully operationalised in all public secondary schools
- Student councils were established at 102 public secondary schools
- Parent Teacher Associations were implemented at all primary and secondary schools
- Provision of grants to public secondary schools to assist with school development planning commenced

The Ministry of Education continued to provide funds to public secondary schools to support school-based management activities, while the technical and administrative capacity of schools was strengthened through the creation of some 1,800 positions of Deans, Senior Teachers and Heads of Department in public primary and secondary schools. In addition, a Performance Management Appraisal Programme (PMAP) for Principals and Vice Principals, Deans, Heads of Department, Senior Teachers and Teachers is currently being implemented.

The Caribbean Secondary Education Certificate Examination (CSEC) is the major assessment for fifth form Secondary School Students. At present, a mere 42 per cent of students writing the CSEC obtain full certificates (five Caribbean Examinations Council passes). However, several strategies are being implemented at the primary and secondary levels of the education system to not only improve students' academic performance, but also to afford them the opportunity to constantly improve themselves to be able to cope with changing national and global circumstances.

The Continuous Assessment Process (CAP), for instance, supports and evaluates all teaching and learning activities at the primary level and requires that students in Standards I and III write a National Test in Mathematics and Language Arts at the end of the academic year. Similarly, the implementation of the National Certificate of Secondary Education (NCSE) is intended to provide a comprehensive testimonial of the knowledge, skills and attitudes attained through participation in a programme of academic, vocational and aesthetic education. This certification is given at Forms III and V.

In addition, emphasis continues to be placed on providing all-day secondary schooling for all students uninterruptedly at one secondary school, to enable them to benefit from an increased number of classroom contact hours, thereby eliminating inequity at the secondary level. To this end, during the period 2006-2007, de-shifting and conversion of schools to five and seven year schools were accelerated through the construction of new schools, erection of pre-engineered buildings, as well as technical upgrade and expansion of existing secondary schools.



A comprehensive system of support services is being implemented to address the barriers to learning, especially those which impact on the psycho-social development of school children. The existing programmes provide meals, books and transportation to the school population. Students throughout the country are provided with breakfast and lunch through the School Nutrition Programme. Students are also provided with safe transportation through a contractual arrangement with the Public Transport Service Corporation (PTSC) and arrangements with certain maxi-taxis. Through the School Book Loan Programme, students at all levels are provided with books, including main texts for each subject area. Fourth form students enjoy the benefit of receiving eight text books, one for each subject being pursued at examination level. In addition, in collaboration with the Ministry of Health, students are provided with auditory screening. To date, the Ministry of Education recorded the following achievements:

- 100 per cent of students received approved text books
- 70 per cent of students at the secondary level accessed academic, personal/social and career guidance
- 65 per cent of actively enrolled students in government and assisted primary schools benefited from screening for early detection of hearing and visual impairment
- 20 per cent of primary and 42 per cent of secondary students accessed intervention services, including special education, social work, and guidance
- 95,717 daily lunches and 37,047 breakfast meals to ECCE Centres, primary and secondary schools were provided
- 43,368 students benefited from the provision of school transport services

In addition, under the Student Support Services Programme, all children with disabilities are provided with opportunities for education. Achievements in this area include:

- Services were provided to students with learning disabilities in 60 primary schools
- All Special Education Teachers employed in primary schools upgraded their skills in the areas of diagnosis and intervention
- Training was provided for 60 per cent of all regular teachers in selected primary schools
- Physical infrastructure at the nine Public Special Schools was upgraded
- Full funding for all students at registered Private Special Schools and the payment of utility bills; and partial funding of the salaries of teachers was provided

Furthermore, redesign of the curriculum is being undertaken to ensure that it is relevant to the diversified needs and interests of students, thus preparing them to meet the demands of the tertiary education level and the labour market. To this end, implementation of the revised secondary schools curricula for Forms I to V in six core subject areas, as well as revision of curricula for Forms I to III were completed.

The Student Intervention Strategies Programme continued to focus on exposing students to a range of programmes designed to improve their anger and conflict management skills, with a view to reducing school violence and indiscipline. The following achievements were recorded:

- 130 students benefited from existing Homework Centres while sites were located for the establishment of six additional Centres
- 1,200 Secondary School teachers were trained in anger and stress management
- two centres for out-of-school suspension were established, while 240 students were rehabilitated
- 186 School Safety Officers were trained and deployed to all Government secondary schools

Training of secondary level professionals, including Principals, Deans, School Supervisors and Curriculum Officers is being undertaken. These professionals are charged with the responsibility of reforming and expanding approaches to learning and teaching, curriculum development and assessment procedures. In order to support development of professionals within the education sector, a four-year Degree Programme as pre-service preparation and as a pre-requisite for joining the teaching profession is being offered by the UTT. The Programme commenced in September 2006 with 400 students enrolled full-time and another 400 students enrolled part-time. For teachers already in the system, professional development programmes are being implemented. During the period 2006-2007, beneficiaries from professional development and training programmes were as follows:

- 40 persons participated in a one-year Diploma in Educational Technology
- 20 persons participated in a one-year Diploma in Visual and Performing Arts
- 30 persons participated in a two-year Masters Degree Programme in Educational Leadership
- 40 persons were trained via a Modular Leadership Programme through McGill University, Canada

An assessment of the qualifications of the existing cadre of teachers shows that at the Primary Level:

- 87.4 per cent possess Teacher Training College Certificates
- 5.4 per cent possess a Bachelors Degree in Education
- 1.4 per cent possess a Diploma in Education
- 0.3 per cent possess a Masters Degree in Education

At the secondary level, 30.8 per cent of teachers have a Post-Graduate Diploma in Education.

Efforts are also ongoing to improve the capability of teachers to integrate technology into the classroom. The Ministry of Education, in partnership with Microsoft, established the Partners in Learning Peer Coaching Programme, which enables teachers to experience modern, technology-related techniques in teaching and learning.



## Key Projects

- Curriculum Development Project
- Teaching and Learning Strategies Programme
- Physical Security of Secondary Schools
- Secondary Education Modernisation Programme
- Professional Development Programme
- Special Education Programme
- Deshifting, Conversion, Technical Upgrade and General Rehabilitation of Secondary Schools
- School Intervention Strategies
- Textbook Rental/Loan Programme
- School Nutrition Programme
- School Transport System

## **A highly skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development**

### **Objectives**

- Increase participation in tertiary education to 45 per cent
- Create a talent pool of Scientists, Technicians and Researchers
- Upskill the labour force
- Create an effective and efficient National Innovation System

### **Strategies**

- Reform the system of education and training
- Expand access to tertiary education
- Create Local Centres of Excellence
- Upgrade and expand the University of the West Indies
- Up-skill the workforce
- Develop effective Technical and Vocational Education and Training System
- Rationalise Institutions and Programmes
- Establish accreditation and quality standards
- Promote integrated manpower planning
- Develop an Integrated System for Science, Technology and Innovation

### **Key Performance Indicators**

- Enrollment in tertiary institutions by age, sex, faculty and class of degree [undergraduate, postgraduate – Diploma, Masters Degree, PhD.]
- Number of tertiary level graduates by age, sex, faculty and degree type [pass, honours]
- Per cent of population attaining at least upper secondary education
- Pass rate for students pursuing Mathematics, Science, Computer Science and Technology at the Advanced Level Exam
- Number of nationals employed in the fields of science, research
- Number of graduates of Government-funded training programmes

## Targets to 2010

- Participation in tertiary education increased to at least 45 per cent
- Number of Science and Engineering Graduates increased
- New UTT Campuses established in Arima, Couva, Chaguaramas, Wallerfield, Mayaro and in Tobago

## Progress

Significant progress was made in increasing participation in tertiary education through the provision of financial assistance via Programmes such as the Government Assistance for Tuition Expenses Programme (GATE), and the Higher Education Loan Programme (HELP). From January 2006, the GATE Programme was revised to provide free tuition to citizens pursuing undergraduate programmes at both public and private tertiary level institutions (TLIs), and increased funding to those pursuing postgraduate studies at private TLIs. At present, there are 35 private institutions approved to offer courses eligible for GATE. As at June 2007, 19,749 students benefited from GATE funding in the sum of TT\$354.8m (Table 4.2).

Launched in June 2006, the HELP targets students with special financing needs. By June 2007, financial assistance in the sum of TT\$34.7 million was provided to 2,558 students.

As part of its management and operationalisation, the UTT will continue to focus on widening access to quality programmes in critical areas

**The 2007 enrollment data indicate a participation rate of roughly 36 per cent of the eligible 16-55 age cohort in Trinidad and Tobago. This represents a 4 percentage point increase when compared with data from 2006.**

Table 4.2 Student Enrollment in Tertiary Education Institutions by Year

	2001/02	2002/03	2003/04	2004/05	2005/06	2006/2007
UWI	6691	7696	8787	9666	11365	15700**
TTHTI	180	330	468	506	600	628**
COSTAATT	1956	3654	2923	4763	3837	4676**
UTT	481	973	1682	1600	1850	3298**
NESC				821	664	870**
MIC	925	968	1890	2445	2895	2442**
PRIVATE TLIs	...	...	...	...	...	45035*
TOTAL	10233	13621	15750	19801	21211	72649

... No reliable data available for these years

\* This figure represents total enrolment in the 35 GATE funded Private TLIs

\*\* Represents enrollment figures to July 2007

Source: Ministry of Science, Technology and Tertiary Education



through the establishment of campuses at strategic locations throughout the country. Construction of Campuses at O'Meara and Chaguaramas was completed, while pre-construction work at the Main Campus at Wallerfield is well underway.

### Key Projects

- Establishment of the University of Trinidad and Tobago
- Government Assistance for Tuition Expenses Programme (GATE)
- Higher Education Loan Programme (HELP)

### Target to 2010

**Number of scientists, technicians and researchers in the country increased**

### Progress


Efforts are underway to upgrade existing research institutions, and to promote investment in research and development activities by both the public and private sectors.

A properly regulated tertiary education sector is critical to the development of the country's human resources. The recently established Accreditation Council of Trinidad and Tobago (ACTT) will focus on key areas such as quality assurance, quality enhancement and regulations. The ACTT will undertake the development and administration of standards for registration and accreditation, and quality criteria for tertiary educational institutions and qualifications. In the discharge of its functions, the ACTT will develop strategic linkages with international, reputable accreditation bodies. The ACTT recorded several accomplishments as follows:

**The development of high-level research facilities will attract local, regional and international scientists, technicians and researchers, which will position Trinidad and Tobago as the hub for research and innovation in the Caribbean Region.**

- Development and implementation of a performance management and appraisal system
- Formulation of a strategic plan for the period 2005-2008
- Development of policies, processes and procedures for its key functional areas – registration, accreditation, recognition, conferment of institutional title and quality enhancement
- Establishment of linkages with the North Central Association of Colleges and Schools – The Higher Learning Commission, a regional accrediting body in the USA

In addition, emphasis continues to be placed on increasing participation in tertiary level education, with a view to producing more graduates in the fields of science and engineering. It is expected that



these graduates will form a pool of talented scientists and researchers whose expertise will enable the country to move up the value chain in both the energy and non-energy sectors. To this end:

- The College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT) implemented Bachelor Degree Programmes in Water Resources Management and Technology, and Radiological Sciences and Radiation Therapy
- The University of the West Indies (UWI) plans to undertake a comprehensive review of its graduate programmes with a view to enhancing its performance and competitiveness in the area of graduate studies and research
- The UTT developed undergraduate and postgraduate academic programmes in the fields of science, technology and engineering

The supply of ICT professionals is being met through ICT skills development programmes being offered at the UTT, COSTAATT and the Youth Training and Employment Partnership Programme (YTEPP) and is being facilitated through the provision of free undergraduate tertiary education to all citizens. In addition, the Tamana InTech Park will generate various ICT industries which will create a demand for these skills.

### **Key Projects**

- Construction of Institute of Marine Affairs – New Facilities
- Outfitting, Furnishing and Equipping of Institute of Marine Affairs Research Block
- Eastern Caribbean Institute of Agriculture and Forestry – Improvement of Facilities
- CARIRI – Improvement to Infrastructure and Purchase of Equipment
- Construction of Tamana InTech Park

## Targets to 2010

- **A comprehensive technical and vocational education and training system developed and in operation**
- **New MIC/HYPE/NSDP Centres established in Pleasantville and Diego Martin**
- **Number of graduates of the various training programmes funded by Government increased**

## Progress

Emphasis is being placed, not only on increasing the number of tertiary level graduates, but also on honing those intermediate level skills that are vital to the development of Trinidad and Tobago's industrial, technological and entrepreneurial capacities.

The NESC, for example, is mandated to provide the necessary training modeled around the skill expectations of new plants targeted for the energy and energy-related industries and to offer longer-term skills training programmes leading to Journeyman and Master Craftsman certification.

The National Training Agency (NTA) has been working with key stakeholders in priority sectors of the economy and regulatory and professional bodies in developing, reviewing and promoting national occupational standards of competence. These occupational standards will specify minimum levels of competency required to effectively function in a particular occupational area.

Work is also progressing on developing the Trinidad and Tobago National Vocational Qualifications (TTNVQs). The NTA is working towards implementation of a Prior Learning Assessment and Recognition Programme (PLAR 500) to establish a Skills Assessment and Certification Programme. This activity will serve as the basis for the establishment of a skills assessment and certification programme to certify 500 skilled persons towards Level 2 of the Regional and National Vocational Qualifications Framework. This will increase the supply of persons from which Technology Instructors may be sourced.

Additionally, attention is being placed on widening the recognition of TTNVQ and assisting training providers to become approved training centres. At the same time, the NTA is working together with the ACTT to implement a quality assurance system for technical and vocational education and training. The NTA is promoting the use of National Occupational Standards (NOS) as a competency-based tool for the development of training for industries, generating job descriptions and other job-related specifications.

Critical to the operations of a comprehensive technical and vocational education and training system is the provision of adequate training facilities. As such, work commenced on the establishment of

new technology centres at strategic locations throughout the country. Land acquisition and building design were undertaken for establishment of a Metal Industries Company (MIC) Centre at Diego Martin, while design and construction work commenced at Pleasantville. Upgrade of technology centres at La Brea, Ste. Madeline, Mayaro and Sangre Grande was also undertaken.

Furthermore, up-skilling and multi-skilling the workforce to improve the flexibility and adaptability of the country's workers must be undertaken if we are to remain competitive in the global arena. As such, opportunities are being provided to individuals for re-training and re-tooling, development of specialised technological skills and participation in on-the-job training programmes.

The Multi-Sector Skills Training Programme (MuST) is a specialised craft training programme which initially consisted of six-month cycles of training with 400 trainees in each cycle. For the period 2006 to July 2007, beneficiaries from specialised training sessions were as follows:

- 1,876 trainees in six cycles of Construction Sector occupational training – Trinidad
- 344 trainees in two cycles of Construction Sector Level II occupational training – Trinidad
- 96 trainees in one cycle of Mixed Sector training in Hospitality/Tourism and Construction Sectors - Tobago
- 544 trainees in three cycles of Hospitality/Tourism Sector training – Trinidad

The Retraining Programme focuses on retooling and re-skilling displaced and retrenched workers in the age group 25-45 years, to enhance their opportunities to attain sustainable employment and self employment. The Programme's main components are Literacy, Skills Training, Life Skills Training, Internship and Mentorship. In 2006, Life Skills Training was provided for over 600 trainees, while over 300 trainees were enrolled for assessment and certification under the Trinidad and Tobago National Vocational Qualifications (TTNVQ). Over 100 of these trainees were granted certification in Administration Level 1. Arrangements are being made to extend the Level 1 TTNVQ certification to include welding, fabricating, air conditioning and refrigeration, masonry, carpentry, plumbing and library technician. Also in 2006, the Retraining Programme commenced its 'Rehabilitating Inmates' initiative with the training of 80 inmates.

The On-the-Job Training Programme (OJT) is a pre-employment programme which offers participants an induction into the world of work, focusing on enabling the acquisition of occupational skills. During the period 2006-2007, the OJT placed 5,498 trainees.

Under the YTEPP, 4,272 persons benefited from courses during 2006 to 2007.

#### **Box 4.1: Youth Training and Employment Partnership Programme (YTEPP)**

The **Youth Training and Employment Partnership Programme (YTEPP)** is a Government funded training programme. It provides youth between the ages of 15-25 years with the opportunity to build their entrepreneurial and vocational skills in preparation for employment, career enhancement and micro entrepreneurship. There are over 80 vocational courses in 12 occupational areas, all certified by the National Examinations Council.

#### **YTEPP Trainees in a session with their Welding Tutor**



### **Key Projects**

- YTEPP Ltd. – Construction of Training Centre - Tobago
- National Skills Development Programme
- Metal Industries Company Training Subsidy
- Government Vocational Centre – Construction of new Facilities at Point Fortin
- John S. Donaldson Technical Institute – Improvement of Facilities
- San Fernando Technical Institute – Upgrade of Facilities and Equipment
- Acquisition of Capital Equipment for Metal Industries Company Limited
- Construction of Technology Centre in Chaguanas
- St. Bede Technology Centre – Establishment of Woodworking Workshop
- Point Fortin Technology Centre – New Facilities and Upgrade
- Establishment of Pleasantville Technology Centre
- Moruga Building Technology Centre
- Mayaro Technology Centre
- Establishment of Diego Martin HYPE Centre
- Sangre Grande MIC/HYPE Centre
- Equipping HYPE Centres
- Multi-Sector Skills Training Programme (MuST)
- Retraining Programme
- The Youth Training and Employment Partnership Programme (YTEPP)

## New Projects

### Upgrade of the Laventille Technology Centre

This project involves the purchase of library books and equipment, as well as the re-construction of classrooms and workshops.

### Ste. Madeline Technology Centre

The project scope involves building design and project management, site preparation, building construction and renovation, external works, electrical installations and the purchase of equipment.

### Establishment of the La Brea Technology Centre

The La Brea Technology Centre is being executed on a phased basis. Phase I involves refurbishment works and the purchase of equipment, while Phase II involves the construction and outfitting of a two storey structure.

## Target to 2010

**The Community College of Trinidad and Tobago established with campuses in both Trinidad and Tobago**

## Progress

COSTAATT has started the conversion to a comprehensive national community college and will be renamed the Community College of Trinidad and Tobago (CCTT). It will have a four-fold mission as follows:

- Preparing students for employment at the para-professional, technologist and mid-managerial level in a variety of disciplines
- Providing remedial education courses for academically under-prepared students to create a bridge to post secondary programmes
- Preparing students for future enrolment in undergraduate programmes of study at UTT and UWI
- Offering short-term programmes that meet the needs of the communities it serves

The CCTT is expected to be the major bridging institution within the tertiary education sector.

## Key Projects

- Establishment of the National Community College
- Development of a Master Plan for COSTAATT
- Faculty and Administrative Staff Training and Development for COSTAATT

## The Richness of Our Diverse Culture Will Serve As a Powerful Engine to Inspire Innovation and Creativity

### Objectives

- Preserve the cultural heritage of Trinidad and Tobago
- Develop vibrant Arts and Craft Industries
- Increase the number of persons involved in the indigenous craft industry
- Increase the volume of craft exports
- Develop an innovation database

### Strategies

- Preserve and enhance cultural infrastructure
- Harness and nurture indigenous potential
- Provide support for the growth of creative industries
- Market Trinidad and Tobago's cultural products
- Document and promote innovation performance

### Key Performance Indicators

- Per cent of population working in creative industries
- Per cent contribution of crafts to exports
- Number of copies of books produced (per 100 persons)
- Cultural radio programmes (as a per cent of total programmes)
- Cultural television programmes (as a per cent of total programmes)
- Number of films produced/co-produced by nationals
- Recorded music sales in TT\$ per capita
- Number of National Festivals
- Number of Heritage Sites
- Per cent of population using cultural and recreational facilities
- Per cent of population visiting museums and Art Galleries



## Target to 2010

### Number of persons involved in creative industries increased

#### Progress

Trinidad and Tobago, a country rich in creative talent, began exploring the development of creative industries as one way of transforming the economy and reducing reliance on the energy sector. As such, several activities are being undertaken to facilitate the development of these industries and to enhance their contribution to the national economy.

The past year saw the establishment of the Trinidad and Tobago Film Company (TTFC) Limited, which has as its prime responsibility the development of the local film industry.

In 2006, the TTFC implemented the Production Assistance and Script Development Programme designed to stimulate the local motion picture production sector. Twenty-two applicants were awarded financial assistance in July 2006. Of this total, 17 beneficiaries have committed to developing productions and the remaining five to develop scripts. In addition, from September 20<sup>th</sup> to 26<sup>th</sup> 2006, the TTFC hosted its first ever Film Festival at Movie Towne, Port of Spain to promote the works of promising artistes from the Region.

In March 2007, the Board of the Trinidad and Tobago Entertainment Company (TTENT) was appointed. This Company is responsible for the development of the industrial potential of activities related to local music, Carnival, visual arts, theatre and dance.

## Target to 2010

### Volume and value of craft export increased

#### Progress

The craft industry has traditionally been a fertile area for innovation and has the potential for the provision of significant employment opportunities and for generating increased foreign exchange earnings. In this regard, the Export Centre Company Limited was established to revitalize the local craft industry. The core activity of the Company is the provision of basic training in 12 craft disciplines at 17 centres located throughout Trinidad. The programmes not only prepare participants for the world of work, but also encourage creativity and innovation, as well as development of the local handicraft industry. They also lay the foundation on which participants can develop a more sophisticated portfolio of skills, including entrepreneurship and business management, leading to the creation of successful and sustainable craft export micro-enterprises. In 2007, 297 persons graduated

from the Company's training programmes. Information on the volume and value of craft exports is not readily available. Systems are being put in place to have this information collected by the relevant agencies.

### Targets to 2010

- **Academies for the Performing Arts established**
- **Existing cultural and recreational facilities refurbished**
- **National Carnival Centre established**

### Progress

Trinidad and Tobago is endowed with a rich cultural diversity and is committed to nurturing local creative industries. The emphasis at this time is on the establishment of new centres for cultural expression, and the upgrade of cultural and recreational facilities.

Work commenced on the construction of the National Academy of the Performing Arts at the Princess Building Grounds in Port of Spain. This Facility is scheduled for completion in the 4<sup>th</sup> Quarter of 2008. Designs for the Performing Arts Centre at San Fernando were completed.



**Work in progress on the National Academy for the Performing Arts  
– Princess Building Grounds**

In addition, the Little Carib Theatre in Woodbrook is being converted into a community and multifunctional Black Box state-of-the-art theatre.

Queen's Hall is the main Concert Hall in North Trinidad. Refurbishment works to this facility include construction of an administration building, acquisition of a platform lift for the physically challenged to access the stage, and upgrade of the lighting infrastructure.

For decades, Naparima Bowl served as the main Concert Hall in San Fernando. Major refurbishment will be undertaken, including the upgrade of the theatre system equipment, renovations to the

auditorium and improvements to parking facilities and security systems.

Work is currently being undertaken on the establishment of a National Carnival Entertainment Centre at the Queen's Park Savannah. It is expected that the facility will be completed in time for Carnival 2009.

### Key Projects

- Refurbishment of Queen's Hall
- Renovation of Naparima Bowl
- Academies for the Performing Arts
- Provision of National Carnival Entertainment Centre
- Upgrade of Little Carib Theatre

### Target to 2010

#### Carnival and other cultural festivals effectively managed

#### Progress

The diversity in our culture offers many avenues for innovation. The Tobago Heritage Festival, the Best Village Competition and the Chutney-Soca Competition are cases in point. There is tremendous potential for cultural, festival and heritage events to have increased contribution to exports, employment and Gross Domestic Product (GDP). The Culture Division of the Ministry of Community Development, Culture and Gender Affairs recognised the value of this potential, and has directly engaged in the management of several cultural activities.



In the past year, the Ministry was involved in the planning and management of significant regional and international activities. Trinidad and Tobago successfully hosted CARIFESTA IX from September to October 2006, the theme of which was 'Celebrating our People, Contesting the World Stage'. The daily activities at the CARIFESTA IX Grand Market attracted thousands of persons, while community concerts staged across the country were immensely popular.

In addition, the Ministry was instrumental in successfully coordinating and managing Trinidad and Tobago's cultural delegation in Germany for the FIFA World Cup 2006. This activity was designed to stimulate interest in Trinidad and Tobago and to encourage persons attending the entertainment events

to visit the 'SOCA CARAVAN' booth to learn more about tourism, trade and investment opportunities in Trinidad and Tobago.

The Ministry engaged the Trinbago Unified Calypso Organisation (TUCO) in institutional strengthening activities to facilitate more improved management of cultural events centred on the Calypso artform. Training Programmes were conducted in areas such as hospitality protocol, event management and marketing for cultural practitioners.

## Target to 2010

### Historical and Cultural Sites identified and preserved

#### Progress


Much of the country's rich and exciting past can be gleaned from its architecture, which tells the story of the many cultural influences which helped to shape the development of our society. The preservation of these buildings has the potential to not only serve as the foundation for the development of heritage tourism, but can also engender a sense of national pride, and contribute to the historical and cultural knowledge base of citizens. Some progress was made in the preservation of identified historical and cultural sites.



**Stollmeyer's Castle**

Refurbishment works on the building known as 'Naipaul House', made famous in the work of Nobel Prize Winning Author, Sir Vidiadhar Surajprasad Naipaul, will be completed in Fiscal Year 2007. The work entailed completion of ground floor apartments, furnishing of a living room for researchers and an administrator, and installation of appropriate facilities such as computers and other equipment.

Work commenced on the establishment of a National Heritage Site at Nelson Island, which was the first point of entry into the country in the 19<sup>th</sup> Century for indentured immigrants. The Project entails building restoration, and research and design of a special type of museum. The space and the fixtures related to the reception of immigrants, especially the processing of indentured labourers will be recreated. Exhibits will be mounted in a Hall of Peoples commemorating the development of the nation of Trinidad and Tobago from Amerindian times to the present. The initial design work was undertaken by the Historical Restoration Unit of the Ministry of Works and Transport.



Restoration works commenced at Stollmeyer's Castle and Mille Fleurs, two of the Magnificent Seven, directed at preserving their historical significance. This is scheduled for completion in the 1<sup>st</sup> Quarter of 2008.

### Key Projects

- Renovation of Naipaul House
- Establishment of a National Heritage Site at Nelson Island
- Restoration of the Mille Fleurs Building

### Target to 2010

#### New Museums and Art Galleries Established

#### Progress

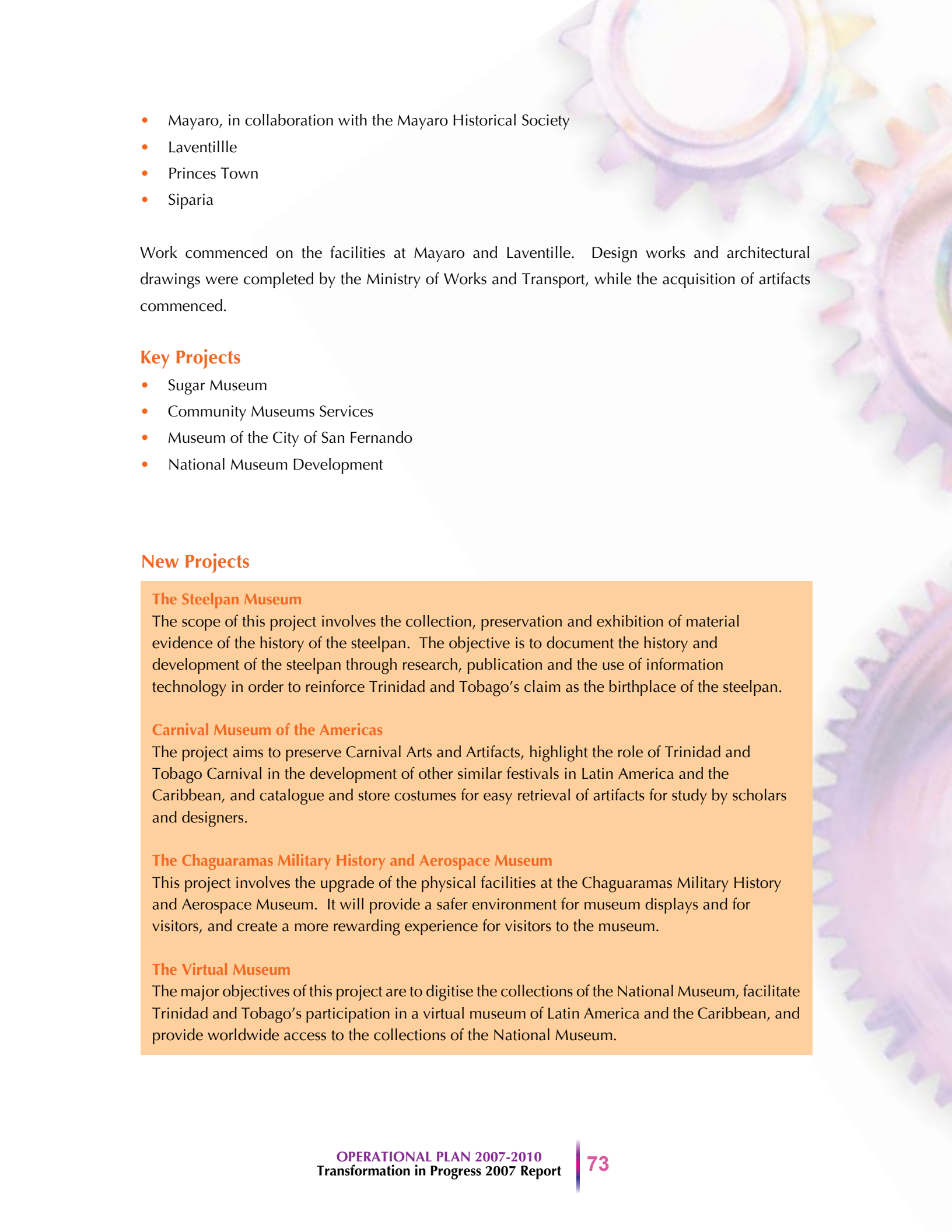
The nurturing of an appreciation for the visual and graphic arts, as well as the display of indigenous talent, is important in a society that promotes holistic human development. In order to achieve these objectives, priority is being given to the establishment of new museums and art galleries across the country.

Work was undertaken to establish a Sugar Museum at Caroni, Trinidad. The Project entails the stabilisation and restoration of Sevilla House, repairs and rehabilitation of machinery for outdoor and indoor display and the design and installation of exhibits. Reconstruction of sugar factory scenes and multimedia presentations will be utilised to provide an historical account of the country's sugar industry. Exhibits will include a model reproduction of a sugar cane estate and factory, including housing for sugar workers, household utensils and factory tools, documents, lithographs and paintings. A contract was awarded for the identification and collection of artifacts.

The old power station in San Fernando will be converted into the Museum of the City of San Fernando to house exhibits relating to the cultural heritage of South Trinidad and San Fernando, in particular. Work will commence over the next year on the establishment of a Steelpan Museum and a Carnival Museum of the Americas.

In addition, small community museums will also be established in various communities throughout the country. They will specifically target the youth in these communities, local tourists, researchers, scholars and students. The museums are being developed in collaboration with community groups in the following areas:

- Toco and La Brea

- 
- Mayaro, in collaboration with the Mayaro Historical Society
  - Laventille
  - Princes Town
  - Siparia

Work commenced on the facilities at Mayaro and Laventille. Design works and architectural drawings were completed by the Ministry of Works and Transport, while the acquisition of artifacts commenced.

### **Key Projects**

- Sugar Museum
- Community Museums Services
- Museum of the City of San Fernando
- National Museum Development

### **New Projects**

#### **The Steelpan Museum**

The scope of this project involves the collection, preservation and exhibition of material evidence of the history of the steelpan. The objective is to document the history and development of the steelpan through research, publication and the use of information technology in order to reinforce Trinidad and Tobago's claim as the birthplace of the steelpan.

#### **Carnival Museum of the Americas**

The project aims to preserve Carnival Arts and Artifacts, highlight the role of Trinidad and Tobago Carnival in the development of other similar festivals in Latin America and the Caribbean, and catalogue and store costumes for easy retrieval of artifacts for study by scholars and designers.

#### **The Chaguaramas Military History and Aerospace Museum**

This project involves the upgrade of the physical facilities at the Chaguaramas Military History and Aerospace Museum. It will provide a safer environment for museum displays and for visitors, and create a more rewarding experience for visitors to the museum.

#### **The Virtual Museum**

The major objectives of this project are to digitise the collections of the National Museum, facilitate Trinidad and Tobago's participation in a virtual museum of Latin America and the Caribbean, and provide worldwide access to the collections of the National Museum.



# Nurturing a Caring Society



# Nurturing a Caring Society



## Goal 1

The foundation of Trinidad and Tobago will be strong families and strong communities

## Goal 2

Poverty will be significantly reduced

## Goal 3

All citizens will have access to adequate and affordable housing

## Goal 4

All citizens will be empowered to lead long, healthy lifestyles and have adequate access to an efficient health care delivery system

## Goal 5

The HIV/AIDS epidemic will be contained and care will be provided to those infected and affected

## Goal 6

All citizens will have access to and participate in a sporting or recreational activity in keeping with the 'Sport for All' philosophy

## Goal 7

The Youth will be empowered to participate fully in the development of the country

## Champions

- Ministry of Health
- Ministry of Housing
- Office of the Prime Minister
- Tobago House of Assembly
- Ministry of Sport and Youth Affairs
- Ministry of Social Development
- Ministry of Planning and Development
- Ministry of Community Development, Culture and Gender Affairs
- Ministry of Labour and Small and Micro Enterprise Development



## The foundation of Trinidad and Tobago will be strong families and strong communities

### Objectives

- Reduce the number of divorces
- Reduce the incidence of youth delinquency
- Reduce the number of cases of child maintenance
- Reduce the incidence of domestic violence
- Reduce the number of repeat offenders
- Reduce teenage pregnancy
- Increase access of population to community services

### Strategies

- Encourage family development
- Build strong communities
- Implement child friendly policies
- Care for the elderly
- Protect our children
- Integrate differently-abled persons
- Empower our youth
- Rehabilitate prisoners

### Key Performance Indicators

- Per cent of families that engage in family activities at least once per month
- Per cent of civil society groups (CBOs/NGOs) and organisations affirming growth in activity over the past year in terms of:
  - (i) Cash receipts
  - (ii) Volunteering

## Targets to 2010

- The divorce rate is reduced by 25 per cent
- Juvenile delinquency is reduced by 25 per cent
- The number of child maintenance cases is reduced by 25 per cent
- The number of cases of domestic violence is reduced by 25 per cent
- Teenage pregnancy is reduced by 20 per cent

## Progress

Strong families and communities are the foundation of a society as they offer the nurturing, caring and supportive environment that will provide every citizen with the opportunity for realizing his/her full potential. Many are of the view that the breakdown in family life and erosion of family values are at the root of the economic and social problems confronting the society.

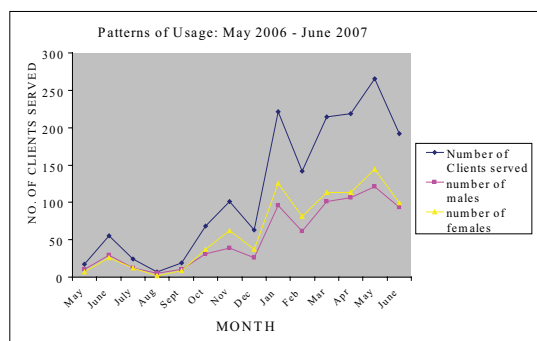
Over the past year, initiatives to strengthen family life included the conduct of programmes on leadership skills, parenting, anger management for parents, adolescents and teens, building trust and managing conflict in families and communities. Efforts were also made to foster the development of communities throughout the country, develop policies on ageing, disabled persons and children, and enhance the infrastructure for community participation through refurbishment and construction of community centres.

### Community Mediation Services

For the period May 2006 to June 2007, the Community Mediation Services Division served 1,607 clients, of which 740 were males and 867 were females (Figure 4.1).

The types of conflict issues addressed through the Centres ranged from civil matters to minor criminal offences. However, the majority of matters involved family relationships. In the new fiscal year, programmes to be implemented by the Centres include a Parental Support Group and Symposia on Family Dynamics and Conflict.

Figure 4.1  
Community Mediation Services – Patterns of Usage May 2006 – June 2007



Source: Ministry Of Social Development - Community Mediation Services Division  
Performance Report for the Period May 2006 – June 2007

### **Television/Community Series on Parenting and the Family**

#### **Objective:**

To improve parenting skills geared towards healthier functioning of the family and reduction of social problems.

### **National Family Services**

A Draft National Family Policy was formulated. This Policy adopts a comprehensive and coordinated approach to ensuring that parents are equipped with the skills necessary to effectively meet the individual needs of their children and thereby strengthen the human capital base of society. Through this Policy, initiatives to be taken will assist in the reduction of family problems manifested in separation, divorces and other dysfunctions.

The Ministry of Social Development through the National Family Services Division successfully managed several Family Life Management Programmes in communities throughout the country including parenting, life skills for adolescents and support for parents and caregivers. Radio programmes on family life were also conducted.

#### **Youth Shield Objective:**

To provide solutions and mechanisms to reduce gang membership through decreased recruitment and separation of existing gang members.

#### **Mentoring Objective:**

To match 'at-risk' youth (10-16 years) with qualified volunteers who would act as a role model, friend and companion.

#### **MYPART/MILAT Objective:**

To lay the foundation for the promotion of attitudinal change in the participants and to empower them to better understand and meet the challenges of adult life. The Programmes involve the training of young persons in a quasi military environment and target 'at risk' youth who are vulnerable to socially unacceptable behaviours.

### **Juvenile Delinquency**

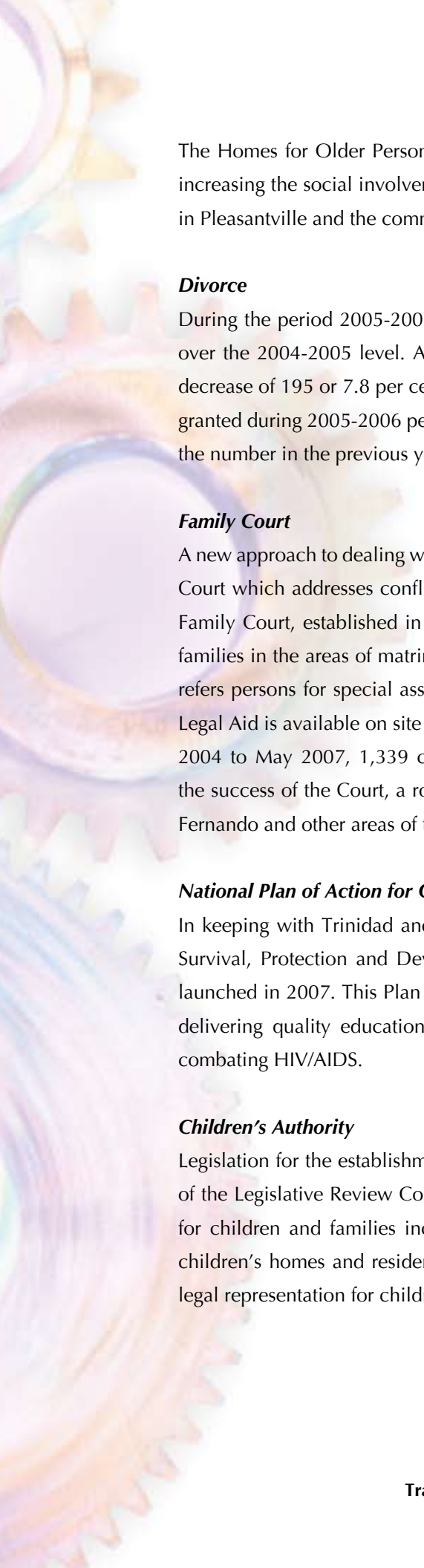
Several approaches to dealing with juvenile delinquency are being taken by various agencies. In the new fiscal year, the Community Mediation Division of the Ministry of Social Development will implement Programmes such as Youth Shield and Combating Violence through Literacy and Mentoring. In April 2007, the Military Led Youth Programme of Apprenticeship (MYPART) and the Military Led Academic Training Programme (MILAT) were launched by the Ministry of National Security and a total of 100 persons benefited from these Programmes. In addition, the Ministry of Education continued to promote a culture of peace in the school environment through the School Intervention Strategies such as the introduction of School Safety Officers, development of a specific mentoring programme with the Youth Training Centre and establishment of Student Councils in all schools.

### **Domestic Violence**

Domestic violence continues to increase with 9,950 cases recorded between 2005- 2006. This represented a total of 220 new cases.

### **Care for the Elderly**

In 2007, the National Policy on Ageing was launched. This Policy draws on several fundamental international principles for older persons vis accessibility to resources, participation, dignity, health and active ageing, independence, and home and community care. It promotes the well-being of older persons with the opportunity to be integrated into the mainstream of society.



The Homes for Older Persons Bill 2007 is to be tabled in Parliament shortly. Activities directed at increasing the social involvement of the elderly included the launch of the 5<sup>th</sup> Senior Activity Centre in Pleasantville and the commemoration of the International Day of Older Persons.

### ***Divorce***

During the period 2005-2006, 2,636 new divorces were filed, representing a 4.7 per cent increase over the 2004-2005 level. A total of 2,297 Decree Nisi Orders were granted which represented a decrease of 195 or 7.8 per cent from the previous year. The total number of Decree Absolute Orders granted during 2005-2006 period was 2,389, a small increase of 64 or 2.8 per cent as compared with the number in the previous year.

### ***Family Court***

A new approach to dealing with families in conflict was instituted with the establishment of the Family Court which addresses conflict in a less confrontational manner than the formal Court System. The Family Court, established in 2004 in Port of Spain, provides counseling and mediation services to families in the areas of matrimony, children, co-habitation, succession and violence. The Court also refers persons for special assistance including psychological and psychiatric treatment. In addition, Legal Aid is available on site to provide assistance to those who qualify for aid. Over the period May 2004 to May 2007, 1,339 cases were referred for mediation and 3,551 to social services. Given the success of the Court, a roll-out plan was approved to replicate the Family Court in Tobago, San Fernando and other areas of the country.

### ***National Plan of Action for Children***

In keeping with Trinidad and Tobago's commitment as signatory to the World Declaration for the Survival, Protection and Development of Children, the National Plan of Action for Children was launched in 2007. This Plan adheres to four major priority actions namely, promoting healthy lives; delivering quality education; providing protection against abuse, exploitation and violence; and combating HIV/AIDS.

### ***Children's Authority***

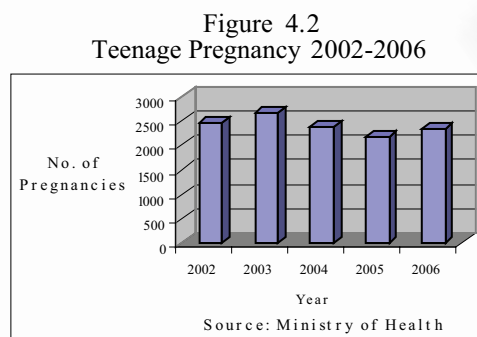
Legislation for the establishment of a Children's Authority was drafted and is receiving the attention of the Legislative Review Committee. This Authority will coordinate the provision of social services for children and families including the protection of children, regulation of the operations of all children's homes and residences, monitoring of foster care and adoption services and provision of legal representation for children within the Court System.

### Teenage Pregnancy

Teenage pregnancy continued to be a matter of concern in Trinidad and Tobago. The number of pregnancies among teenagers<sup>11</sup> fluctuated over the period 2002-2006. However, an increase of 190 teenage pregnancies was recorded between 2005 and 2006 (Figure 4.2).

### Key Projects

- Family Life Management Programme
- Establishment of the Family Court
- Community Mediation Centres
- An Expanded Integrated Counselling and other Intervention Programme for Trinidad and Tobago
- Family Life Radio Programme
- Establishment of Parental Support Group
- Symposia on Family Dynamics and Conflict



### Target to 2010

The number of repeat offenders declines by 30 per cent

### Progress

Rehabilitation of prisoners and ex-prisoners to facilitate their reintegration into society as law abiding citizens continued to be a major priority. A Comprehensive Report on Ex-Prisoners was recently completed which included the recommendation, *inter alia*, for the establishment of an Ex-prisoner In-Transit Facility to provide accommodation and support for the societal reintegration of ex-prisoners. A property for the housing of this facility was acquired in 2007.

To reduce exposure of the young offenders to habitual offenders, separate remand homes for young male and female offenders are to be established in Aripo. Contracts for the construction of these homes were awarded in 2007.

### Key Projects

- Establishment of a Remand Home for Young Female Offenders
- Establishment of a Remand Home for Young Male Offenders
- Establishment of a Halfway House for Ex-Prisoners

11 The data reflect the number of patients who attended Ante-Natal Clinics at Government Health Centres.



## Target to 2010

### 100 community centres constructed across Trinidad and Tobago

#### Progress

In order to foster the development of vibrant communities, 100 community centres will be constructed/ refurbished throughout Trinidad and Tobago. Memoranda of Understanding were entered into with construction companies including the National Insurance Property Development Company Limited (NIPDEC), Evolving Technologies and Enterprises Development Company (eTeck), National Social Improvement Programme of the National Self Help Commission and the Maintenance, Training and Security Company (MTS). Construction is expected to start in 2008.

#### Key Projects

- Construction of Community Centres
- Refurbishment of Community Centres

## Poverty will be significantly reduced

### Objectives

- Reduce the number of persons living below the poverty line by 1 per cent per year

### Strategies

- Develop a coordinated, integrated approach to address the poverty challenge
- Strengthen the information system on poverty and poverty reduction
- Bring social services closer to the people
- Promote work as the best route out of poverty
- Increase access to education and training opportunities
- Address the feminization of poverty
- Support the indigent, incapacitated and the sick
- Accelerate the development of infrastructure
- Establish strategic linkages between the poor and small business development entities
- Introduce national financial literacy programmes
- Make the poorest of the poor priority clients for social services
- Improve the labour inspection function

### Key Performance Indicators

- Per cent of persons living below the poverty line

## Target to 2010

Poverty level declined by 5 per cent, with at least 60,000 persons moving above the poverty line

### Progress

There was a secular decline in the poverty level between 1992-2005 based on the *Draft Report on the Analysis of the Trinidad and Tobago Survey of Living Conditions – 2005*. Revised data from this Report indicate a poverty level<sup>12</sup> of 16.7 per cent. This represented a decline of some 20 per cent in the poverty level during the 14 year period (1992-2005) at an average rate of 1.4 per cent per year. In terms of population numbers, the data indicate some 231, 900 persons moved above the poverty line as defined. If this trend continues, the target set in this area is likely to be realized. In the two areas with relatively high poverty levels, Rio Claro (26.6 per cent) and Pt. Fortin (24.6 per cent), Social Services Centres are to be established, shortly (Box 4.2).

A critical element of Government's poverty reduction strategy is entrepreneurial development. In this regard, ongoing projects such as the Micro Enterprise Training and Development Grant (MEG) and the Micro Enterprise Loan Facility (MEL) are expected to contribute to the decline in the poverty level.

The Debit Card Programme, which also aims to reduce poverty and offset rising food prices, is expected to make a further impact. The Programme was piloted through eight regional offices and 5,000 persons were screened. Between October 2006 to March 2007, out of the 800 persons targeted, 668 persons received cards. Beneficiaries are required to participate in supporting projects which aim to improve their educational and skill level with a view to reducing reliance on State-assisted Programmes.

<sup>12</sup> A poverty line was set at TT\$665 per month as defined in the Draft Report on the *Analysis of the Trinidad and Tobago Survey of Living Conditions - 2005*

#### Box 4.2 Poverty Profile 2005

##### Geographic distribution

Sangre Grande (39.1%), Princess Town (30%), Mayaro/Rio Claro (26.6%) and Point Fortin (24.6%) had the highest concentration of the poor.

##### Ethnicity

42.8% of the poor persons in the population were of African descent, 27.7% of mixed descent, 29.4% of Indian descent, other races 1.4%.

##### Gender

Approximately 38% of poorest households were female headed.

(Source: *Draft Report on the Analysis of the Trinidad and Tobago Survey of Living Conditions – 2005*)

##### Micro Enterprise Grant

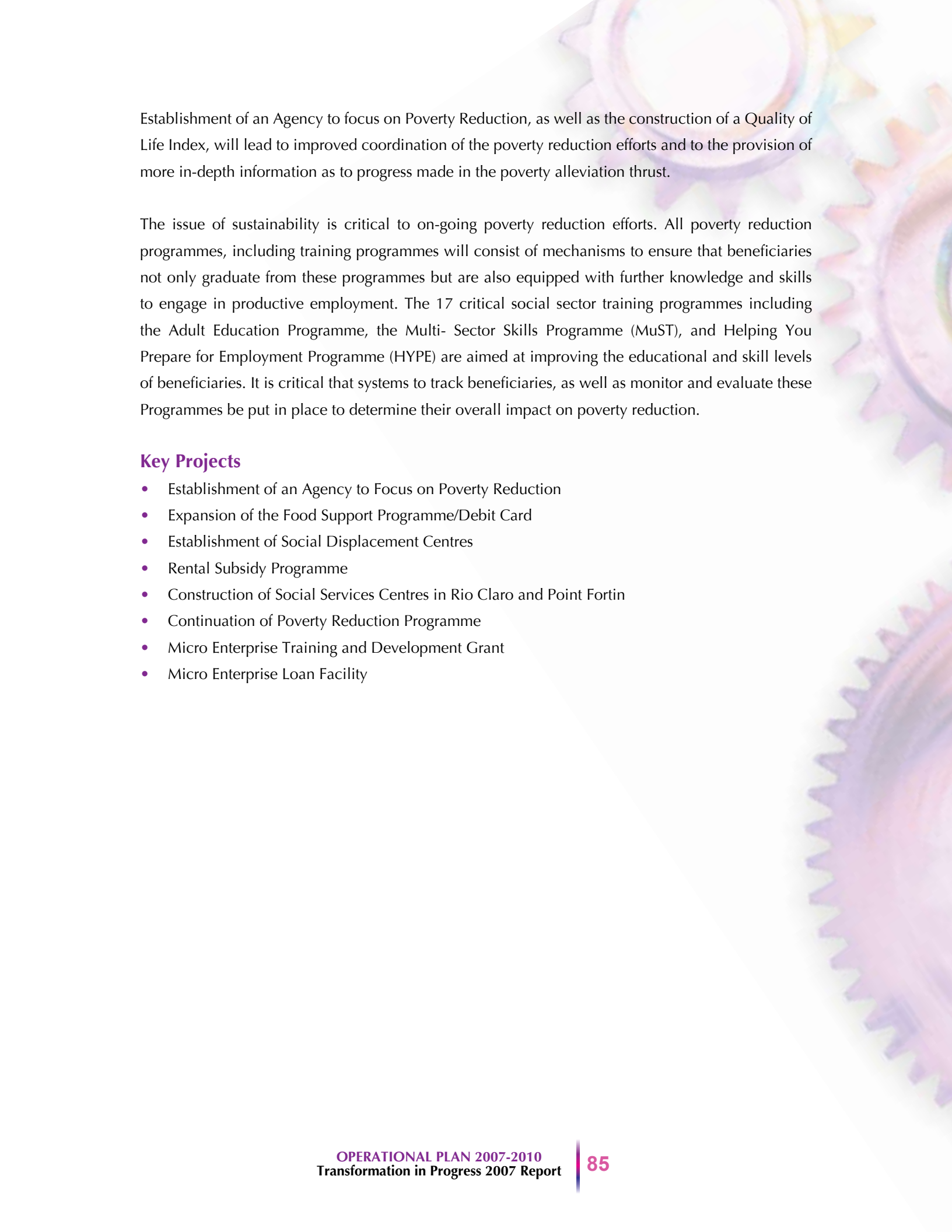
###### **Objective:**

To provide assistance to needy citizens who are capable and willing to undertake small business ventures and skills training. Intended beneficiaries include victims of domestic violence, probationers and welfare recipients.

##### Micro Enterprise Loan Facility

###### **Objective:**

To empower communities and reduce poverty by assisting Community-Based Organisations (CBOs) through the provision of micro enterprise loans, business training and after loan services. Intended beneficiaries include micro entrepreneurs, unemployed persons and recipients of Public Assistance.



Establishment of an Agency to focus on Poverty Reduction, as well as the construction of a Quality of Life Index, will lead to improved coordination of the poverty reduction efforts and to the provision of more in-depth information as to progress made in the poverty alleviation thrust.

The issue of sustainability is critical to on-going poverty reduction efforts. All poverty reduction programmes, including training programmes will consist of mechanisms to ensure that beneficiaries not only graduate from these programmes but are also equipped with further knowledge and skills to engage in productive employment. The 17 critical social sector training programmes including the Adult Education Programme, the Multi- Sector Skills Programme (MuST), and Helping You Prepare for Employment Programme (HYPE) are aimed at improving the educational and skill levels of beneficiaries. It is critical that systems to track beneficiaries, as well as monitor and evaluate these Programmes be put in place to determine their overall impact on poverty reduction.

### Key Projects

- Establishment of an Agency to Focus on Poverty Reduction
- Expansion of the Food Support Programme/Debit Card
- Establishment of Social Displacement Centres
- Rental Subsidy Programme
- Construction of Social Services Centres in Rio Claro and Point Fortin
- Continuation of Poverty Reduction Programme
- Micro Enterprise Training and Development Grant
- Micro Enterprise Loan Facility

## Target to 2010

### Trinidad and Tobago is a more equitable society

#### Progress

The most recent data on the Gini Coefficient<sup>13</sup> shows that there was no change in inequality between 1997 and 2005. Nevertheless, a coefficient value of 0.39<sup>14</sup> indicates that there is much room for improvement in the area.

**The Gini Coefficient** measures inequality in terms of income distribution. The closer it is to 1 the greater the inequality, and the closer it is to 0, the less inequality.

From the perspective of equity, one segment of the population which has been receiving considerable attention is the disabled. Approximately 68.4 per cent of persons with disabilities received support from social welfare programmes.

The implementation of the National Policy on Persons with Disabilities is expected to address further some of the equity issues faced by the disabled. The Policy was approved in 2005. From May to July 2007, sensitisation workshops were held with the aim of informing stakeholders about the Policy and reviewing implementation progress. The themes of these workshops included Access to Information and Communication, Access to Sport, Recreation, Hospitality and Culture and Inclusive Education, Training, Employment and Legislation. It is expected that enactment of appropriate legislation to support the Policy will follow shortly.

Enforcement of the minimum wage has been a key mechanism in addressing the equity problem in the country. In this regard, a consultant is to be hired during the next fiscal year to develop a monitoring and forecasting mechanism to measure the impact and effectiveness of the implementation of the minimum wage. Additionally, the Labour Inspectorate Unit of the Ministry of Labour and Small and Micro Enterprise Development is to be strengthened to ensure compliance with the minimum wage legislation by employers.

#### Key Projects

- Enhancement of the Labour Inspection Function
- Construction of the Social Services Centre in Rio Claro
- Construction of the Social Services Centre in Point Fortin
- Food Support Programme/Debit Card
- Public Awareness Campaign on the National Policy on Persons with Disabilities
- Poverty Alleviation Programme

13 **Draft Report on the Analysis of the Trinidad and Tobago Survey of Living Conditions - 2005**, Ministry of Social Development.

14 Most developed European nations tend to have Gini coefficients between 0.24 and 0.36.

- MicroEnterprise Training and Development Grant (MEG)
- Micro Enterprise Loan (MEG) Facility

## Target to 2010

**The quality of life of all citizens is improved**

### Progress

A wide range of projects under the five Development Pillars is being undertaken whose combined outputs all serve to bring about significant improvements in the quality of life of all citizens.

To track progress in this regard, with the assistance of the United Nations Development Programme (UNDP), work started on the development of a Quality of Life Index. A Steering Committee was established to spearhead and guide this exercise. Another important project being undertaken, also with the assistance of the UNDP, to facilitate continuously monitoring of the quality of life, is the development of a Socio-Economic Database. However, in the meantime, there are other indicators that can be used as a basis for forming impressions on changes in the quality of life in the country such as the Human Development Index (HDI). According to the HDI Report 2006, Trinidad and Tobago ranked 57 among 177 countries in 2004 (Table 4.3). This ranking is considered to be in the high human development category.

**Table 4.3**  
**HDI Ranking for Trinidad**  
**and Tobago 2001-2004**

YEAR	HDI Rank
2001	54
2002	54
2003	57
2004	57

Source: Human Development  
Reports 2001-2006

### Key Projects

- Development of a Quality of Life Index
- Development of a Socio Economic Database

## All citizens will have access to adequate and affordable housing

### Objectives

- Construct 8,000 housing units annually (under Government's housing programme)
- Construct 2,000 housing units annually (private sector)
- Increase the number of households to benefit from Home Improvement Grants to 1,500 annually
- Increase the number of Home Improvement Subsidies to 650 annually
- Increase the number of New Home Subsidies to 1,000 annually

### Strategies

- Continue the accelerated construction and distribution of housing units
- Improve the existing housing stock
- Make access to affordable housing easier
- Strengthen coordination and harmonisation among agencies involved in the housing sector
- Address urban renewal and redevelopment
- Build new sustainable communities
- Contain squatting

### Key Performance Indicators

- Annual increase in construction of low and middle income housing units
- Annual increase in construction of rented dwelling units
- Annual increase in mortgage loans
- Reduction in number of squatting communities

## Targets to 2010

- 30,000 families have new homes
- New housing subsidies granted to 3,000 families

### Progress

The major thrust of the housing policy is the provision of adequate and affordable homes for low and middle income groups. The State provides housing accommodation to these categories under the Accelerated High Density Housing Programme, the Rent-to-Own and the Subsidy Programmes of the Housing Development Corporation (HDC). In 2007, these Programmes recorded excellent progress.

#### *Accelerated High Density Programme*

**26,000 housing units started, mortgage interest rates reduced to 2 per cent, down payment for mortgages eliminated** From 2003 to July 2007, construction of 26,000 housing units commenced and are at varying stages of completion. These units are located at over 100 sites including Pleasantville, Rio Claro, Malabar, Barataria, Mayaro, Tarouba North, Castara and Roxborough. To date, 11,200 housing units were distributed to beneficiaries.

In order to make housing more affordable, the interest rate for the Approved Mortgage Companies which ranged from 8-12 per cent in 2002 was reduced to 2 per cent in 2007 for beneficiaries with monthly incomes of up to \$8,000. Also, the required down payment for mortgages was reduced from 10 per cent in 2002 to zero per cent in 2007.

**Tarouba North**



**Plaisance, Mayaro**



**Pleasantville, San Fernando**



Through the Urban Development Programme, a redevelopment scheme for the housing stock in the East Port of Spain was initiated and draft designs and plans were completed. Between 2006 and May 2007, all properties in the South Quay area targeted for redevelopment were acquired and demolition work commenced. In addition, the creation of new towns commenced with 1,200 housing units at Wallerfield.

### ***Rent-to-Own Programme***

The Rent-to-Own Programme targets low and middle income earners who are financially unable to service mortgages. It allows persons to enter into agreements with the Government to rent for a period of five years with the option to buy. In the event of purchase, a portion of the rental payments is applied towards the cost of the property. This Programme is being implemented at Almond Court, Morvant, Oropune Gardens, Piarco and Barataria. Between 2003 and June 2007, 3,300 persons benefited from this arrangement.

### ***Subsidy Programmes***

Both the Beneficiary Owned Land Subsidy and the New Housing Subsidy are designed to make housing units more affordable for the low-income earners by providing subsidies to beneficiaries in possession of land and who wish to **construct** homes or to **purchase** new houses.

In 2007, a total of 1,515 applications were received. The targets under the Subsidy Programmes are unlikely to be achieved in this fiscal year because of difficulties being experienced such as an increase in construction costs which limits the ability of low-income groups to afford new houses.

**The subsidies, which are TT\$50,000 each, are given up-front to those with limited financial means so as to reduce the size of the loan required, thereby assisting them to qualify for mortgages.**

### ***Key Projects***

- Accelerated High Density Housing Programme
- Second National Settlements Programme
- Rent-to-Own Programme

### **Targets to 2010**

- **4,500 households have repaired and enhanced their homes using the Home Improvement Grants**
- **1,900 households have benefited from Home Improvement Subsidies**

### ***Progress***

Apart from providing housing for first time home owners, it is also necessary to enhance the living conditions of those who already own homes but which are in a state of disrepair. The provision of grants and subsidies to low-income home owners was successfully implemented in 2007.

From October 2006 to July 2007, a total of 925 home improvement grants were disbursed to eligible citizens, and it is anticipated that an additional 475 grants will be disbursed by September 2007.

#### **Home Improvement Grants**

Grants are made to persons who reside in dilapidated houses and whose annual income is less than \$36,000. From March 2003 to June 2007, a total of 3,611 home owners benefited from grants of TT\$15,000 each

#### **Home Improvement Subsidies**

Subsidies are provided to persons with a household income of less than TT\$54,000 per annum. The maximum value of the subsidy is TT\$20,000 per household and beneficiaries are required to match this sum in a combination of funds, materials and labour

The Home Improvement Subsidy Programme provides subsidies to persons who require financial assistance to effect repairs to their homes. Between 2005 to July 2007, a total of 1,135 agreements were signed for subsidy disbursement to beneficiaries. It is expected that another 225 agreements will be signed by September 2007.

Apart from assisting low income earners to upgrade their homes, the Ministry of Housing undertook the refurbishment of existing rental apartments in several developments including Pleasantville, Maloney and Port of Spain.

#### **Key Projects**

- Second National Settlements Programme
- Community Facilities on Housing Estates
- Housing Grants

## All citizens will be empowered to lead long, healthy lifestyles and have adequate access to an efficient health care delivery system

### Objectives

- Increase life expectancy rates for males from 68.4 (1990) to 68.6 years
- Increase life expectancy rates for females from 73.2 (1990) to 74.4 years
- Reduce infant mortality rate from 24.2 per 1,000 births (2002) to 15.1 per 1000 births
- Reduce the mortality rate from heart disease from 193 (2002) per 100,000 population to 145 per 100,000 population
- Reduce the mortality rate from diabetes from 99.6 per 100,000 population (2002) to 75 per 100,000 population
- Reduce the mortality rate from malignant neoplasm from 100.1 per 100,000 population (2002) to 75 per 100,000 population
- Increase the availability of nursing professionals from 18 per 10,000 population (2004) to 20 per 10,000 population
- Increase the availability of physicians from 10 per 10,000 population (2004) to 12 per 10,000 population

### Strategies

- Promote primary health-care
- Improve the general health status of the population and promote healthy lifestyles
- Prevent and control communicable diseases
- Strengthen mental health-care
- Improve the performance of the health-care delivery system
- Create a client-centric health-care environment
- Institutionalise quality

### Key Performance Indicators

- Life Expectancy
- Infant Mortality
- Number of beds per 10,000 persons
- Number of physicians per 10,000
- Number of nursing professionals per 10,000 persons

## Targets to 2010

- Life Expectancy increases to 69 years for males and 74 years for females
- Infant mortality is reduced by 38 per cent

### Progress

Life expectancy and infant mortality rates are major indicators of the health of the nation. In 1990, the life expectancy rate for males was 68.4 years and for females, 73.2 years. In 2000, the life expectancy rates had decreased to 68.3 years for males, and increased to 73.7 years for females (Table 4.4). The infant mortality rate, which was 24.2 per 1,000 live births in 2002, improved to 24.0 per 1,000 live births one year later (Table 4.5).

**Table 4.4**  
**Life Expectancy**

INDICATOR	BASELINE 1990	2000	2010
Life Expectancy Rates (years)			
Male	68.4	68.3	68.6
Female	73.2	73.7	74.4

Source: Central Statistical Office

**Table 4.5**  
**Infant Mortality Rate**

INDICATOR	BASELINE 2002	2003	2010
Infant Mortality  (Rates per 1,000 births)	24.2	24.0	15.1

Source: Central Statistical Office

Despite these improvements, there are challenges in terms of dealing effectively with degenerative diseases. A multi-pronged strategic approach was adopted to deal with these challenges including the promotion of preventive health-care and the creation of a high quality client-centric health-care environment.

### **Preventive Health-Care**

In 2007, the Community Outreach Programme was launched with the commissioning of ten (10) mobile clinics which were distributed to several RHAs. An additional ten (10) mobile units is being procured.

The National Community Care Programme, which provides community care for vulnerable persons who are abandoned in public medical institutions, continued in 2007. To date, 29 out of the targeted 92 persons were transferred to community homes;



The Mobile Clinics will be used for screening to detect conditions that could lead to chronic illnesses

the remaining 63 are to be transferred by November 2007.

The Ministry of Health's communication campaign on healthy lifestyles continued in 2007. In addition, screening of the youth for hearing and visual impairments continued and from October 2006 to May 2007, 12,573 students were screened.

Immunisation programmes continued in 2007 and overall, a 95 per cent immunisation rate for children under three months was achieved resulting in no cases of deaths or morbidity through preventable diseases.

Other achievements in the health sector in preventive care included the ratification of the United Nations Framework Convention for Tobacco Control and preparation of a draft bill, as well as the development of policies for Public Health and Infection Prevention and Control.

### ***High Quality Client-Centric Health-Care Environment***

Several initiatives are being undertaken to improve the health-care environment, including the Waiting List for Surgery, the Tissue Transplant Programme, and the introduction of quality management systems.

Significant progress was made in reducing the waiting list for surgical procedures related to cataract, hernia and orthopaedic conditions. From October 2006 to May 2007, 1,027 surgical procedures were performed. Since the start of this initiative in June 2004, over 12,000 procedures were completed, and the waiting list for hernia was eliminated.

#### **Box 4.3: The National Public Health Sector Quality Awards 2006** *Shortest Wait Time Award and Most Innovative Service Improvement Project*



The Sangre Grande Hospital Pharmacy won two awards. The award for Shortest Wait Time was won for maintaining patient wait times for medication to less than 15 minutes at peak times. Strategies employed included the computerisation of client information and pre-packaging of medication. The Most Innovative Service Improvement award was won for setting up a Poison Information Centre for the public and health professionals to easily obtain information to start treatment of poisoning.

The Tissue/Organ Transplant Programme is a landmark in the development of the health sector. From 2006 to July 2007, there were 15 kidney transplants. About four corneal transplants are undertaken every two months. There are some challenges in implementing the Programme such as insufficient human resources and operating theatre time.

In terms of implementing quality management systems, the Ministry of Health held its third annual National Public Health Sector Quality Awards Ceremony in October, 2006 to reward excellence and to promote a culture of quality throughout the health sector. Awards were granted for best practices, innovation and service excellence (Box 4.3).

Between 2004 and 2006, the number of physicians increased from 10.0 to 12.3 per 10,000 population, while the number of nursing professionals increased from 18.0 to 20.9 per 10,000 population, surpassing the targets to 2010 (Table 4.6).

**Table 4.6**  
**Medical Professionals (per 10,000 Population)**

INDICATOR	BASELINE 2004	2006	TARGET 2010
Human Resources per 10,000 population			
Nursing Professionals	18	20.9	20.0
Physicians	10.0	12.3	12.0

**Source: Central Statistical Office**

The Ministry of Health expanded its training programme as funding of TT\$100 million was provided for the offer of scholarships and bursaries to health-care professionals and medical students to pursue further education in specialty areas. Medical professionals from abroad were recruited to supplement the pool of human resources. In addition, nurses are being trained locally, and in 2007, 553 student nurses were enrolled in the Basic Nursing Education Programme and 90 were enrolled in BSc. in Nursing in Trinidad.

### Key Projects

- Community Outreach Programme
- National Community Care Programme
- Trinidad and Tobago Health Science Initiative
- Tissue/Organ Transplant Programme
- Waiting List for Surgery
- National Public Health Sector Quality Awards
- Training and Hiring of Health Care Professionals

## Target to 2010

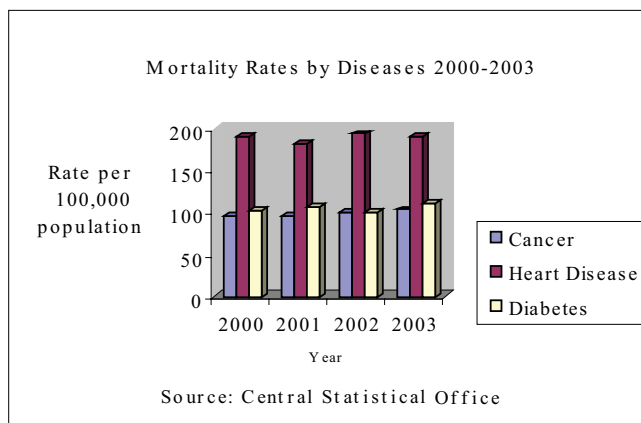
### The number of deaths by lifestyle diseases reduced by 25 per cent

#### Progress

Degenerative diseases continue to pose a serious challenge (Figure 4.3).

Several initiatives are being taken to reduce the number of deaths by lifestyle diseases, including the Special Programme for Chronic Diseases, the National Oncology Programme and establishment of two Catheterisation Laboratories.

Figure 4.3



#### ***Special Programme for Chronic Diseases***

- The Adult Cardiac Disease Programme subsidises the cost of surgery. From October 2006 to May 2007, 501 angiogram, 60 angioplasty procedures, 160 open heart surgeries and 20 Pediatric surgeries were performed
- The Renal Dialysis Treatment Programme subsidises the cost of treatment. From October 2006 to May 2007, 75 patients received dialysis treatment. To improve accessibility, two treatment centres will be constructed, one in north and one in south Trinidad
- The Chronic Diseases Assistance Programme (CDAP) provides universal coverage for 11 chronic diseases, including diabetes and cardiac disease. From 2003 to May 2007 a total of 303,044 patients accessed the Programme. An IT framework for the management of the CDAP is being established. Between July 2006 and May 2007, 210 pharmacies were equipped with terminals in readiness to launch the CDAP Smart Card later this year.

#### ***National Oncology Centre***

Construction of the Centre, which commenced in April 2007, is expected to be completed in 2009. The Centre will provide world-class facilities and services for treating cancer patients. Work has already begun on developing training programmes for oncology nurses and radiation therapists, clinical and screening guidelines and a home-care programme.

**Artistic Rendering of NOC**



**Night-rendered model**



**Side-view of NOC**



The facility will be located within the existing Eric Williams Medical Sciences Complex in Mount Hope. The NOC will provide the following services: Radiation Therapy using Linear Accelerator Technology; full Chemotherapy; CT Simulation; Treatment Planning; and HDR Brachytherapy. The Centre will also be equipped with a Superficial Radiation Treatment Room and a Shielded Operating Theatre for minor procedures including biopsies. There will be full pharmacy services including chemo drug mixing and general drug dispensing; a Stat Laboratory to facilitate the processing of blood work for the determination of patient treatment; counselling areas; volunteers' support space; library services; quiet areas; and healing spaces.

### ***Catheterisation Laboratories***

To address Cardio-Vascular complications, two state-of-the-art catheterisation laboratories are being developed at the Eric Williams Medical Sciences Complex (EWMSC). This initiative will result in patients with cardiac complications benefiting from corrective procedures thereby allowing them to live normal, healthy lives.

### **Key Projects**

- Special Programme for Chronic Diseases
- National Oncology Programme

## Targets to 2010

- New health centres constructed in San Juan, Barataria, Carenage, Ste. Madeleine, Debe and La Romaine, Morvant, Upper Laventille and Petit Valley
- District health facilities constructed at St. James, Diego Martin, Siparia and Roxborough
- New Psychiatric Unit in operation at Port of Spain General Hospital
- New Wing opened at San Fernando General Hospital
- New hospitals built in Couva, Point Fortin, Sangre Grande and Tobago

## Progress

A comprehensive programme is being implemented to upgrade and expand health facilities, including health centres, district health facilities and hospitals. In 2007, while progress was recorded in some areas, delays were experienced in others as a result of difficulties in acquiring sites, revisions to designs and poor responses to tender invitations.

### *Health Centres and District Health Facilities*

In 2007, the Petit Valley Health Centre was opened and upgrading of the Guayaguayare Outreach Centre was completed. Construction of health centres continued at San Juan, Barataria, Ste. Madeleine, Debe, La Romaine, Charlotteville and Scarborough. The construction of Centres at Carenage and Upper Laventille were delayed by difficulties in land acquisition. However, sites were identified for the Morvant and Roxborough Health Centres and designs are to be finalised within this fiscal year.

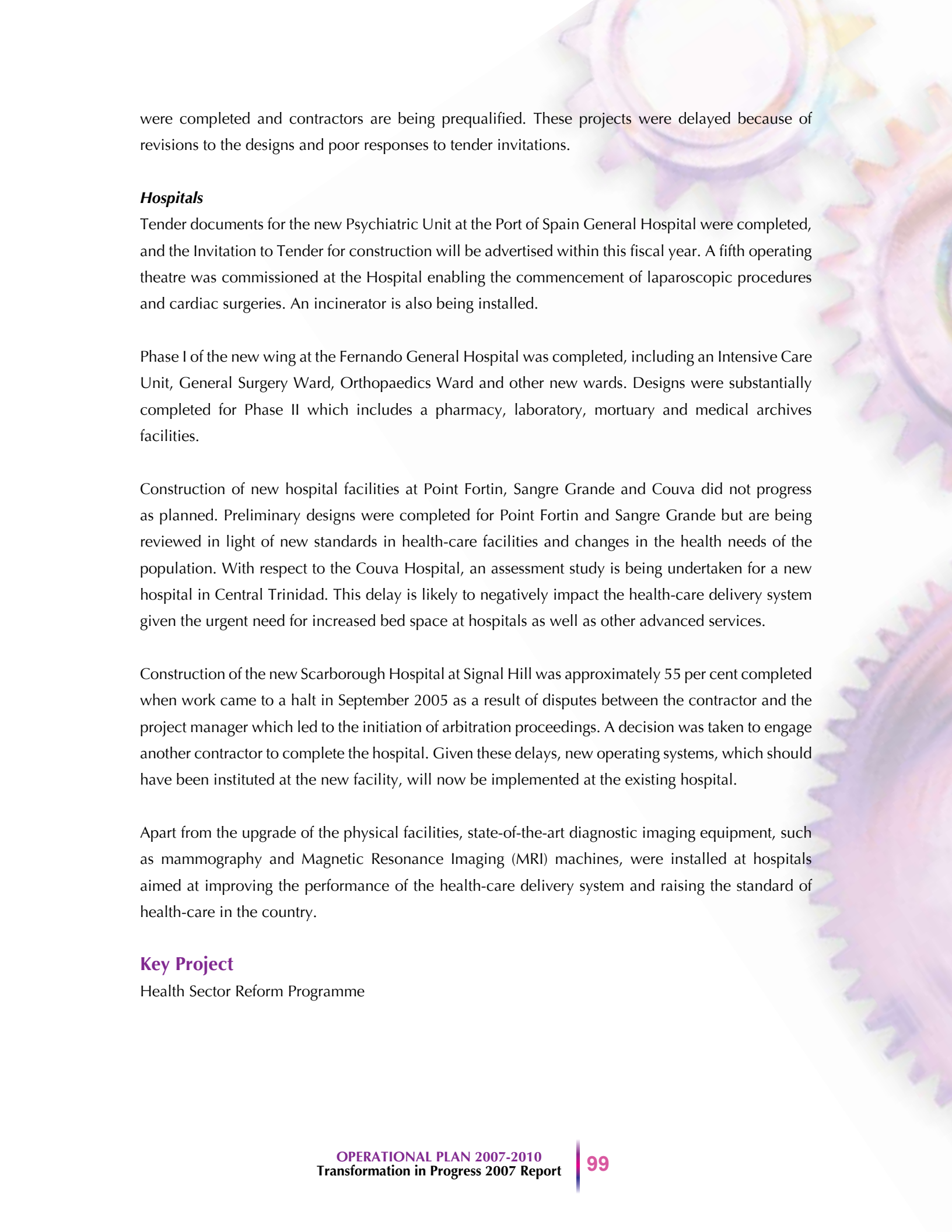


### **Petit Valley Health Centre**

The Petit Valley Health Centre which opened in January, 2007 provides residents of the area with a facility that is modern, welcoming and comfortable for both patients and staff. In addition to the usual services offered at health centres, there is also a wellness/fitness centre with a range of exercise equipment. The fitness centre generally caters for chronic disease patients. Voluntary Counselling and Testing (VCT) services will also be available.

District Health Facilities (DHF) offer twenty-four hour accident and emergency and general practice services. In 2007, construction of DHFs continued at St. James, Siparia, Oxford Street and St. Joseph.

Designs for the Chaguanas DHF, Diego Martin DHF and the Sangre Grande Enhanced Health Centre



were completed and contractors are being prequalified. These projects were delayed because of revisions to the designs and poor responses to tender invitations.

### **Hospitals**

Tender documents for the new Psychiatric Unit at the Port of Spain General Hospital were completed, and the Invitation to Tender for construction will be advertised within this fiscal year. A fifth operating theatre was commissioned at the Hospital enabling the commencement of laparoscopic procedures and cardiac surgeries. An incinerator is also being installed.

Phase I of the new wing at the Fernando General Hospital was completed, including an Intensive Care Unit, General Surgery Ward, Orthopaedics Ward and other new wards. Designs were substantially completed for Phase II which includes a pharmacy, laboratory, mortuary and medical archives facilities.

Construction of new hospital facilities at Point Fortin, Sangre Grande and Couva did not progress as planned. Preliminary designs were completed for Point Fortin and Sangre Grande but are being reviewed in light of new standards in health-care facilities and changes in the health needs of the population. With respect to the Couva Hospital, an assessment study is being undertaken for a new hospital in Central Trinidad. This delay is likely to negatively impact the health-care delivery system given the urgent need for increased bed space at hospitals as well as other advanced services.

Construction of the new Scarborough Hospital at Signal Hill was approximately 55 per cent completed when work came to a halt in September 2005 as a result of disputes between the contractor and the project manager which led to the initiation of arbitration proceedings. A decision was taken to engage another contractor to complete the hospital. Given these delays, new operating systems, which should have been instituted at the new facility, will now be implemented at the existing hospital.

Apart from the upgrade of the physical facilities, state-of-the-art diagnostic imaging equipment, such as mammography and Magnetic Resonance Imaging (MRI) machines, were installed at hospitals aimed at improving the performance of the health-care delivery system and raising the standard of health-care in the country.

### **Key Project**

Health Sector Reform Programme

## **The HIV/AIDS epidemic will be contained and care will be provided to those infected and affected**

### **Objectives**

- Reduce the rate of HIV infection
- Reduce the number of deaths from AIDS
- Reduce the number of infected infants born to HIV infected mothers
- Increase the number of HIV positive pregnant women receiving a complete course of anti-retroviral drugs to reduce the risk of mother to child infection
- Increase the number of school teachers who are trained in life-skills based HIV education
- Increase the number of Persons Living With HIV/AIDS (PLWHA) and affected persons receiving economic and social support
- Reduce discrimination against HIV infected persons and increase percentage of population with full, correct knowledge of HIV/AIDS

### **Strategies**

- Prevent the spread of HIV/AIDS
- Enhance treatment, care and support
- Promote advocacy and human rights
- Improve surveillance and research

### **Key Performance Indicators**

- Rate of HIV Infection
- Deaths due to AIDS

## Targets to 2010

- The HIV/AIDS epidemic is contained as the rate of infection declines by 30 per cent
- There is significant decline in the number of HIV infected infants at birth

### Progress

The spread of HIV/AIDS poses a serious threat to the growth and development of our nation. Between 2002 and 2006, the number of persons diagnosed with HIV infection increased from 11,327 to 17,394 (Figure 4.4). However, it should be noted that reported new cases per year declined from 1,718 in 2003 to 1,419 in 2006. In terms of the incidence of AIDS, the overall number of reported cases moved from 4,711 to 5,769; but, the number of cases diagnosed per year decreased from 418 in 2002 to 137 in 2006. This downward trend was also reflected in the number of infants (under one year) diagnosed with HIV. While the overall number of infants with HIV moved from 493 in 2002 to 805 in 2006, the number of new infections per year declined from 95 in 2003 to 57 in 2006 (Figure 4.5).

Figure 4.4

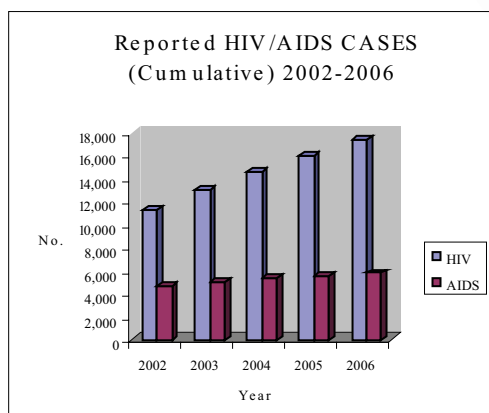
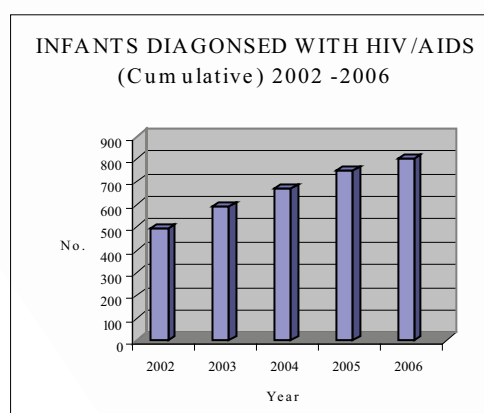


Figure 4.5



Source: Ministry of Health

To contain the HIV/AIDS epidemic, emphasis was placed on prevention through education and awareness programmes, improving the availability and accessibility of condoms and HIV Testing/Voluntary Counselling and Testing (VCT).

### Education and Awareness Programmes

HIV/AIDS education and awareness programmes, which sought to convey messages to different target audiences thereby allowing them to make informed choices on sexual behaviours, were intensified in 2007. These programmes included:

- Heightened Education and Awareness – ‘What’s your position’ (WYP) and HIV awareness messages were placed in several publications to target certain segments of the population including male youth and in-school groups

- Campaigns – HIV-awareness campaigns were conducted during the ICC Cricket World Cup 2007 and site visits were made by international cricketers to HIV-related services
- Cultural and Special Events – Working in partnership with the National AIDS Coordinating Committee (NACC), the promoters of Carnival events tagged the ‘WYP’ slogan to all their media ads

### ***Improved Availability and Accessibility of Condoms***

Wide distribution of condoms continued by public sector agencies such as the National AIDS Coordinating Committee (NACC) and the Family Planning Association (FPA). However, a UWI assessment of the national awareness campaign revealed that about a quarter of the population still does not recognise that condoms are effective in reducing HIV transmission. To address this situation, a consultant was recruited to conduct a Condom Social Marketing Campaign.

### ***HIV Testing / Voluntary Counselling and Testing***

The ‘Know Your Status’ communications campaign which is on-going seeks to educate the public about the availability and importance of VCT. To encourage individuals to know their ‘status’, several testing sites for VCT were launched at various facilities including the Arima Health Facility. It should be noted that the 2006 Information Education and Communication Survey revealed that while a minority of respondents knew the meaning of the acronym ‘VCT’, most reported no problems accessing testing services.

Between 2002 and 2006, the number of infants infected with HIV had increased by 63 per cent. It is expected that as the rate of infection is contained and those infected receive proper and adequate treatment and care, the number of infants born with HIV would decline. The Prevention of Mother-to-Child Transmission (PMTCT) Programme implemented by the Ministry of Health continued in 2007 and a consultancy to assess the effectiveness of the Programme commenced.

### **Key Projects**

- Education and Awareness Campaign
- Voluntary Counselling and Testing Programme

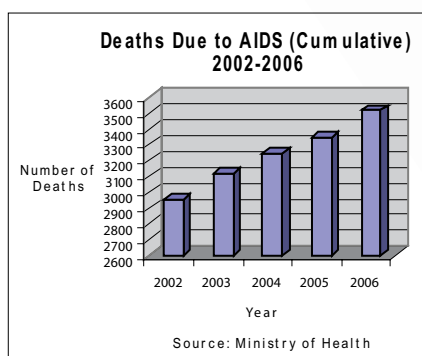
## Target to 2010

Life is prolonged for HIV/AIDS victims as mortality due to AIDS is reduced by 30 per cent

### Progress

The cumulative number of reported deaths due to AIDS increased from 2,952 in 2002 to 3,521 in 2006 (Figure 4.6). However, a significant achievement in the fight against HIV/AIDS was the reduction in the number of deaths per year from 240 in 2002 to 113 in 2006. No new cases of infant deaths due to AIDS were reported over the period 2002 to 2005.

Figure 4.6: Deaths due to AIDS (Cumulative) 2002-2006



To prolong the lives of HIV/AIDS victims and to reduce the mortality rate, the National System for the clinical management of HIV/AIDS is being implemented. This system involves the rehabilitation/construction of health facilities, purchase of equipment, training of medical personnel and distribution of drugs. In 2007, progress on the implementation of this System was slow.

The National System provides for the construction of the new and improved facilities including a National Public Health Laboratory, a Counselling Centre and Clinic and a modified National Blood Transfusion Service building. There was no significant advancement towards construction of the Laboratory and Counselling Centre and Clinic, although sites were identified for the latter. Better progress was achieved with respect to the National Blood Transfusion Service as designs for the new building commenced. In addition, refurbishment works continued at the San Fernando General Hospital to house the HIV/AIDS treatment clinic and to expand the in-patient area.

The stock of laboratory testing equipment was expanded to cater to increased demands for testing with the purchase of five CD4 machines which were installed at the major public health institutions. Under the Anti-Retro Viral (ARV) Supply Management Programme, drugs were distributed to HIV treatment sites for patients.

In order to effectively treat with the HIV problem, it is necessary to have accurate epidemiological data so that appropriate measures can be instituted for the treatment and care of infected persons. In this regard, a contract was awarded for the design of an Information Technology Surveillance Information and Clinical Management System.

### Key Projects

- Voluntary Counselling and Testing Programme
- Surveillance System for HIV/AIDS
- Research Programme

## Target to 2010

Widespread sensitization is achieved as a result of the successful media and education campaign

### Progress

Central to the containment of the HIV/AIDS epidemic is behavioural, cultural and attitudinal change towards sexual activity among our people. As such, a major plank of the programme to combat this menace is to sensitise and educate the public about risky behaviours. Despite efforts by various public and private agencies and community groups in sensitising the public on HIV/AIDS, there is still cause for concern.

#### Box 4.4 : Some preliminary findings of the KAPB and IEC Surveys

- 99 per cent knew that a healthy-looking person could have HIV
- The benefits of having an HIV test were still not well known
- 37 per cent would not buy from a shopkeeper with HIV
- 98 per cent knew where to obtain a condom;
- 92 per cent correctly identified a site where an HIV test could be obtained;
- 74 per cent responded that condoms are an effective means of reducing HIV transmission
- 62 per cent recalled the WYP campaign
- The majority of the respondents had accepting attitudes towards persons living with HIV/AIDS (PLWHA), however, 92 per cent felt that PLWHA do experience discrimination

Preliminary findings from the National Household Knowledge, Attitude, Behaviour and Practices (KAPB) Survey conducted in December 2006 revealed that 69 per cent of the respondents knew the difference between HIV and AIDS, but only 59 per cent of the 15-49 age group could correctly identify three ways of preventing HIV transmission. The initial results of another survey, the Information Education and Communication (IEC) Survey revealed that while correct responses to various 'knowledge of HIV' questions were quite high, 48 per cent thought they had no chance of contracting HIV and 38 per cent thought they had a low chance (Box 4.4).

Another key issue is the stigmatisation and discrimination that PLWHA encounter. The media campaign aimed at increasing openness and acceptance of PLWHA continued in 2007. Research findings from the KAPB Survey revealed that though stigmatisation and discrimination may have been on the decline, there remains some concern. The IEC Survey revealed that the majority of respondents felt that PLWHA experience discrimination.

An assessment of the NACC public awareness campaign on HIV/AIDS was conducted in 2006 through the IEC Survey. The result of the assessment was mixed as a high percentage of the respondents had knowledge of HIV/AIDS and recalled the public messages, but many could not state the meaning of all the ABCDE<sup>15</sup> letters; and only 74 per cent responded that condoms were an effective means of reducing HIV transmission.

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ABCDE – Abstinence, Be Faithful, Condom Use, Don't Discriminate, Encourage and Support.

## Key Project

Education and Awareness Campaign

### Target to 2010

Persons affected with HIV/AIDS are treated with dignity and receive economic and social support

### Progress

Stigmatisation, alienation, discrimination and fear of victimisation pose serious challenges to addressing the HIV/AIDS epidemic and create divisions in the workplace and in society.

Both the IEC Survey and the KAPB Survey revealed a reduction in the intensity of stigmatisation and discrimination against PLWHA. The KAPB Survey found that 37 per cent of the respondents would not buy food from a shopkeeper with HIV while 86 per cent indicated they would care for a family member with HIV/AIDS, and 79 per cent said that a teacher with HIV should continue teaching. The IEC Survey revealed that the majority of respondents indicated 'accepting' attitudes towards PLWHA but 92 per cent felt that they do experience discrimination.

Measures to promote openness and acceptance of PLWHA were undertaken in 2007 with the theatrical production of the last work of the late Godfrey Sealy – 'Paradise Garage' which focused on stigma and issues affecting persons in same sex and bi-sexual relationships. The play was attended by secondary school students and feedback was positive.

The Ministries of Sport and Youth Affairs, Education and Labour and Small and Micro Enterprise Development have taken initiatives to reduce discrimination in the work place against HIV infected persons by recruiting HIV/AIDS Coordinators. In addition, the Ministry of Tourism conducted training programmes for staff of various hotels in HIV/AIDS related topics including AIDS in the Workplace and Stigma and Discrimination.

With respect to establishing the HIV/AIDS legal and regulatory framework, the draft National Tripartite HIV Workplace Policy is being finalised, and an assessment of legislation is being undertaken.

## Key Project

Education and Awareness Campaign

## All citizens will have access to and participate in a sporting or recreational activity in keeping with the 'Sport for All' philosophy

### Objectives

- Increase the proportion of population involved in sporting or recreational activities
- Motivate more females to participate in sporting or recreational activities
- Facilitate the preparation of high performance athletes to compete in international sporting events
- Implement a Health and Physical Education Curriculum in schools at all levels
- Promote Trinidad and Tobago as the hub of the Caribbean sport activities and position the country as the preferred destination for international sporting events among Caribbean countries
- Establish and implement a structured programme for high performance sport

### Strategies

- Promote 'Sport for All'
- Increase sport involvement in educational institutions
- Foster greater diversity and improve the quality of community programmes
- Increase participation opportunities for under-represented groups
- Improve the available information on sport involvement
- Promote performance excellence
- Develop sport infrastructure
- Develop and attract human resources for the sport sector

### Key Performance Indicators

- Per cent of population participating in sport
- Number of new high performance athletes

## Targets to 2010

- More than half of the population participates in sporting and recreational activities
- More than half of the female population engages in sporting and recreational activities
- A health and physical education curriculum is implemented at all levels in all schools

## Progress

Providing opportunities for engaging in a sporting or recreational activity was given greater focus to encourage more young people to participate in organised sport at the community level.

These opportunities were provided by upgrading/development of the sporting infrastructure at the community level, increasing the range of sporting programmes and improving the quality of community programmes. Under-represented groups such as girls and young women and the differently-abled were also encouraged to participate in sporting events to ensure that all segments of society are included in keeping with the 'Sport for All' philosophy.

To improve the available information on sport involvement and to measure benefits, impacts and demographics of participation in sporting and recreational activities, a National Fitness Survey was initiated to establish a baseline position for measuring increases in the percentage of the population involved in a sporting or recreational activity. This Survey will also define the types of interventions necessary for the attainment of a fit and healthy nation by 2010.

In order to provide citizens with greater sporting and recreational opportunities, a comprehensive programme to develop the sporting and recreational infrastructure in communities was undertaken in 2007.

Specifically, construction of several Sport/Youth Multi-Purpose Facilities commenced. The sport section of the Mayaro Sport/Youth Multi-Purpose Facility was completed while designs for the youth section were completed and contractors were short listed. Phase I construction (fencing and earthworks) of the Sport/Youth Multi-Purpose Facilities commenced at Arima and Sangre Grande. However, while designs for the facility at Diego Martin were completed, further progress was hindered by the squatters on the site.



Mayaro Sport Facility

Additional achievements under this infrastructure programme included:

- installation of lighting on jogging tracks around the perimeter of 31 recreation grounds throughout Trinidad
- construction and rehabilitation of 26 hard courts and recreation grounds
- upgrading of swimming facilities at La Horquetta, Diego Martin, Couva and Sangre Grande
- refurbishment of indoor sporting arenas at Pt. Fortin and Pleasantville
- completion of designs and initiation of tender procedures for the development and upgrade of several recreations grounds, parks and spaces such as Mahaica Oval, Toco Recreation Ground and Pleasantville
- Completion of conceptual designs for upgrade of the Yolande Pompey Recreational Facility

In order to promote greater participation of young people in organised sport at the community level through partnerships between the Public Sector and NGOs/CBOs, the Community Games Programme was expanded in 2007. This Programme is intended to encourage discipline in sport and recreation among the youth and is being implemented by the Sports Company of Trinidad and Tobago and ten National Sporting Associations. Additionally, the Community Sport Education Programme continued in 2007. This Programme seeks to improve club structure administration and management at the community level by providing guidance and techniques of fund raising and organisation of competitions.



**3rd Annual Women and Girls in Sport Festival, March 2007**

The 3rd Annual Women and Girls in Sport Festival was held in March 2007 to coincide with International Women's Day. Participants numbered 757, a 50 per cent increase over the 2006 figure. In addition, the 3rd National Sports Festival for Persons with Disabilities is being coordinated and will take place in September 2007. This is expected to attract regional participation and events will include blind cricket, track and field, wheelchair basketball, table tennis and swimming. In terms of providing specialised infrastructure for the differently-abled, hydraulic lift chairs were introduced to accommodate the physically challenged at community swimming pools in Sangre Grande and Siparia.

Integral to operationalising the 'Sport for All' philosophy is the implementation of a health and physical education curriculum in schools to promote greater involvement of the school population in sporting and recreational activities. This requires a coordinated approach among various State agencies and

community-based organisations. This process began with the Ministries of Education and Health working together to promote healthy lifestyles among the school population.

### Key Projects

- Construction of Swimming Facilities
- Development of Regional and Sub-regional Recreational Grounds
- Construction of Multi-purpose Sport/Youth Facilities
- Development of Sport and Youth Facilities
- Upgrading of Regional Corporation Grounds
- Development of Sporting Facilities
- Development of Recreational Grounds, Parks and Spaces
- Hard Surface Sport Programme
- Community Games Programme
- Hosting of the 3rd Annual Women and Girls in Sport Festival
- Hosting of the 3rd National Sports Festival for Persons with Disabilities

### Targets to 2010

- **A structured programme for high performance sport is implemented**
- **Trinidad and Tobago participates in all major international sporting events**
- **Trinidad and Tobago qualifies for the FIFA 2010 World Cup finals in South Africa**

### Progress

In 2007, steps were taken to institute a programme to develop high performance athletes that are able to compete successfully at major international sporting events, including the FIFA 2010 World Cup finals in South Africa.

An effective athlete support system which provides for the complete preparation of the athlete was developed. Part of this system involves the establishment of a Programme of Incentives and Rewards to recognise high performance athletes and to assist in their preparations for international competition.

In November 2006, a Policy on Guidelines for the Grant of Financial Assistance to High Performance Athletes was developed and disseminated to national sporting organisations. This Policy governs the award of grants to high performance, world-ranked athletes to facilitate their nutritional, transportation, training, physiological and other needs. The grant for each athlete is TT\$250,000 per annum, and by May 2007, the sum of \$4.0 million was disbursed to 20 qualifying athletes and two teams in the field of athletics. A supporting policy for honouring and rewarding outstanding sport performers, sport officials and sport clubs for their contributions to the development of sport is being developed.

**\$4 million was disbursed to world-ranked athletes to assist in their preparations for international sporting events**

The provision of experienced and qualified trainers is an integral aspect of the strategy that is geared at producing high caliber athletes. Accordingly, a programme to develop and attract high level expertise for the sport sector was inaugurated with the recruitment of coaches from Cuba to conduct training in various aspects of track and field and baseball.

With the sterling performance of the National Football Team at the 2006 FIFA World Cup Finals, Trinidad and Tobago's qualification for World Cup 2010 in South Africa was declared a national objective. To ensure the realisation of this objective, several approaches are being pursued, one of which is the provision of financial support to the Technical Team. In March 2007, approval was granted for the provision of TT\$18.0 million to meet the cost of salaries/stipend and incentives during the 2006-2007 period for technical staff engaged in facilitating Trinidad and Tobago's qualification for World Cup 2010.

### Key Project

- Provision of Financial Assistance to High Performance Athletes

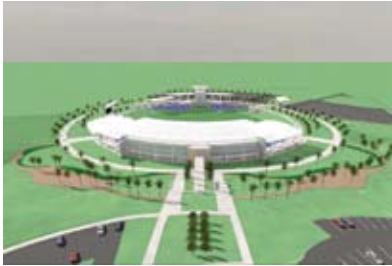
### Target to 2010

**Trinidad and Tobago is the preferred destination for hosting international sport among Caribbean countries.**

### Progress

The successful hosting of the ICC Cricket World Cup 2007 in Trinidad and Tobago has proven that the country is well on its way to becoming a venue for hosting world-class sporting events. Developing the sporting infrastructural base to meet international standards is the main vehicle being used to position Trinidad and Tobago as the preferred destination for hosting international sport among Caribbean countries. In 2007, significant progress was made in expanding and upgrading this infrastructural base.

The ICC Cricket World Cup 2007 was held during March-April 2007 and Trinidad and Tobago successfully hosted two matches. In preparation for the hosting of the matches, several facilities were upgraded to international standards including the National Cricket Centre at Couva, UWI Sport and Physical Education Centre and the Queen's Park Oval. Apart from infrastructural works, skills development programmes were conducted for volunteers in areas such as Protocol, Events Management and Security. Hosting of the ICC Cricket World Cup generated gate revenues of approximately \$10 million.



**Brian Lara Cricket Academy**  
*Conceptual*

The Brian Lara Cricket Academy at Tarouba represents the first phase of a campus of sporting facilities which will serve a dual purpose of being a premier training facility and a venue for hosting international competitions. Construction of the facility commenced in March 2006 and is expected to be completed in 2008.

The Dwight Yorke Stadium, Mannie Ramjohn Stadium, Jean Pierre Complex and the National Hockey Facility were also upgraded in 2007. In addition, extensive infrastructural work was undertaken at the Hasely Crawford Stadium for the hosting of the Central American and Caribbean Junior Championship in 2006.

While some advancement was made in 2007 in terms of upgrading and expanding the sport infrastructural base to position the country as a preferred destination for the hosting of international events, the construction of the Olympic-sized George Bovell III Swimming Complex did not commence as planned because of difficulties in siting the facility.

Efforts now need to be focused on promoting the country as a preferred destination for international sporting events and acquiring the rights to host more of these events.

### Key Projects

- Development of Multi-purpose Sporting Complex at Tarouba (Brain Lara Cricket Academy)
- Upgrade of Dwight Yorke Stadium and other Multi-purpose Stadia
- Hasely Crawford Stadium and Jean Pierre Complex Upgrade
- Construction of the Swimming Facilities – George Bovell III

## The Youth will be empowered to participate fully in the development of the country

### Objectives

- Promote positive values such as discipline, responsibility, patriotism, high self-esteem, life-long learning and self-development
- Enhance leadership, negotiating and problem solving skills among young people
- Create a supportive legal and governmental framework sensitive to the needs of youth
- Promote healthy life styles and improved youth friendly health care among young people
- Increase the level of youth employment and employability
- Enhance and maintain facilities for the cultural, sporting and recreational development of youth

### Strategies

- Develop the school and community as a network for the promotion of positive values in children and youth
- Develop leadership, problem solving, negotiating, anger and conflict management skills
- Promote and encourage participation in sports, culture and other healthy and positive, recreational activities
- Review, revise, harmonise legislation and policies relating to children and youth
- Provide opportunities for youth to express their opinions on matters of national concern
- Provide the infrastructure to attract greater investment and enhanced opportunities for youth employment
- Sensitise and educate the public on the rights and responsibilities of children and youth
- Develop mechanisms to support the 'at risk' youth
- Enhance the rehabilitative capacity of institutions for young offenders
- Enhance the rehabilitative capacity of institutions for young offenders

### Key Performance Indicators

- School enrollment and completion rates among the youth
- Academic achievement of five CXC passes or more by gender
- Unemployment rate among the youth by gender
- Youth employment by occupational category
- Youth employment by industrial sector
- Labour force participation rate by gender
- Number of youth in pre-sentence detention per 100,000 population
- Per cent of youth with knowledge of how to prevent HIV/AIDS

## Targets to 2010

- **Strengthen the Youth Division of the Ministry of Sport and Youth Affairs**
- **Implement the National Youth Policy**
- **Establish the National Youth Council of Trinidad and Tobago**

## Progress

The development of an enabling environment to facilitate the effective implementation of a youth service delivery system requires the strengthening of the Youth Division of the Ministry of Sport and Youth Affairs; establishment of the Programme Implementation Unit within the Ministry; and the establishment of a National Youth Council.

As a first step, a Strategic Plan was developed for the Ministry for the period 2007-2011. The Plan provides a blueprint for the future development of the Ministry.

Recognising that the youth greatly influence the future of nations, the World Bank Report 2007 Investing in Young People suggests putting a 'youth lens' on policies and institutions that impact the risk, the opportunities, and ultimately the outcomes for the youth. Decisions taken today affect young people's ability to become tomorrow's productive workers, family heads and community leaders. In recognition of the role and importance of young persons, the National Youth Policy (Box 4.5) articulates the programme of action to be embarked upon to make the youth full and active partners in the development of Trinidad and Tobago.

### Box 4.5 The National Youth Policy

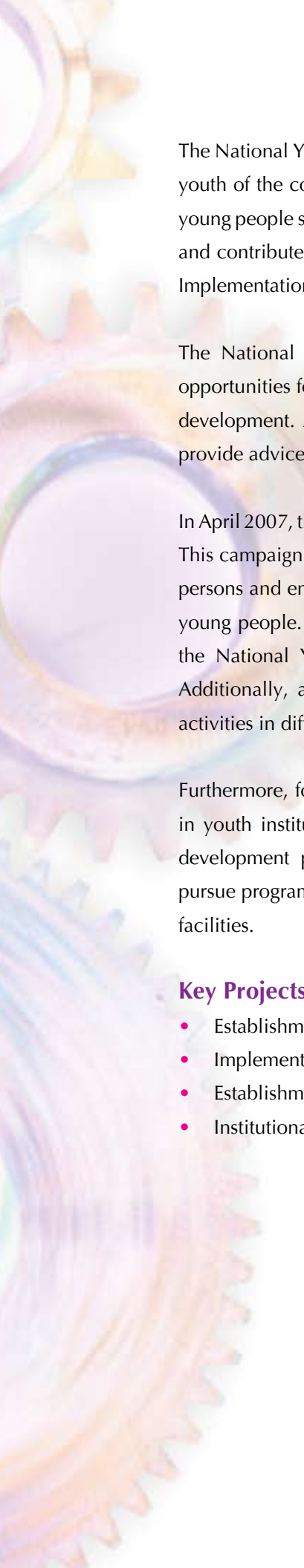
The National Youth Policy was developed under the aegis of the Ministry of Sport and Youth Affairs. This policy was developed utilising a participatory approach which brought the youth to the fore to research, analyse and discuss their situation and to provide solutions. The Policy emphasises youth empowerment while recognizing Government's responsibility to create an enabling environment to support youth development. The Policy also focuses on support for institutions such as the family, school and community to strengthen and sustain youth development to ensure the sustainable development of Trinidad and Tobago. It envisages a dynamic relationship among youth and youth organisations, the government and civil society. Overall, the National Youth Policy points to the need to focus on a process of transition, transformation and of empowerment of youth.

Three main goals have been identified and form the framework for action on youth, namely:

Goal 1: An empowered young person with positive values who can use acquired knowledge and skills to make informed choices while meaningfully participating in problem solving and decision-making at the family, community and national levels;

Goal 2: An enabling environment that will facilitate youth development; and

Goal 3: Support for institutions and systems such as the family, the community, the school and religious and other organisations, which strengthen and sustain youth development



The National Youth Policy (NYP) provides the framework for action to address the diverse needs of the youth of the country. It creates the social, economic, legal and governance framework to empower young people so that they would be able to make informed choices to lead meaningful, enjoyable lives and contribute to the sustainable development of the country. The establishment of the Programme Implementation Unit in January 2007 will facilitate the realisation of the goals outlined in the NYP.

The National Youth Council is intended to provide the institutional framework to provide the opportunities for the youth to express their opinions on national issues and lead the process of youth development. A Task Force to manage the establishment of the NYC was established. It will also provide advice to government on issues related to youth development.

In April 2007, the 'I STAND' Campaign was launched. This campaign seeks to showcase outstanding young persons and encourage constructive attitudes among young people. In May 2007, an online database for the National Youth Organisations was developed. Additionally, a Youth Exposition to promote youth activities in different districts was held.

**The I STAND tagline is a positive statement that gives youth a mental incentive of pride. It establishes a sense of belonging to which the youth can be proud. It is a statement about them that they can adopt and use to let everyone know that they are about something positive. (Source: [www.istandevents.com](http://www.istandevents.com))**

Furthermore, focus was placed on building capacity in youth institutions through the provision of technical and financial assistance to support youth development programmes. Additionally, 194 trainees were awarded three-year scholarships to pursue programmes in technical/vocational studies and social life skills training at the youth training facilities.

### Key Projects

- Establishment of a Project Implementation Unit – Ministry of Sport and Youth Affairs
- Implementation of the National Youth Policy
- Establishment of a National Youth Council
- Institutional Strengthening and Capacity Building of Youth Structures

## Targets to 2010

- Reduce the level of youth unemployment and increase employability
- Alleviate the incidence of 'at risk' youth <sup>16</sup>

## Progress

In a rapidly changing labour market, programmes that improve opportunities for employment through skills enhancement and access to tertiary education continue to be a priority.

Youth unemployment remains a challenge. In 2006, the youth comprised 58 per cent or 22,700 of aggregate unemployed persons. While the total unemployment was just over 6 per cent, more than half of the unemployed were young persons. In 2006, 33 per cent of the employed or 194,300 were young people.

Improving the skill base of the youth population is being addressed through the conduct of a number of training programmes that offer participants an induction into the world of work through career enhancement services, upgrading of technical/vocational and entrepreneurial skills offered at the Metal Industries Company (MIC) and the National Energy Skills Centre (NESC) and participation in programmes such as the On-the-Job Training Programme (OJT) and the Youth Training and Employment Partnership Programme (YTEPP).

Building strong families and communities is critical in reducing the level of 'at risk' youth. Addressing this problem calls for a collaborative approach among all relevant institutions. Educating the youth on the issue of HIV/AIDS remains a priority. The Eduvan is a Youth Health Caravan that targets the school population. National Awareness programmes continue to be conducted for out-of-school youths.

### In 2007, the Eduvans were held at:

- San Fernando East Junior Secondary School
- Pleasantville Senior Comprehensive School
- La Romaine High School
- Ste. Madeline Secondary School
- Barrackpore Secondary School
- Presentation College, San Fernando
- Marabella Junior Secondary School
- Tableland High School
- San Fernando Government Secondary

## Key Projects

- Youth Health Programme/ Implementation of the National Strategic Plan for HIV/AIDS
- Assistance to National Youth Non-Governmental Organisations
- YouthRISE (Youth Resources for Implementing Successful Enterprises)

<sup>16</sup> "youth who are at risk of being failed by one or more adults or adult – driven system or institution", National Youth Policy, Page 28.



## Targets to 2010

- Refurbish Youth Training Facilities, Youth Centres and Youth Development and Apprenticeship Centres in Malick, Chatam, Persto Praesto and St. James
- Construct Sport/ Youth Multi-Purpose Facilities at Mayaro, Arima and Sangre Grande

## Progress

Provision of adequate physical facilities in communities for the youth serves as an avenue for youth development by creating opportunities for sporting, recreation and education activities. In 2007, the major achievements were:

- Refurbishment of the Malick Youth Training Facility
- Commencement of construction of the St. James Youth Centre
- Refurbishment of Youth Development and Apprenticeship Centres at Chatham and Persto Praesto
- Completion of designs and tender procedures for the construction of the youth section of the Mayaro Sport/Youth Multi-Purpose Facility
- Commencement of construction of Sport/Youth Multi-Purpose Facilities at Arima and Sangre Grande.

## Key Projects

- Refurbishment of Youth Training Facilities
- Reconstruction of Youth Centres
- Refurbishment of Youth Development and Apprenticeship Centres
- Construction of Multi-Purpose Sport/Youth Facilities

# Enabling Competitive Business



# Enabling Competitive Business



## Goal 1

Macroeconomic stability will be maintained

## Goal 2

A business climate that attracts investors and encourages competitive businesses to start and grow will be created

## Goal 3

Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities.

## Champions

- Ministry of Finance
- Ministry of Tourism
- Ministry of Foreign Affairs
- Ministry of Trade and Industry
- Ministry of Planning and Development
- Ministry of Energy and Energy Industries
- Ministry of Agriculture, Land and Marine Resources
- Ministry of Labour and Small and Micro Enterprise Development
- Tobago House of Assembly



## Macroeconomic stability will be maintained

### Objectives

- Increase GNP per capita by at least nine per cent per annum
- Maintain price stability
- Achieve full employment
- Maintain balance budget or surpluses
- Reduce the non-energy fiscal deficit
- Maintain a healthy current account surplus services

### Strategies

- Ensure sound prudent management of the economy
- Contain inflation
- Reduce the non-energy fiscal deficit
- Avert the effects of the 'Dutch Disease'
- Increase savings and investment
- Improve labour productivity
- Increase trade and generate export led growth

### Key Performance Indicators

- Size and Rate of Growth of GDP and Per Capita GNP
- Rate of inflation
- Real Effective Exchange Rate Index
- Non-energy fiscal deficit as a per cent of GDP
- Net domestic budget deficit as a per cent of GDP
- External debt (TT\$ million) and a per cent of GDP
- External debt service as a per cent of GDP
- Net foreign reserves (US\$ million)
- Central Government savings
  - The Heritage and Stabilisation Fund
  - State enterprises savings net of debt
- Financial Savings:
  - Time and savings deposits
  - Mutual Funds

## Target to 2010

### The economy remains stable

#### Progress

Trinidad and Tobago is poised to record its 14<sup>th</sup> consecutive year of solid economic growth. In fact, last year the country posted real GDP growth of 12.2 per cent, one of the highest in the world. Indeed, over the last few years, the country's economic performance was impressive, buoyed by surging energy prices, the exploitation of new gas fields and an expansion of the industrial capacity in the energy sector. The non-energy sector also registered rapid growth, particularly in the construction and manufacturing sectors. Robust growth is also projected to continue this year and seems likely to persist throughout the medium term to 2010 (Table 4.7).

**Table 4.7: Growth in Real GDP (%), 2002 - 2006**

	2002	2003	2004	2005	2006	2007p
Real GDP	7.9	14.4	7.8	6.1	12.2	5.5
Energy	13.5	31.4	8.2	8.4	21.4	4.4
Non-Energy	4.8	6.7	6.7	5.0	6.6	6.7
Manufacturing	3.8	12.0	5.2	12.6	9.4	8.0
Agriculture	8.7	-15.3	-34.2	-9.2	-0.9	-5.9
Services	4.9	6.6	7.7	4.2	6.3	6.6

Source: Central Statistical Office  
p - provisional

Economic growth was accompanied by relatively low levels of inflation, falling unemployment and increasing foreign reserves. Furthermore, the fiscal position remains healthy, Government debt declined further and the exchange rate continues to fluctuate within a narrow band.

In 2006, inflation averaged 8.3 per cent, unemployment declined to 6.2 per cent and Central Government Debt continued to decline to 16.2 per cent of GDP. In addition, an overall fiscal surplus of 1 per cent of GDP was recorded.

In 2007, the fiscal accounts are expected to remain in surplus which, inter alia, will facilitate a further decline in public debt and continuing buoyant oil and gas prices should enable

#### Highlights:

- Over the period 2002 to 2006, real GDP growth averaged 9.7 per cent
- In 2006, the overall surplus on the external account was US\$ 1.6 billion. (The sixth consecutive balance of payments surplus recorded)
- Public Sector Debt as a percentage of GDP declined from 58.3 per cent in 2002 to 30.5 per cent in 2006
- In 2006, Government recorded its fourth consecutive fiscal surplus by registering a positive overall balance of 1 per cent of GDP

further accumulation of assets under the Heritage and Stabilisation Fund (HSF).

Nonetheless, there are signs that the economy is operating at full capacity. Emerging capacity constraints and labour shortages remain challenges to macroeconomic stability. While there was some attempt to alleviate the shortages through imports and immigration, there is a risk of asset price bubbles emerging, particularly in real estate. Inflationary pressures remain strong and the non-energy fiscal deficit has widened to nearly 16 per cent of GDP. These downside risks were noted and a number of measures aimed at maintaining macroeconomic stability were implemented.

Higher levels of energy production combined with buoyant prices for oil and natural gas bolstered the external accounts, resulting in an overall balance of payments surplus of US\$1,645 million (9 per cent of GDP) for 2006. The external current account continued improving, as the merchandise account posted net earnings of US\$5.3 billion, while the capital account recorded a deficit, as private sector outflows, including those of the commercial banks and regional bond issues amounted to approximately US\$3 billion. Net official foreign reserves increased to US\$ 6.76 billion and gross official reserves at the end of 2006 (net of balances in the Heritage and Stabilization Fund) stood at US\$5.1 billion equivalent to 7.8 months of import cover<sup>17</sup>.

In 2007, the external accounts are also expected to record a surplus and foreign direct investment (FDI) flows are set to increase.

## Target to 2010

**Annual per capita GNP growth of at least 9 per cent is achieved**

### Progress

Central to this country attaining developed nation status by the year 2020 is the realisation of a high level of sustained economic growth over a fairly long period of time. According to data compiled by the Central Statistical Office, Gross National Product (GDP plus Net Factor Payments) more than doubled over the last five years, moving from US\$6,600 in 2002 to approximately US\$14,000 in 2006 (Table 4.8). In 2007, GNP per capita is projected to expand even further to US\$15,300. On the basis of this performance, the economy is seemingly on course to achieve the target of per capita GNP of US\$37,000 by the year 2020. Achieving this target will require an average growth rate of 9 per cent per annum to that year<sup>18</sup>.

<sup>17</sup> Central Bank of Trinidad and Tobago, Annual Economic Survey, 2006; Monetary Policy Report, April 2007

<sup>18</sup> Trinidad and Tobago will need to grow GNP per capita at 9.0 per cent per annum over the period 2004 – 2020 to reach within 15 per cent of the average of the high income non-OECD countries in the Year 2020. The report of the Vision 2020 Macroeconomy and Finance Sub-committee refers.

**Table 4.8: Growth in GNP Per Capita 2002 - 2006**

	2002	2003	2004	2005	2006	2007p
Per Capita GNP US\$	6,622	8,268	9,866	11,093	14,002	15,278

Source: Central Statistical Office

p - provisional

## Target to 2010

### Single digit inflation is maintained

#### Progress

Over the last year, the rate of inflation was successfully maintained within single digits due to the implementation of a number of measures aimed at containing rising prices. The rate of inflation is expected to decline to five per cent over the medium term. However, inflationary pressures are expected to persist with the growth of the non-energy deficit as well as relatively high levels of excess liquidity in the banking system. In addition, increased spending resulting from wage settlements and payment of arrears to public officers as well as increases in import prices as a result of higher rates of inflation in the United States of America and Europe will continue to fuel domestic inflation.

It is expected that the Central Bank will continue to mute some of the effects of the expansionary fiscal stance by an aggressive programme of liquidity absorption through special issues of long-term bonds, the proceeds of which will be sterilised, open market operations and Central Bank sales of foreign exchange to the commercial banks.

## Target to 2010

### Full employment is achieved

#### Progress

The surge in GDP growth as well as targeted State interventions resulted in a steady decline in the unemployment rate, which reached a record low of five per cent in the fourth quarter of 2006 and an annual average rate of 6.2 per cent for the year (Box 4.6). This declining trend is expected to continue given the prospect of economic growth remaining strong over the medium term.

#### Box 4.6 Unemployment Rate

2006 – 6.2 per cent

2005 – 8.3 per cent

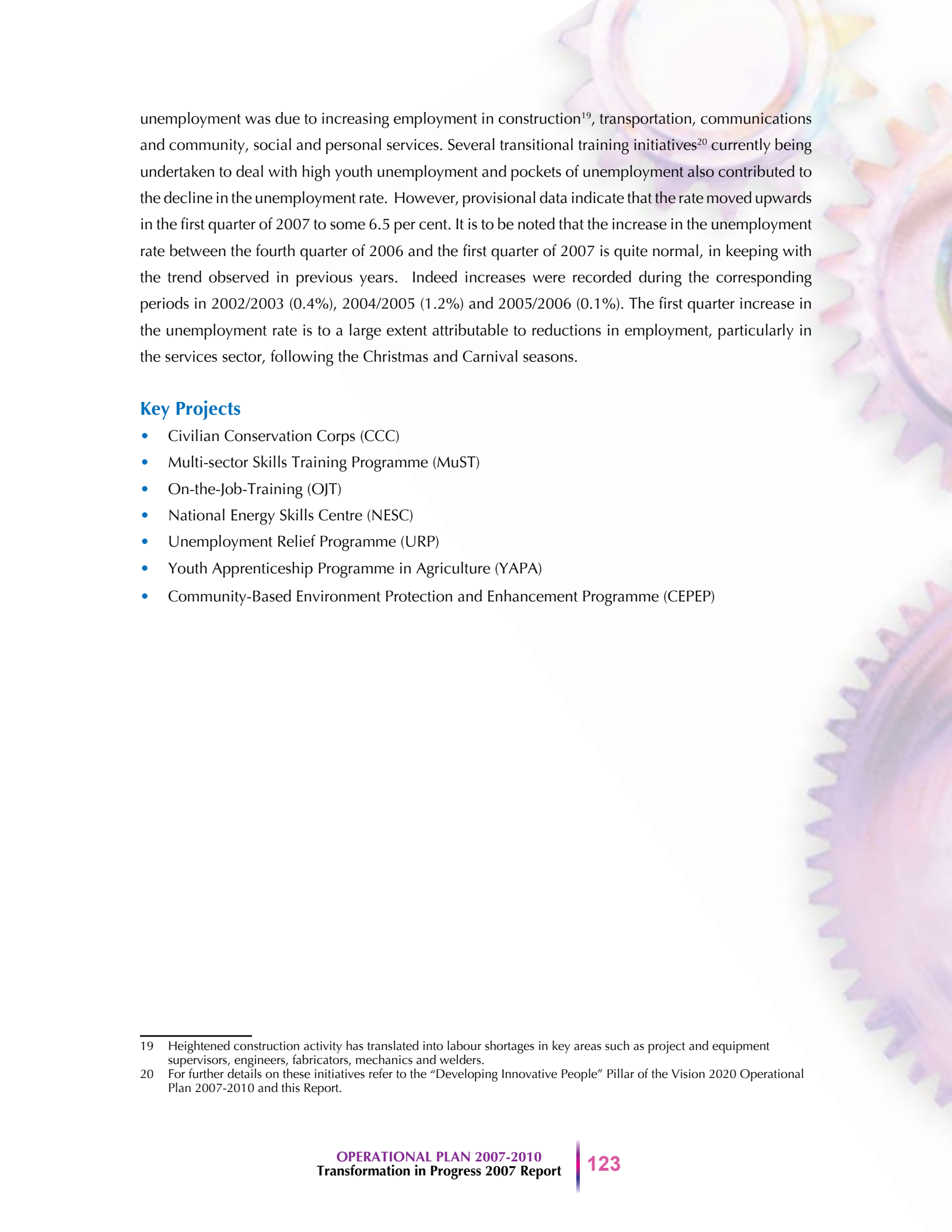
2004 – 9.0 per cent

2003 – 10.5 per cent

2002 – 10.4 per cent

Source: Central Statistical Office.

During the period 2002 to 2006, the unemployment rate trended downwards from an average of some 10 per cent in the 2002-2003 period to five per cent in the fourth quarter of 2006. The decline in



unemployment was due to increasing employment in construction<sup>19</sup>, transportation, communications and community, social and personal services. Several transitional training initiatives<sup>20</sup> currently being undertaken to deal with high youth unemployment and pockets of unemployment also contributed to the decline in the unemployment rate. However, provisional data indicate that the rate moved upwards in the first quarter of 2007 to some 6.5 per cent. It is to be noted that the increase in the unemployment rate between the fourth quarter of 2006 and the first quarter of 2007 is quite normal, in keeping with the trend observed in previous years. Indeed increases were recorded during the corresponding periods in 2002/2003 (0.4%), 2004/2005 (1.2%) and 2005/2006 (0.1%). The first quarter increase in the unemployment rate is to a large extent attributable to reductions in employment, particularly in the services sector, following the Christmas and Carnival seasons.

### Key Projects

- Civilian Conservation Corps (CCC)
- Multi-sector Skills Training Programme (MuST)
- On-the-Job-Training (OJT)
- National Energy Skills Centre (NESC)
- Unemployment Relief Programme (URP)
- Youth Apprenticeship Programme in Agriculture (YAPA)
- Community-Based Environment Protection and Enhancement Programme (CEPEP)

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<sup>19</sup> Heightened construction activity has translated into labour shortages in key areas such as project and equipment supervisors, engineers, fabricators, mechanics and welders.

<sup>20</sup> For further details on these initiatives refer to the “Developing Innovative People” Pillar of the Vision 2020 Operational Plan 2007-2010 and this Report.

## Target to 2010

**The non-energy fiscal deficit<sup>21</sup> is less than 10 per cent of GDP**

### Progress

While the non-energy fiscal deficit has widened in recent years to nearly 16 per cent of GDP, Government is committed to significantly reducing this deficit by 2010 to prevent large policy reversals when the energy income declines. Government is also considering the adoption of a modified medium-term fiscal framework with a view to further improving the management of public resources and bringing budgeting procedures more closely aligned with international best practices.

## Target to 2010

**The Heritage and Stabilisation Fund has at least US\$2 billion**

### Progress

The Heritage and Stabilisation Fund (HSF) (Box 4.7) is an important instrument in the strategic management of this country's resources. The balance in the HSF increased from TT\$ 415.3 million (US\$ 65.7 million) in 2000 to TT\$ \$8,792.4 million (US\$ 1,393.4 million) at the end of 2006, with the largest transfer to date of TT\$ 3,160.2 million occurring in Fiscal Year 2006. The balance in the HSF stood at TT\$ 8,895.6 million (US\$ 1,409.8 million) as at April 2007<sup>22</sup>

#### Box 4.7

##### The Heritage and Stabilisation Fund

The Heritage and Stabilisation Fund (HSF) was formalized with the passing of the HSF Act NO. 6 2007 in March 2007. The HSF has two main objectives:

- To insulate fiscal policy and the economy from swings in international oil and gas prices
- To accumulate savings from the country's exhaustible assets of oil and gas for future generations

The governance of the HSF comprises a five member Board of Directors, appointed by the President and includes two representatives of the Ministry of Finance and the Central Bank of Trinidad and Tobago (CBTT) and three from the private sector. Transparency and accountability in the HSF is achieved by the CBTT quarterly performance reports to the Board, annual reports by the Ministry of Finance and annual independent audits of the Fund.

Deposits into the HSF within a financial year are made when oil and gas taxation revenues are in excess of the budgeted amount by 10 per cent or more. Withdrawals in any financial year are permitted, if oil and gas taxation revenues generated are 10 per cent or more below the budgeted projection for the year. The HSF Act also specifies that all savings in the Fund should be invested in long-term foreign assets.

21 The non-energy fiscal deficit is equal to non-energy sector taxes minus domestic expenditure. It is an important indicator of fiscal sustainability for economies that are dependent on energy revenues, by gauging whether non-energy revenue can support government expenditure in the event of shocks to the external sector.

22 Central Bank of Trinidad and Tobago, Monetary Policy Report, April 2007

## Target to 2010

### New export markets penetrated

#### Progress

With trade barriers falling as a result of globalisation and protected markets being eroded, domestic exports now face increased competition in world markets. As such, efforts continued at accelerating the search for new markets outside the Region and promoting this country as a premier destination for foreign direct investment, joint venture alliances and as a market for quality goods and services. In this regard, the following were undertaken:

#### ***Trade and Investment Mission – Europe***

In September 2006, a trade mission was undertaken to the European countries of France (Paris), Germany (Berlin, Frankfurt, Hamburg), Spain (Barcelona, Madrid), Ireland (Dublin) and the United Kingdom (London). These missions resulted in:

- Proposals for planned trade missions from Germany, Ireland and Spain
- A Bilateral Investment Treaty (BIT) with Germany
- Ireland showing keen interest in enhanced diplomatic ties with Trinidad and Tobago and Spain beginning the process of establishing an Embassy in Port of Spain. The Instituto Cervantes of Spain also offered assistance including Internet-based resources to advance Spanish as the First Foreign Language (SAFFL) initiative.

#### ***Bilateral Investment Treaties<sup>22</sup>***

A Bilateral Investment Treaty (BIT) with Mexico was signed in May 2006. Negotiations are ongoing to complete BITs with Belgium, Italy, Mauritius and the Kingdom of the Netherlands.

#### ***Trade and Investment Mission – Asia***


During the period February to March 2007, a Trade and Investment Mission was undertaken to South Korea, China and India. The Mission sought to strengthen investment and business with the Far East. As a result of the visit to India, a Bollywood movie was filmed locally and the Bank of Baroda (BOB) expressed an interest in doing business in the country. In May 2007, a delegation from South Korea visited the country. One of the highlights of the visit was a seminar hosted by the Ministry of Trade and Industry (MTI) entitled, “The Korean Economic Model – Lessons for Trinidad and Tobago”.

#### ***Improved Trading Relations with Latin America***

To further previous initiatives in the areas of market access, foreign investment and air transportation that arose from separate visits to Mexico and Panama, the following actions were undertaken:

- Discussions were held with the CEMEX in Mexico on the importation of cement to Trinidad and Tobago, and with executives of the Mexicana Airlines, CONDUMEX Industrial Consortium and the ICA Construction Economy.

<sup>22</sup> The Bilateral Investment Treaties guarantee protection for investment in each signatory country as well as support for investments from these countries.

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- Discussions were held with COPA Airlines towards having this airline service a new air route between Trinidad and Tobago and various parts of Latin America.

### ***Opening of New Embassies in Foreign Countries***

In addition to the embassies in Nigeria and South Africa, an embassy will be opened in Uganda at the end of 2007. This activity will open up various trade opportunities in the African continent. Consideration is being given to the establishment of missions in Costa Rica, Cuba and Malaysia.

### ***Hosting of International Conferences and Forums***

The 7<sup>th</sup> Greater Caribbean Business Forum was successfully co-hosted by the Ministry of Trade and Industry and the Association of Caribbean States (ACS) in late 2006. The event provided regional entrepreneurs with an opportunity to establish contacts with their business counterparts through various meetings and was enhanced by widespread participation in various interactive conferences. The Forum was attended by representatives from Brazil, Canada, Mexico, Panama, St. Lucia and the USA. Over 185 countries from most of the member states of the ACS registered for the Forum.

In May 2007, the Trade and Investment Convention (TIC) 2007, which is a forum for business from various countries to showcase their products and services was successfully held in Trinidad.

### **Key Projects**

- Creation of a Trade Information Network
- International Market Development – Country Promotion and Marketing Assistance to Exporters

## **A business climate that attracts investors and encourages competitive businesses to start and grow will be created**

### **Objectives**

- Improve Trinidad and Tobago's business competitiveness
- Facilitate research and development investment in business enterprises
- Increase the number of new businesses
- Increase productivity per worker
- Increase the number of new business clusters
- Streamline the regulatory procedures for establishing businesses

### **Strategies**

- Create a culture of innovation to drive productivity
- Promote business process innovation
- Create a culture for entrepreneurship to flourish
- Improve the environment for business start-ups
- Increase the availability of financing for entrepreneurs
- Provide support for networks and clusters
- Provide infrastructural support for business development
- Remove rigidities in the labour market
- Institutionalise Occupational Safety and Health
- Enhance overall workforce skills
- Address the brain drain
- Implement investment promotion strategy

### **Key Performance Indicators**

- Global Competitiveness Index
- International Development Bank Business Climate Index
- Real Effective Exchange Rate Index
- Number of new businesses
- Labour Productivity
- Unit Labour Cost Index
- Indices of Average Weekly Earnings
- Foreign Direct Investment

## Targets to 2010

- **Five new industrial clusters formed**
- **5,000 new businesses formed**

### Progress

Creating new businesses involves investment which is forward-looking and influenced by expectations about the future, not just on current conditions. Thus, a firm's judgement about the future is critical. For firms in developing countries, policy uncertainty, macroeconomic instability and arbitrary regulations are serious risks to doing business and act as disincentives to investment.

Macroeconomic policies shape the investment climate of any location which provides opportunities and incentives for firms – from micro enterprises to multinationals – to invest, create jobs and expand. In recognition of this fact, the State has committed to creating an investment climate that embraces all types of businesses, not just large firms. Small and large firms, low-tech and high-tech firms have all been recognised as having important and complementary roles to play in the development process.

Accordingly, a number of measures has been implemented/proposed to improve the business climate.

Government is well poised to achieve its target of creating 5,000 new businesses by 2010. Over the last year<sup>23</sup>, 4,238 new companies were registered in the formal sector. This does not include the micro enterprises that may be operating in the informal sector. For the period January – August 2007, 1,211 companies were incorporated and 2,102 business names were registered (Table 4.9).

**Table 4.9**  
**Number of Companies/Business Names, Incorporated or Registered**  
**For the period January 2002 – August 2007**

	2002	2003	2004	2005	2006	2007
Companies	2427	3152	3382	3899	4238	1211
Business Names	2215	3236	4149	4838	6180	2102

*Source: Registrar General's Department, Ministry of Legal Affairs*

### Industrial Parks

Over the next two years, Evolving Technologies and Enterprise Development Company Limited (eTeck)<sup>24</sup> will develop eight new industrial parks at Debe, Dow Village, Endeavour, Factory Road,

<sup>23</sup> Registrar General's Office

<sup>24</sup> E-Teck also manages 19 industrial parks (occupying 245 hectares) at various locations in Trinidad.

Frederick Settlement Extension (Phase 1), Pt Fortin, Preysal and Reform. The new sites will support light manufacturing industries and activities in the non-energy sector. It is expected that some of the new industrial parks will facilitate opportunities downstream the energy sector and accommodate businesses that will support the heavier industrial activity that is currently being encouraged by the National Energy Corporation. The new parks are at various stages of development. The Debe Industrial Park is expected to be opened in 2007 and work is expected to commence at the end of this year on the Parks at Factory Road, Reform and Pt. Fortin.

### ***Tamana InTech Park***

The Tamana InTech Park<sup>25</sup> at Wallerfield is being established for specifically targeted businesses. It will provide a nurturing environment, conducive and highly facilitative to the realisation of business synergies and the successful development and growth of new business.

#### **IT-related Industries identified for the InTech Park:**

- Software Development
- Computer related services
- Electronic components and related accessories
- Telecommunications equipment
- Medical equipment
- Pharmaceuticals

On completion, this Park will house the University of Trinidad and Tobago and the newest industrial centre in Trinidad. It is expected to generate new industrial clusters in the same way that the Pt Lisas Industrial Estate led to the emergence of the cluster of natural gas industries.

### ***Industrial and Business Park, Tobago***

In February 2007, construction began on the 148-acre Cove Eco-Industrial and Business Park at Lowlands, Tobago. This Park, which is expected to cost \$TT46.5 million, is Tobago's first industrial park and represents a significant element of the strategic thrust to diversify the island's economy and provide for its sustainable development. The Park, which is expected to be completed in July 2008, will provide 73 lots varying in size from 1.5 to 2.5 acres. A wastewater treatment plant will be located in the Park and a 60-75 Megawatt Power Station will be constructed to service the Park and other parts of Tobago. Five acres of the Park have been designated as an archaeological site for the preservation of the relics of several sugar mills, wells and artifacts deemed to be of historical significance.

### ***Small and Micro Enterprises (SME) Development***

For the period January to June 2007, the National Entrepreneurship Development Company (NEDCO) Limited disbursed 659 loans. Of this number, 555 were loans to new businesses. In 2006, out of a total of 1,678 loans, 1,468 were new loans. In the same period, 177 persons were trained under the Youth Entrepreneurship Success (YES) Programme, which was established to build an entrepreneurial spirit among the youth and foster the creation of youth-based enterprises in depressed urban and rural

<sup>25</sup> E-Teck has taken the decision to design and construct in its largest industrial park recreational facilities, green spaces, well-spaced lots and wider roads where possible.

areas across Trinidad and Tobago.

In addition, an online SME Business to Business (B2B) Marketplace project, 'EnterpriseNeTT' was launched by NEDCO in June 2006. To date, over 1,600 businesses have been registered under the project<sup>26</sup>.

### Key Projects

- Business Competitiveness Programme
- Development of a Small Business Programme (Business Incubator Programme)
- Construction of Tamana InTech Park
- Cove Eco Industrial and Business Park
- Youth Entrepreneurship Success
- Development of Industrial Estates and Parks

### Target to 2010

#### Business sector investment in Research and Development (R&D) increased

### Progress

A major catalyst to productivity gains and competitiveness is research and development. In this regard, the Business Development Company (BDC) established a Research and Development Facility (RDF) in June 2006 to assist businesses in taking the necessary strategic steps to improve competitiveness and profitability. The Facility is geared towards assisting business enterprises in the non-energy manufacturing and services sectors in adopting new technology and developing innovative systems and processes. To date, three companies have benefited from this Facility in the amount of TT\$118,000.

### Key Project

Establishment of a Research and Development Facility

### Target to 2010

#### Productivity growth is improved

### Progress

Productivity is the key to growth and long-term economic prosperity. This applies to individuals, firms and the economy as a whole. By one measure, increasing productivity means producing more with the same level of inputs. In addition, high productivity growth under conditions of full

<sup>26</sup> Refer to the "Investing in Sound Infrastructure and the Environment" Pillar of the Vision 2020 Operational Plan 2007 Progress Report.

employment makes it possible to achieve economic growth without triggering inflation<sup>27</sup>. As such, the capacity of the economy to withstand inflation will depend on the ability of the public and private sectors to increase productivity.

In 2006, the unit cost of labour<sup>28</sup> continued its downward trend, declining by 7.4 per cent (Box 4.8). This indicates that output has been growing at a faster rate than the increase in the number of hours worked, resulting in gains in productivity.

Furthermore, a good investment climate also drives economic growth providing opportunities and incentives for firms to develop, adapt and adopt better ways of doing things such as reorganising a production process, distributing products and responding to consumers.

In addition, the creation of a conducive environment for business to start, grow and become internationally competitive involves, among other things, reforming the labour market and improving the quality of labour and available information. In this regard, there are several initiatives currently being undertaken that are aimed at improving the quality of labour and the labour market, such as increasing participation in tertiary education.

### ***Developing Human Resource Potential***

Significant investments are being made to develop a ready supply of trained and competent manpower that will attract investment, leading to increased productivity growth. The focus continues to be on the following:

- Expansion of Access to Tertiary Education
- Closer Alignment of University Education with Industry
- Developing an effective technical and vocational education and training system
- Upskilling the Labour Force

<sup>27</sup> This situation is referred to as trend growth which is defined as the long-term rate at which the economy can grow without causing inflationary pressures.

<sup>28</sup> Central Bank's Monetary Policy Report, April 2007.

#### **Box 4.8**

##### **Definition of Unit Cost of Labour**

The unit cost of labour is an indicator devised by the Central Bank of Trinidad and Tobago to measure the competitiveness of the economy.

It gives an indication of cost pressures in the economy. It is defined as the ratio of labour compensation to labour productivity (output per man hour).

Labour compensation was calculated using an index of real average weekly earnings while productivity is measured by using an index of domestic production divided by an index of hours worked

*Source: Central Bank of Trinidad and Tobago*

### ***Building a National Innovation System***

Efforts are being made to develop a National Innovation System that will stimulate and support innovations in products, processes and systems within the national community.

### ***Labour Market Information and Services***

The National Human Resource Management Information System (NHRMIS) electronic database was established to provide access to labour market information in a timely and continuous basis to all stakeholders. The Labour Market Information (LMI) Unit was established in 2006-2007 in the Ministry of Labour, Small and Micro Enterprise Development to further develop and operationalise the NHRMIS. Information is also provided by the National Employment Service (NES) through its network of Exchanges that are strategically located throughout the country. It provides free advisory, placement and information services to various stakeholders including employers and the unemployed.

### ***HIV and AIDS Coordinating Unit***

Recognizing that HIV/AIDS affects the productive capacity of workers, a Unit was established in the Ministry of Labour, Small and Micro Enterprise Development in January 2007 to facilitate the implementation of the National HIV/AIDS Strategic Plan. Some of the activities to be undertaken include increasing worker access to prevention, care, support and treatment services; expanding workplace education programmes; and adopting measures that enhance workplace protection against stigmatization and discrimination.

### ***Legislative Agenda***

The 1947 Factory Ordinance Act is expected to be repealed by the end of 2007, thus paving the way for the full functioning of the Occupational Safety and Health Agency/Authority. In addition, a series of consultations commenced on the Employee Compensation Bill to replace the Workmen's Compensation Act. The Industrial Relations Act will also be repealed to give, among other things, effect to the provisions of the Occupational Safety and Health (Amendment) Act No. 3 of 2006. A review of the other areas of the Act will also be conducted.

### **Key Projects**

- Higher Education Loan Programme (HELP)
- Government Assistance for Tuition Expenses Programme (GATE)
- Scholarship Programme that is administered by the Ministry of Public Administration and Information
- University of Trinidad and Tobago (UTT)
- Community College of Trinidad and Tobago
- Establishment of an Occupational Safety and Health Agency

- Development of the National Human Resource Management Information System (NHRMIS)
- Establishment of the HIV and AIDS Coordinating Unit

## New Project

### National Productivity Centre (NPC)

The purpose of the NPC is to promote the importance of the concept of productivity in order to raise national productivity.

A tripartite project team will be established in 2007-2008 to make recommendations for the Centre and to initiate a number of projects aimed at improving productivity. One such project is a campaign targeting educational institutions, work places, public entities and the general public, utilizing an initial allocation of TT\$1 million.

## Target to 2010

### Trinidad and Tobago is a preferred destination to do business

## Progress

Trinidad and Tobago continued to have one of the strongest business investment climates in the Western Hemisphere. Over the past five years, this country received approximately US\$4.4 billion in Foreign Direct Investment inflows. In 2006, FDI amounted to an estimated US\$883 million.

Currently, there are several projects in the energy sector which are at various stages of development and represent more than US\$8 billion in FDI.

The country's credit ratings by Standard and Poor's, as well as Moody's Investors Services, have also progressively improved, such that they are currently among the highest in Latin America and the Caribbean.

### Trinidad and Tobago's International Credit Rating

- Standards and Poor's (2006): A-/stable
- Moody's (2007): BAA1/stable

In order to further improve the investment climate, efforts continue to focus on the following:

- Revision of the taxation and procurement regimes, including the strengthening of tax administration
- Strengthening of the legal and regulatory framework (A White Paper on Financial Reform was prepared and is the subject of public consultations and the Fair Trading Act was passed in the Parliament in July 2006)
- Development of a new investment policy
- Modernisation of the Companies Registry

- Accelerated implementation of the National ICT Plan (**fastforward**) and liberalisation of the telecommunications sector
- Strengthening of the operational processes of the Customs and Excise Division through the introduction of the Automated System for Customs Data (ASYCUDA++)

Priority attention is also being given to enhancing the skills base of the workforce and developing the supporting physical and technological infrastructure to facilitate investment in high technology industries.

### ***International Financial Centre***

There are several factors that strengthen this country's prospects of becoming a successful International Financial Centre (IFC) in the Western Hemisphere. These include a stable political and economic climate, very positive credit ratings by international rating agencies, ideal location at the gateway to South America, legislation, infrastructure, human resources and institutions.

**“Within the Caribbean, Trinidad and Tobago is a regional financial centre and a significant source of capital to sovereign and private regional entities.”**

**IMF 2006 Public Information Notice**

The proposed establishment of an IFC is an integral part of the strategy to build the country's profile as a world-class provider of financial services. The IFC will accommodate local and international financial institutions specialising in investment management, international loan syndication and back office activities. In addition, efforts are ongoing to strengthen the regulatory and supervisory framework.

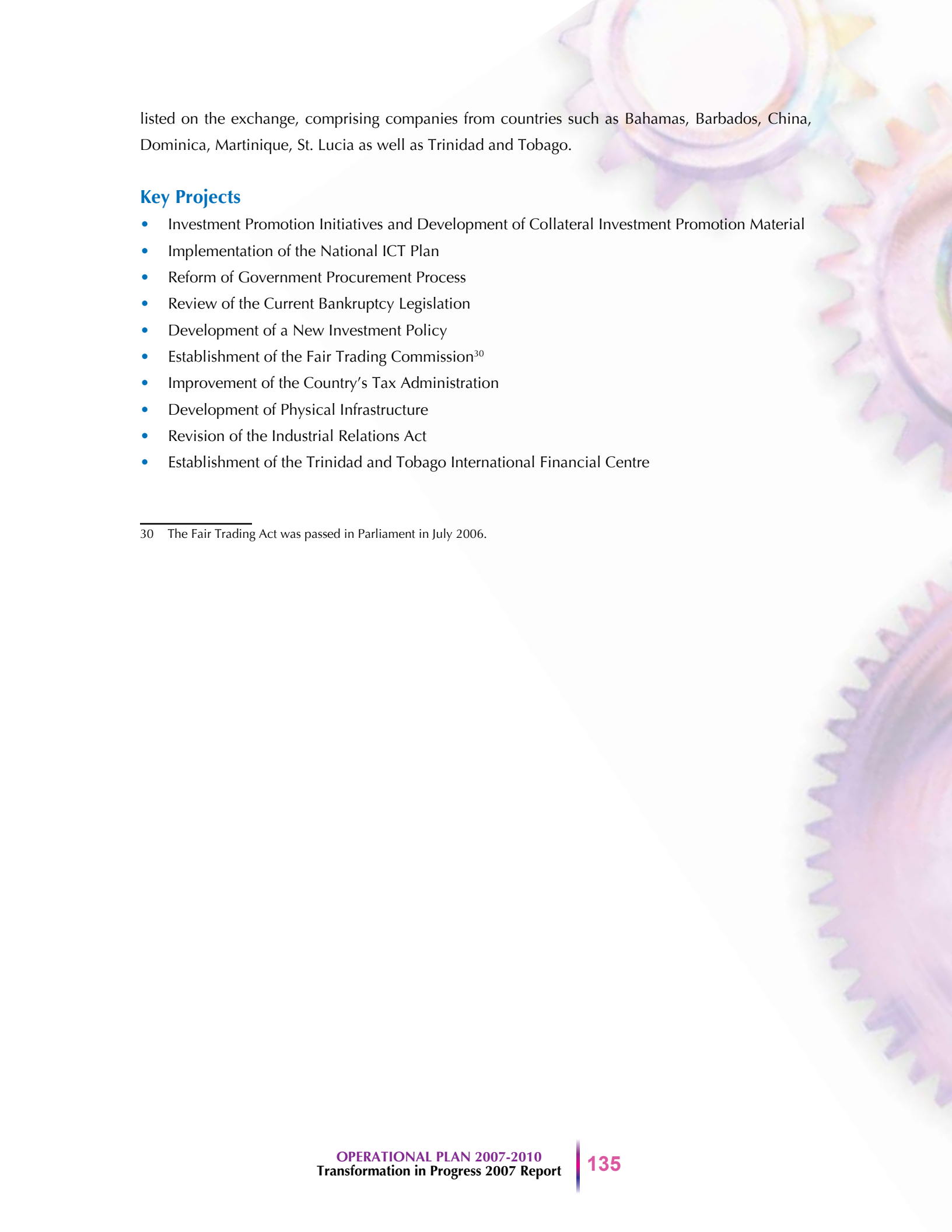
The development of the IFC will facilitate the raising of finance on the local capital market to meet the needs of international investors and will increase the pool of financial resources available for developing the local economy.

### ***e-Business Development***

In 2006, the Business Development Company (BDC) launched the SmeXchange website, an online business-to-business portal aimed at providing real time access to essential business information. The SmeXchange reduces the time and cost of doing business, and provides networking opportunities for small and medium enterprises<sup>29</sup>. To date, a total of 421 registered companies are

**For the period October 2006 to June 2007, 168 companies have registered on the SmeXchange.**

<sup>29</sup> Refer to the “Investing in Sound Infrastructure and the Environment” Pillar of the Vision 2020 Operational Plan 2007 Progress Report.



listed on the exchange, comprising companies from countries such as Bahamas, Barbados, China, Dominica, Martinique, St. Lucia as well as Trinidad and Tobago.

### Key Projects

- Investment Promotion Initiatives and Development of Collateral Investment Promotion Material
- Implementation of the National ICT Plan
- Reform of Government Procurement Process
- Review of the Current Bankruptcy Legislation
- Development of a New Investment Policy
- Establishment of the Fair Trading Commission<sup>30</sup>
- Improvement of the Country's Tax Administration
- Development of Physical Infrastructure
- Revision of the Industrial Relations Act
- Establishment of the Trinidad and Tobago International Financial Centre

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30 The Fair Trading Act was passed in Parliament in July 2006.

## Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities

### Objectives

- Increase the contribution of the non-energy sector to GDP
- Reverse the decline in Agriculture
- Ensure stability of fisheries resources
- Develop new business clusters in the non-energy sector
- Maximise incomes from the energy sector and sustain its competitiveness

### Strategies

- Maximise incomes from the energy sector
- Diversify into new energy products
- Strengthen upstream industries in the energy cluster
- Further develop the Plastics, Packaging and Printing (PPP) Cluster
- Support the development of global players in the Food and Beverage Industry
- Support development in the Metal Processing Industry
- Improve the competitiveness of the Services Sector
- Develop and promote a differential high value Tourism product
- Unleash the potential of the Leisure Marine Sector
- Develop Maritime Services
- Expand the Financial Services Sector to become a Pan Caribbean Financial Centre
- Accelerate the development of the Digital Economy
- Develop Creative Industries
- Explore Learning Industries
- Increase profitability of the Agricultural Sector and improve Food Security
- Promote sustainable management and optimal utilization of living marine resources
- Strengthen the inter-regional market in agriculture and food products

### Key Performance Indicators

- Sectoral Contribution to GDP/Sectoral Growth Rates
- Number of new business starts-ups net of closure
- Number of new knowledge and technology intensive employment or businesses
- Employment by Sector and Occupation
- Unemployment rate
- Exports - Volume of exports and the number of export businesses
- Terms of Trade Index
- Tourism Price Index
- Human Tourism Index

## Targets to 2010

- The non-energy sector contribution to GDP expands by at least 10 per cent
- New exports of high value added goods and services emerge

### Progress

As part of the strategy to promote economic diversification, enhance competitiveness and generate sustainable export-led growth, several initiatives have been undertaken in various sectors of the economy in particular tourism and financial services.

#### Priority Sub-Sectors

Seven specific sub-sectors have been identified for priority support and development. These sectors are: Entertainment, Film, Fish and Fish Processing, Food and Beverage, Maritime, Printing and Packaging, and Yachting. Strategic Plans were developed for each of these sub-sectors and most are in the implementation phase (Box 4.9).

#### The Entertainment Industry

Two of the initiatives being developed by the Trinidad and Tobago Entertainment Company Limited are:

- A Revolving Investment Scheme to support artistes in product/market development, music production, video production and theatrical production; and
- A comprehensive Marketing and Promotion Project to develop a global image for the industry.

#### The Film Industry

Significant progress was made in advancing the development of the Film Industry. With a view to stimulating the production of local motion pictures, 22 applicants were awarded financial assistance, of which, 17 have committed to developing productions and five to develop scripts. To promote awareness of the local film industry, an advertorial was placed in the internationally renowned "Production Update" magazine for

#### Box 4.9 Summary of Priority Sub-sectors

##### Film Industry

- 6 television stations
- (500 employees)
- 11 production companies
- (200 employees)
- 33 companies offering production support services

##### Fish and Fish Processing Industry

- 17 plants
- 7,000 metric tonnes of seafood processed annually
- Over US\$ 16.5 million generated annually
- 6,000 person directly employed

##### Food and Beverage Industry

- Contributes 3% to GDP
- Contributes 36.5% to total value added of the manufacturing 2006
- 430 registered companies
- 9,000 employees

##### Printing and Packaging Industry

- 140 printing firms
- 50 packaging firms
- 2 glass and can manufactures 2004:
- 3,963 persons employed
- Exports –TT\$306.4 million
- Since 1999 contributed 3% to GDP annually

##### Yachting Industry

- 7 boat yards (with capacity for approximately 885 yachts)
- 150 repair contractor businesses (1 to more than 20 employees)

##### Type of services provided:

1. Boat repair contractors
2. Boatyard and marinas repair
3. Auxiliary support services such as marine equipment and supplies, hospitality services, tour and transportation services

Source: Ministry of Trade and Industry

distribution at the Sundance Film Festival.

In 2006, the Trinidad and Tobago Film Company (TTFC) Limited occupied a booth at the prestigious "Association of Film Commissioners International Locations Trade Show" that was held in Santa Monica, California, USA. The TTFC also participated in the Broadcast Live Trade Show that was held at Earl's Court II, London, UK. In September 2006, TTFC hosted its first ever Film Festival at Movie Town, Port of Spain to promote the works of promising artistes from the Region.

A range of incentives was approved for local and foreign film producers who utilise this country as a location for film production. In this regard, an agreement was reached between the TTFC and Insight Productions of Mumbai, India to begin producing a film entitled "Dulha Mil Gaya" in 2007. Other arrangements have been made to produce a US feature film entitled "Branded" and a film entitled "Soca", which is a co-production between France and Trinidad and Tobago.

#### ***Fish and Fish Processing***

The Seafood Industry Development Company conducted training programmes and Hazard Analysis and Critical Control Points (HACCP) certification courses for fish processors and technicians. The Company also undertook capacity building initiatives, commenced a study on new product development, and provided technical assistance for the upgrade of infrastructure and processing plants.

#### ***The Food and Beverage Industry***

The Food and Beverage Industry Development Committee commenced the implementation of several projects related to market research, innovation and development. It also provided technical assistance to small and medium-sized enterprises. In addition, a Food Awareness Programme and a Research and Development Symposium on the Food and Beverage Sector are scheduled to be undertaken by the end of 2007.

#### ***The Maritime (Merchant Marine) Industry***

A Maritime Authority is being established with a view to improving the overall coordination of the Maritime Industry. This is being spearheaded by the Maritime Industry Development Committee which is also involved in upgrading the existing Maritime Legislation, conducting human resource needs analysis and developing business plans for key clusters within the sector.

#### ***Printing and Packaging***

With a view to enhancing the competitiveness of the Printing and Packaging Industry, the Printing and Packaging Industry (PPI) Council embarked on a programme of activities directed at stimulating the flow of investment in the industry through joint venture alliances between local and foreign firms.

Furthermore, the Council has been involved in the development of strategic industry clusters; upgrading of technological and production processes and training, infrastructural upgrades and stronger market research and product development, to enhance competitiveness in the global marketplace. In 2007, several activities are carded for the PPI. These include the development of a website and a human resources training plan, and a study of trends in product innovation in the industry.

### ***The Yachting Industry***

A National Yachting Policy was developed by the Yachting Steering Committee (YSC). The Committee also commissioned a regional competitive analysis on the domestic Yachting Industry, which provides a framework for the further development of the industry. It is coordinating this country's participation at international yachting industry events and has



been collaborating with the National Training Agency and the University of Trinidad and Tobago on the development of a skills training and certification programme for existing and potential employees. The YSC also produced and disseminated brochures on the Yachting Industry.

### ***Tourism***

Considerable progress was made towards enhancing the attractiveness of this county as a preferred destination for tourist. In this regard, efforts continued at developing plant and product, improving airlift arrangements, promoting and marketing cultural and heritage sites, as well as niche and business tourism. The protection, preservation and restoration of the cultural and historical assets of Trinidad and Tobago are central to these efforts.

In 2007, upgrade and construction of new hotels and infrastructure on the islands to accommodate business travellers in Trinidad and eco-tourists in Tobago continued. A major effort in this regard, is the construction of the 450 room Hyatt International Hotel, which is part of the Port of Spain International Waterfront Centre. The Hotel is scheduled to be completed in 2007.

The Tourism Development Act 2000 was amended to plug existing loopholes and to provide an enhanced package of measures to encourage greater investment in the sector. The Draft National Tourism Policy and Implementation Plan was completed and is now under consideration for approval.

### ***International Financial Centre***

Efforts continued at establishing the Trinidad and Tobago International Financial Centre (TTIFC).

The TTIFC will enable firms to finance potentially viable investments, to expand their operations to meet demand and provide funds for firms to innovate, generate new technologies and new, more productive, ways of operating.

The first phase of the TTIFC which was completed, involved researching and conducting case studies of various International Financial Centres (IFC). The second phase, which is expected to conclude shortly, involves the identification of opportunities and the development of strategic options for the development of the TTIFC. In the third phase, marketing activities and the establishment of the implementation framework will be undertaken. The final phase involves the preparation of draft legislation and regulations. The entire initiative is expected to be completed in 2008.

### Key Projects

- Maracas Beach Redesign
- Enhancement and Development of the Emperor Valley Zone
- Trinidad Hilton and Conference Centre – Refurbishment Works
- Restoration of Heritage Sites (Mille Fleur and Stollmeyer's Castle)
- Trinidad and Tobago International Financial Centre



**Mille Fleur**

### Target to 2010

**The food import bill is reduced by 10 per cent**

### Progress

Emphasis will continue to be placed on rejuvenating agriculture and increasing food production and productivity. The objective is to develop a vibrant agriculture sector, reduce food prices and the food import bill, as well as attain a greater level of food security and sustainability. Several activities are critical to the establishment of agriculture as a vibrant sector. These include:

- Developing agricultural infrastructure and institutions
- Promoting the efficient functioning of product and consumer markets
- Providing training to farmers.

### *Creation of Large Farms*

In 2007, 15 sites were selected for the creation of the Large Farms (LFs) (Table 4.10). These sites were selected based on several criteria such as topography, soil fertility, land capability and access to

utilities. The model for the operations of the LFs will be joint ventures and leasehold arrangements with private investors. The private sector will be required to undertake on-farm infrastructural development and investments. The Rural Development Company of Trinidad and Tobago (RuDeCOTT) will be contracted to implement the LF Programme which comprises:

- Advertising locally and internationally for investors to develop the farms
- Development of infrastructure up to the farm gate and subdivision of lands where necessary

Table 4.10: Proposed sites for the establishment of the Large Farms

No.	Site	Farms	Acreage (acres)	Type of Farm Activity <sup>1</sup>
1	Caroni	I	100	Roots crops and rice
2	La Gloria	I	162	Mixed farming and Livestock
		II	202	
3	Mon Jaloux	I	190	Integrated farming with crops livestock and aquaculture
		II	227	
4	Picton Estate	I	241	Livestock/tree crops/root crops
		II	224	
		III	261	
		IV	266	
		V	209	
5	Jerningham	I	108	Vegetables crops
6	Edinburgh	I	115	Vegetable crops
		II	114	
		III	125	
7	Orange Grove	I	100	Vegetable crops
	<b>Total</b>	<b>15</b>	<b>2,644</b>	

Source: Ministry of Agriculture, Land and Marine Resources

Infrastructural works will be undertaken at the LFs and will include the conduct of surveys and subdivisions and the provision of access roads, drainage and utilities (water, electricity and telephone) up to the farm gate. Contracts were awarded to four consulting firms for the design of the infrastructure for the seven LF sites. These designs are scheduled for completion in October 2007. A preliminary report on each site is expected in August 2007 and infrastructural works are expected to commence in October 2007.

Two additional LFs are being developed in Tucker Valley, Chaguaramas. These farms will be the subject of a Government to Government arrangement between the Governments of Trinidad and Tobago and Cuba. A technical team from Cuba visited Trinidad and Tobago in July 2007 and has

submitted recommendations for developing the farms.

### ***Agricultural Access Roads***

In the first three quarters of 2007, 32 km of access roads were constructed. This provides improved road access to 876 farmers. Another 17 km of access roads were upgraded (sealed with oil sand) to the benefit of 425 farmers. This is in addition to the 188.52 km of access roads that were constructed, upgraded and maintained, to the benefit of 4,740 farmers over the period 2002-2006.

### ***NAMDEVCO Development Activities***

#### Retail Markets

Several retail markets were established to create a more direct link between farmers and consumers in 2006. The elimination of the middleman resulted in better prices for both the farmers and consumers. In 2007, two additional markets were established at St. Lucien Road and River Estate, Diego Martin to the benefit of 21 farmers.

#### Market Information

The following initiatives were successfully implemented in order to facilitate greater sharing of market information between producers and consumers:

- The Greenvine newsletter - a monthly bulletin that provides information to the agriculture sector
- The Market Price Watch – information is provided weekly in the three main daily newspapers on wholesale and retail prices for select produce
- The National Agricultural Market Information System (NAMISTT) Website – provides a range of information including agricultural prices and volume of produce at wholesale and retail markets, buyers and sellers forum and traders contact database.

### ***Agricultural Land Information System and Inventory of State Lands***

Over the period 2002-2007, an inventory of approximately 17,720 acres of lands was compiled. This database, which is updated annually provides critical information for decision-making on the efficiency and effectiveness of land use. Based on the information collected, approximately 1,042 new agricultural leases for 6,037 acres of land were allocated to persons occupying and actively cultivating State lands (Table 4.11).

Table 4.11  
Leases Allocated, 2002 - 2007

Year	Leases	Acres (hectares)
2002	152	944 (382)
2003	258	1,913 (774)
2004	199	877 (366)
2005	280	803 (325)
2006	133	1,404 (128)
2007 to date	20	96 (39)
Total	1,042	6,037 (382)

Source: Ministry of Agriculture, Land and Marine Resources

### **Youth Apprenticeship Programme in Agriculture**

The programme seeks to attract young people into agriculture by the provision of technical knowledge and specialised training as well as skills in farming, financial and other support and access to agriculture lands. Since the Programme's inception in 2002, over 7,048 youth have benefited surpassing the annual target of 1,000 participants per year (Table 4.12).

**Table 4.12 Participants in YAPA Programme (2002-2007)**

Year	Phase I
2002	942
2003	1,937
2004	1,289
2005	1,488
2006	1,219
2007 to date	173
Total	7,048

*Source: Ministry of Agriculture, Land and Marine Resources*

### **Grow Box Development**

The Grow Box initiative was launched in May, 2005. The programme targets households with limited land space and provides the necessary inputs and skills to engage in subsistence farming, using the grow box technology. The programme has been a success with the establishment of over 1,000 grow boxes.

### **Key Projects**

- Creation of Large Farms
- Agricultural Access Roads
- Agricultural Lands Information System and Inventory of State Lands
- Youth Apprenticeship Programme in Agriculture
- Grow Box Development

## **Target to 2010**

### **Trinidad and Tobago continues to be a major producer of petrochemicals and LNG**

### **Progress**

Government has taken a policy decision that investment projects in the energy sector must include a value added component in which outputs are utilised to produce a high valued product that can either be exported or used in local processes. This policy is an integral component of maximising incomes from the energy sector through the development of new industries, products and jobs and creating linkages between the energy sector and the rest of the economy. Several projects have been identified that are representative of the new thrust of value added industrialisation.

### **ANSA MCal UAN Complex**

The Environmental Management Authority (EMA) granted a Certificate of Environmental Clearance (CEC) for the project and a gas contract was signed. A major outstanding issue is the relocation of residents who live in the vicinity of the project site.

### ***Methanol/Propylene/Polypropylene (MTP)***

Discussions are ongoing between the firm Lurgi and the Natural Gas Task Force with respect to the implementation details for the project. A financial evaluation of the project is to be finalised.

### ***Malaeic Anhydride Processing Facility***

A Memorandum of Understanding (MOU) was approved by the Government of the Republic of Trinidad and Tobago (GORTT), and signed between Isegen (PTY) Limited and the National Gas Company (NGC) for the establishment of a Malaeic Anhydride Processing Facility. Construction is scheduled to commence in 2008.

### ***Ammonia/Urea/Melamine Project (AUM)***

This project is the most advanced of all the new downstream projects. The gas contracts were signed and construction of the plant began in May 2006 and is expected to be completed in 2009.

### ***Nu Iron Hot Briquetted Iron (HBI) Plant***

Nu Iron successfully constructed an HBI Plant which has a plant capacity of 1.5 million tpa. The Plant commenced operations on December 30, 2006.

### ***Esar Steel Iron and Steel Integrated Complex***

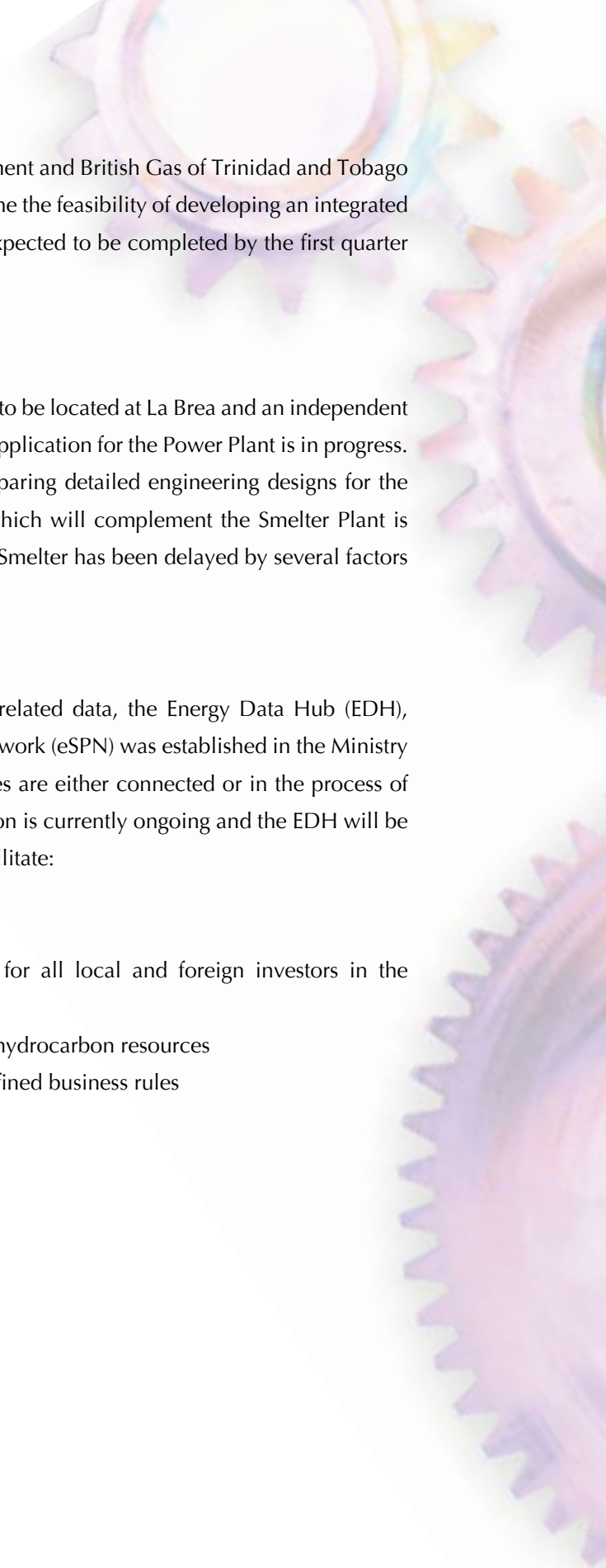
A CEC for the project was issued in August 2006. Essar signed a gas purchase agreement with NGC in April 2007. Essar has mobilized on the site and began earthwork-related construction activities. Construction is expected to commence before the end of 2007 and the plant is expected to become operational by 2010.

### ***Westlake Ethylene Complex***

In April 2006, the Government and Westlake Chemical Corporation of USA signed a MOU for the construction of an ethylene complex in Point Lisas. Given the size and complexity of the project, the MOU was extended by one year. Construction of the complex is scheduled to begin in the fourth quarter 2007 and is due to be completed in 2010. A project agreement is being developed and Westlake has completed an Environmental Impact Assessment (EIA) and is awaiting the award of a CEC from the EMA.

### ***LNG Train X***

Consideration is being given to expanding the LNG sector by the establishment of another LNG train. The new "Train X" model will include new stakeholders and increased participation by the State along the entire natural gas value chain. Discussions are currently ongoing with prospective stakeholders in various key elements of the value chain such as liquefaction, shipping, regasification and marketing.



In March 2007, a MOU was signed between the Government and British Gas of Trinidad and Tobago (BGTT) to facilitate the conduct of a joint study to determine the feasibility of developing an integrated export product. Work on the study commenced and is expected to be completed by the first quarter of 2008.

### ***Smelter Plant***

A CEC was granted for the Alutrint Smelter Plant, which is to be located at La Brea and an independent Power Provider was selected for the power plant. A CEC application for the Power Plant is in progress. Currently, the National Energy Corporation (NEC) is preparing detailed engineering designs for the layout of the site. The Aluminium Technology Centre which will complement the Smelter Plant is being established at Wallerfield. Progress on the ALCOA Smelter has been delayed by several factors including site location for the Plant.

### ***Energy Data Hub***

To enhance the collection and management of energy-related data, the Energy Data Hub (EDH), which is connected through the Energy Sector Private Network (eSPN) was established in the Ministry of Energy and Energy Industries. The major oil companies are either connected or in the process of finalising connectivity to the eSPN. Online data submission is currently ongoing and the EDH will be launched in the fourth quarter of 2007. The EDH will facilitate:

- Real time data transmission and decision-making
- Automated enforcement of reporting requirements for all local and foreign investors in the industry
- Independent tracking and planning of this country's hydrocarbon resources
- Improved transparency as the system will use pre-defined business rules

### **Key Projects**

- ANSA McAL UAN Complex
- Methanol/Propylene/PolyPropylene
- Maleic Anhydride Processing Facility
- Ammonia/Urea Melamine Plant
- Nucor Hot Briquetted Iron Plant
- Essar Steel Iron and Steel Complex
- Westlake Ethylene Complex
- LNG Train X
- ALCOA Smelter Plant
- ALUTRINT Smelter Plant



# Investing in Sound Infrastructure and the Environment





## Investing in Sound Infrastructure and the Environment



### Goal 1

Our development efforts will be supported by modern physical infrastructure that embodies the highest standards of quality, aesthetics and functionality

### Goal 2

Trinidad and Tobago will be an inter-connected, technologically advanced society with modern information and communication systems driving innovation, growth and social progress

### Goal 3

The utility sector (water, sewerage and electricity) will be modern, customer-oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens

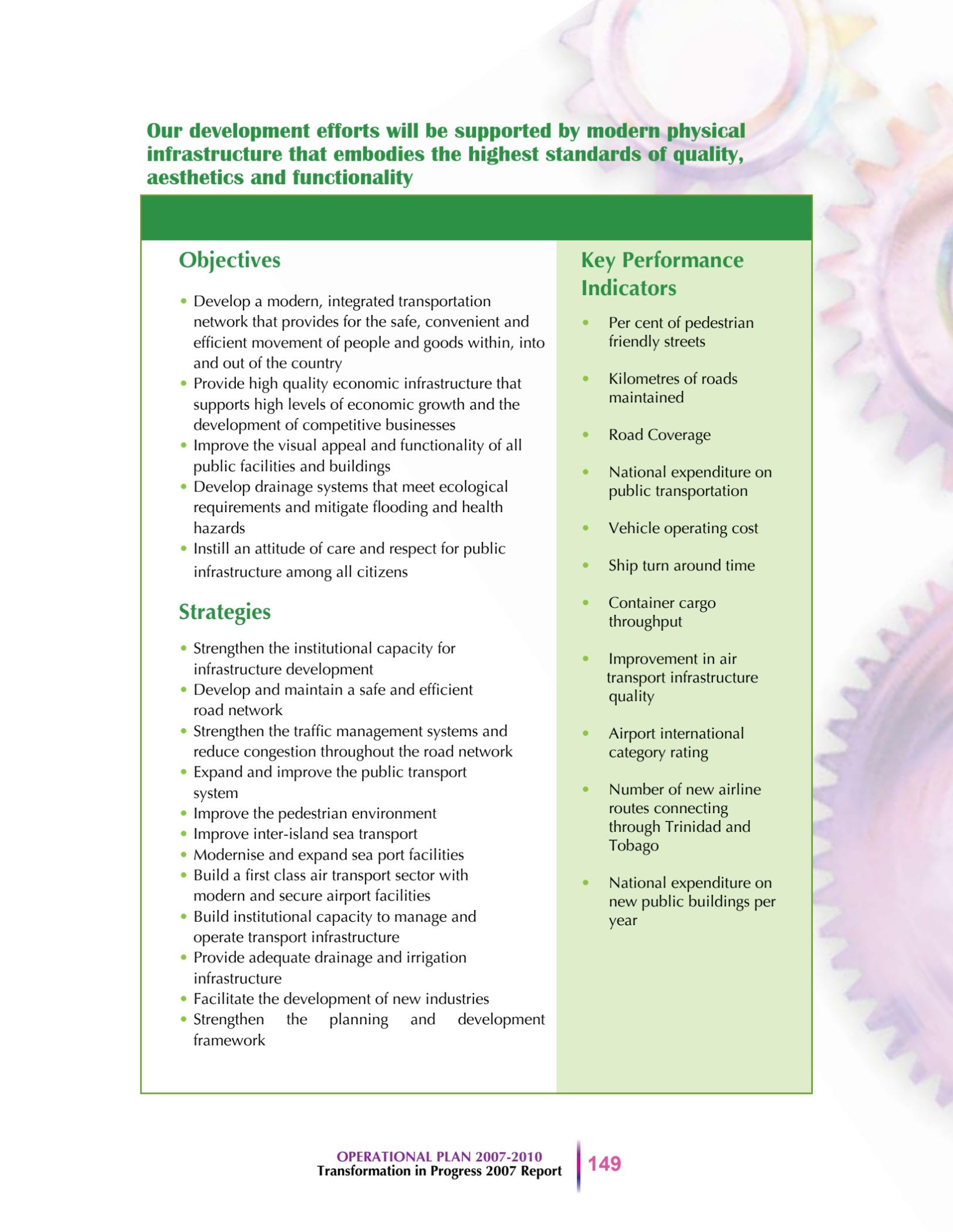
### Goal 4

The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community

### Champions

- Ministry of Works and Transport
- Ministry of Planning and Development
- Ministry of Public Utilities and the Environment
- Ministry of Local Government
- Tobago House of Assembly
- Ministry of Public Administration and Information





**Our development efforts will be supported by modern physical infrastructure that embodies the highest standards of quality, aesthetics and functionality**

### Objectives

- Develop a modern, integrated transportation network that provides for the safe, convenient and efficient movement of people and goods within, into and out of the country
- Provide high quality economic infrastructure that supports high levels of economic growth and the development of competitive businesses
- Improve the visual appeal and functionality of all public facilities and buildings
- Develop drainage systems that meet ecological requirements and mitigate flooding and health hazards
- Instill an attitude of care and respect for public infrastructure among all citizens

### Strategies

- Strengthen the institutional capacity for infrastructure development
- Develop and maintain a safe and efficient road network
- Strengthen the traffic management systems and reduce congestion throughout the road network
- Expand and improve the public transport system
- Improve the pedestrian environment
- Improve inter-island sea transport
- Modernise and expand sea port facilities
- Build a first class air transport sector with modern and secure airport facilities
- Build institutional capacity to manage and operate transport infrastructure
- Provide adequate drainage and irrigation infrastructure
- Facilitate the development of new industries
- Strengthen the planning and development framework

### Key Performance Indicators

- Per cent of pedestrian friendly streets
- Kilometres of roads maintained
- Road Coverage
- National expenditure on public transportation
- Vehicle operating cost
- Ship turn around time
- Container cargo throughput
- Improvement in air transport infrastructure quality
- Airport international category rating
- Number of new airline routes connecting through Trinidad and Tobago
- National expenditure on new public buildings per year

## Targets to 2010

- Construction of four new highways - San Fernando to Pt. Fortin, San Fernando to Princes Town, Princes Town to Mayaro and extension of the Churchill Roosevelt Highway from Wallerfield to Manzanilla
- Completion of the dualling of the Western Main Road to Tucker Valley Road
- Extension of the Claude Noel Highway to Roxborough
- Construction of an Interchange at the intersection of the Churchill Roosevelt and Uriah Butler Highways
- Development of alternative access routes linking key population centres

## Progress

Significant progress was made towards upgrading and modernising the physical infrastructure and enhancing the efficiency of the road transport network. Modernisation of the road transport network will reduce travel times between rural and urban areas and support industrial development. It will also lead to the development of rural areas, higher levels of employment and increased efficiency in the movement of people, goods and services, all to the benefit of the national economy. Specifically, the following achievements were recorded:

### *New Highways*

Under the National Highways Programme (NHP), contracts were awarded for the feasibility study/design of four new highways – Extension of Solomon Hochoy Highway to Pt. Fortin, San Fernando to Princes Town, Princes Town to Mayaro and extension of the Churchill Roosevelt Highway from Wallerfield to Manzanilla. Construction and ancillary works such as land acquisition and utility relocation will begin in 2008.

### *Dualling of the Western Main Road*

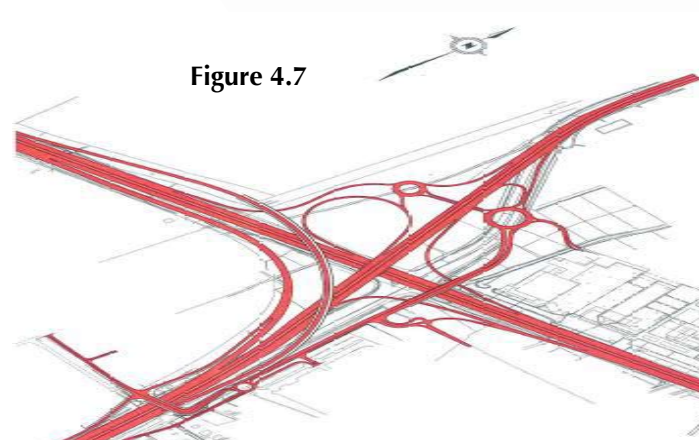
Design proposals for dualling of the Western Main Road were received from the design consultants and are being evaluated. This project will increase road capacity to cater for projected traffic needs resulting from increased residential, commercial and agricultural developments as well as recreational activities in the north/western peninsula.

### *Interchange at the Intersection of the Churchill Roosevelt Highway and the Uriah Butler Highway*

The construction of the Interchange will be undertaken in three phases. Phase I which is now

completed included the construction of a south to west ramp. This ramp allows traffic to flow north of the Uriah Butler Highway, thus removing a substantial amount of traffic from the intersection that currently facilitates east to west and south to north traffic.

Phase II includes construction of the west to south ramp, service roads at the Bamboo Intersection as well as a 600-metre long bridge over the Churchill Roosevelt and Uriah Butler Highways. The bridge will run from the San Juan River Bridge to Grand Bazaar. It is expected that traffic at this intersection will be halved since much of the congestion at this intersection is caused by people driving to South Trinidad. A contract was awarded for Phase II and works commenced. The expected completion date for this phase is November 2008. Phase III will complete the Interchange with construction of a slightly realigned Uriah Butler Highway over the Churchill Roosevelt Highway and a number of service roads for local traffic. The Interchange is expected to be completed by the end of the first quarter of 2009 (Figure 4.7).



**Figure 4.7**

**Interchange at the Intersection of the Churchill Roosevelt Highway and the Uriah Butler Highway**

**Source: Ministry of Works and Transport**

### ***Alternative Access Routes***

Works continued on the development and upgrade of alternative access routes throughout the country in order to minimise traffic through central business districts as well as to provide additional routes to highly travelled locations. The following access routes were completed in 2006:

- Chaguanas Pierre Road Connector which reduces the traffic congestion caused on the Caroni Savannah Road
- Exchange Estate Road in Couva
- M1 Tasker Road which allows the travelling public leaving Princes Town and environs to bypass the town centre in Princes Town en route to Port of Spain, San Fernando and further south

- The Gasparillo Bypass which serves as an alternative route to using the Diamond Interchange at Gasparillo.

### Key Projects

- National Highways Programme (NHP) - Trunk Road Expansion Project
- Improvements to Western Main Road – Morne Coco Road to Tucker Valley Road
- Port of Spain East/West Corridor Transportation Project
- Alternative Access Routes Linking Key Population Centres
- Development, Management and Maintenance of Municipal Roads and Bridges
- Extension of the Claude Noel Highway

### Targets to 2010

- **Modernisation of the Transport Division**
- **Establishment of the Roads Authority**
- **Establishment of a National Port Council (NPC)**

### Progress

Efforts are being made to strengthen the institutional capacity to manage roads and ports, as well as air, sea and land transport systems with a view to improving efficiency of service delivery and enhancing their revenue earning capabilities. The focus will be on transformation of the management and operations of the Transport Division at the Ministry of Works and Transport and the establishment of a Roads Authority as well as a National Port Council.

#### ***Modernisation of the Transport Division***

Modernisation of the Transport Division, particularly in terms of its physical facilities and operating systems, is long overdue. Over the medium term, the focus will be on upgrading the operations of the Division through the introduction of a new computerised operating system and comprehensive organisational re-engineering. At present, the procurement process for the new computerised system is in progress and an award is expected shortly so that work can commence in Fiscal Year 2008.

#### ***Roads Authority***

A Roads Authority is to be established in the Ministry of Works and Transport with a mandate to improve the management and maintenance of all road networks. A Transition Management Plan was developed and will be implemented after approval is granted for the establishment of the Authority.

## ***National Port Council***

A National Port Council is to be established to replace the Port Authority of Trinidad and Tobago. The NPC will be responsible for economic, developmental, regulatory and environmental issues concerning port activities in the country. The requisite legislation for establishment of the Council is currently being drafted.

## **Key Projects**

- Modernisation of the Transport Division
- Establishment of a Roads Authority

## **Targets to 2010**

- **Expansion of the Public Transport Service Corporation (PTSC) fleet by 200 buses**
- **Implementation of the first phase of the light rail transit system**
- **Introduction of the North-South Water-Taxi Service**

## **Progress**

The current level of daily traffic congestion clearly calls for new approaches to road transport infrastructure development and innovative concepts in traffic management. Not only is there need to expand existing services, but the efficiency of the existing transport infrastructure must be enhanced mainly through improved levels of traffic management.

**The PTSC has been expanding its fleet and is improving its system to achieve a passenger waiting time of 10–15 minutes on all routes.**

## ***Public Transport Service Corporation***

100 buses were acquired in 2007 - 50 conventional buses, 25 articulated buses, 13 tour buses and 12 city buses. Acquisition of a further 112 buses is proposed by PTSC in Fiscal Year 2008. Several new PTSC routes were also introduced including, Port of Spain to Morvant; San Juan to Santa Cruz; San Fernando to Guayaguayare; San Fernando to Mayaro; Barrackpore to Port of Spain; Point Fortin to Icacos; and Point Fortin to Erin.

## ***PTSC Expanded Fleet***



**Articulated  
Bus**

**Differently-Abled  
Service**

**City Service**

**Rural Service**

**Charters and Tours**

### ***Light Rail Transit System***

This system will be developed to ensure fast and frequent service along the East-West and North-South corridors. It will provide alternative transportation choices and reduce traffic delays. A conceptual design report for the Rapid Rail Project was completed and the procurement process is in progress for establishment of the system.

### ***Water Taxi Service***

This service is intended to provide commuters with an alternative and efficient means of transport between key urban centres and industrial estates on the west coast of Trinidad (Box 4.10).

Berthing facilities are currently being constructed and a preferred service operator was selected. The award of a contract is expected shortly.

The preferred types of vessels for the Water Taxi Service were identified and evaluation of the tenders for the supply of these vessels is being undertaken.

In the initial phase, there will be non-stop service between San Fernando and Port of Spain. In the second phase, the service will be extended south to Point Fortin, with an intermediate stop at Chaguana. Service is expected to start in November 2007.

### **Key Projects**

- Fleet Renewal Programme (PTSC)
- Trinidad Rapid Rail Project
- Establishment of a North –South Water-Taxi Service
- Mass Transit System Study
- Comprehensive National Transport Study

#### **Box 4.10**

##### **Intended Benefits of North/South Water Taxi Service**

- **Significant reduction in travel time relative to vehicular modes of transportation into Port of Spain - from 2 to 3 hours to 30 to 45 minutes**
- **Reduction in the number of vehicles on the main artery into Port of Spain**
- **Improvement in the quality of the lives of families because less time is spent commuting**
- **Improved worker productivity**
- **More time available for social activities**

## Target to 2010

Improved inter-island air and sea transport

### Progress

The inter-island air and sea transport system is being improved with emphasis on passenger safety, comfort, reliability of services and increased capacity. Two modern fast ferries were purchased to further improve inter-island sea transport. Furthermore, a comprehensive programme of physical infrastructure upgrade was started at the Piarco and Crown Point International Airports. Additionally, the Government Shipping Service (GSS) at the Port of Port of Spain was expanded to accommodate the increasing number of passengers and the growing volume of cargo. Two ferries, the T&T Express with a capacity of 850 passengers and 200 vehicles and the T&T Spirit with a capacity of 850



**The T&T Express**



**The T&T Spirit**

passengers and 180 vehicles were procured. The T&T Spirit, was commissioned and made its maiden voyage to Tobago in July 2007. Its onboard facilities include a restaurant, bar, VIP accommodation, a sick bay, access for the physically challenged, outdoor seating and prisoner accommodation.

Construction of the new GSS Ferry Terminal at Port of Spain is substantially completed. This facility is equipped with an improved passenger waiting area and an easy access to and from the vessels will provide accommodation for as opposed to the old building 200 passengers.



**The GSS Terminal Building**

A contract was awarded for construction of the New Administration Centre for the Airports Authority of Trinidad and Tobago in January 2007 and construction works are in progress with expected completion by the end of 2007. At the Piarco International Airport, preparatory activities for taxiway repairs, cargo facility paving, construction of a

transit mall and electrical upgrades are ongoing.

In 2006, the Piarco International Airport was voted the Caribbean's Leading Airport by the World Travel Awards based on the results of an industry wide travel and tourism survey among 165,000 travel agencies and professionals in 140 countries. Judging was based on customer service, technology, operational efficiency, product offering and style.

Exploratory talks are taking place between Caribbean Airlines and the Government with the aim of the former taking over the inter-island air transport service.

### Key Projects

- Upgrading and Expansion of the Government Shipping Services Facilities
- Purchase of a Fast Ferry
- Air Transport Infrastructure Development

### Targets to 2010

- **Modernisation and expansion of Sea Port Facilities through development of new ports at Galeota, Cap-de-Ville, Brighton and Chatham**
- **Relocation of the Port of Port-of-Spain to East Sea Lots**

### Progress

New industrial ports with modern terminal facilities are being constructed to better service the needs of the expanding industrial sector. The Port of Port of Spain will also be relocated to East Sea Lots to allow for future port expansion as well as an opportunity for Harbour Front Development extending from Invader's Bay to Sea Lots.

#### ***Development of New Ports***

With respect to the Galeota Port, the engineering design for the port facilities, access roads, administrative and other buildings as well as the security and safety systems required were completed. Arrangements are being made for the conduct of the Environmental Impact Assessment (EIA).

At Brighton, the contract for design and construction of the Multi-User Petrochemical Pier for the Ammonia and Urea Ammonium Nitrate (UAN) Complex is expected to be awarded shortly. Another contract was also awarded for the design and construction of the Alutrint Dock and Storage Yard. The scheduled completion date is February 2009 in time for the planned start-up of the Alutrint facility. At Chatham, arrangements are being made for the conduct of an Environmental Impact Assessment following which, designs will commence.

### ***Relocation of the Port of Port of Spain***

The Port of Port of Spain will be relocated to a site just east of its present location at Sea Lots. The new port site will occupy a minimum of 200 acres of land, which is twice the size of the current port. The technical requirements for the new port in terms of efficiency and capacity are currently being conceptualised. Land testing and designs for the relocated port were completed. Construction of the new port is expected within the next two years.

### **Key Projects**

- Relocation of the Port of Port of Spain
- Construction and Development of Industrial Port Facilities

### **Targets to 2010**

- **Construction of the Mamoral Dam and Reservoir**
- **Completion of infrastructural rehabilitation, flood mitigation and erosion control at Manzanilla, Mayaro, Mosquito Creek and Alley's Creek**
- **Clearing of the Marabella, Vistabella, Caroni and South Oropuche Rivers**

### **Progress**

A comprehensive drainage improvement programme is being undertaken with the aim of reducing the incidence of flooding. The focus continues to be on the development of drainage and flood control systems that meet ecological requirements and settlement patterns, as well as promotion of the productive use of storm water. Existing dam and reservoir facilities are being upgraded and new facilities are being constructed. Also, given the frequency of flooding in the Central Region, construction of the Mamoral Dam and Reservoir remains a priority.

#### ***Mamoral Dam and Reservoir***

The design of the Mamoral Dam and Reservoir was completed. Tenders were invited for construction works which are expected to commence in 2007.

#### ***Infrastructure Rehabilitation, Flood Mitigation and Erosion Control***

Several initiatives are being taken under this Programme including improvement works at the Cipero, Caroni and Vistabella Rivers; flood reduction works at Blackman Ravine and Santa Cruz River; coastal erosion protection at Mosquito Creek, Milford and Plymouth in Tobago; and upgrade of drainage structures in the Caroni Irrigation area.

### ***Major River Clearing***

This short-term programme is intended to decrease the incidence of flooding by de-silting and general improvement of major water courses. Improvement works were completed at Marabella River, Richplain Ravine and St. John's Tidal Exclusion Gates while works are in progress at Mosquito Creek, Poole River, Ortoire River, Ciperio River, Tunapuna River, Maracas/St. Joseph River and at the Manzanilla/Mayaro Coast.

### **Key projects**

- **Comprehensive Drainage Development Programme**
- **Major Drainage Improvements Works, Trinidad**
- **Drainage and Irrigation Programme, Tobago**
- **Comprehensive National Drainage Study**
- **National Programme for the Upgrade of Drainage Channels**

### **Targets to 2010**

- **Completion of five new industrial parks at Dow Village, Tarouba, Preysal, Chaguanas and Reform Village**
- **Development of new industrial estates in Cap-de-Ville and Oropouche Bank**
- **Completion of Tamana InTech Park**

### **Progress**

Significant investments are being made in the development and upgrading of infrastructure to facilitate new business development and the evolution of growth poles in selected areas. Furthermore, industrial estates will be developed in South Trinidad to facilitate the development of new energy-based industries while the establishment of the Tamana InTech Park will provide opportunities for academic research and development activities aimed at diversification of the energy sector and transformation of the non-energy sector.

### ***New Industrial Parks and Estates***

Designs were completed for industrial parks at Dow Village, Preysal, Factory Road, Endeavour and Reform. Businesses to be accommodated at these parks include the manufacture of wooden furniture, foam and paper products; assembly and repair of automotive parts; engineering works; and, fabrication of glass furniture, doors and steel windows. Development work on these parks is expected to commence in 2008. Work also commenced on the Debe Industrial Estate in 2006 and is

scheduled for completion in August 2007.

### ***Tamana InTech Park***

Construction of the 1100 acre Tamana InTech Park has started. Apart from providing facilities for a wide spectrum of enterprises which are technology-based and knowledge-driven, the Park will computer technology, manufacturing and agro-industrial activities. The Park is intended to be the focal point for new neighbourhoods, schools, places of business and state of the art infrastructure. It will also be the location for the main campus of the University of Trinidad and Tobago. Construction of the South Block which will house eTeck's Head Office commenced. This facility was designed toward attaining the Leadership in Energy and Environmental Design (LEED) Silver Rating in accordance with the LEED Green Building Rating System for New Construction and Major Renovations. It will be the first LEED certified building in the Caribbean.



**Artistic Impression of eTeck's Flagship Complex at the Tamana InTech Park**

### **Key projects**

- Development Works on Industrial Parks
- Construction of Tamana InTech Park

## **Trinidad and Tobago will be an inter-connected, technologically advanced society with modern information and communication systems driving innovation, growth and social progress**

### **Objectives**

- Develop a modern and competitive Information and Communication Technology (ICT) Sector
- Ensure that all citizens have access to efficient and affordable telecommunications and postal services
- Promote ICT acculturation among all citizens
- Expand the use of ICTs to modernize the operations of the public sector
- Encourage greater use of ICT in business operations and market transactions
- Expand high speed Internet connectivity to all schools and libraries

### **Strategies**

- Develop a robust, resilient telecommunications infrastructure
- Accelerate e-Government
- Promote national connectivity
- Create an electronic marketplace
- Expand ICT education and skills development
- Improve governance in the ICT Sector
- Develop information networks
- Improve postal service and upgrade postal services infrastructure
- Strengthen the policy and legal framework for the postal sector

### **Key Performance Indicators**

- Computer usage and ownership in homes, schools and libraries
- Internet access and usage in homes, schools and libraries
- Affordability, reliability and speed of Internet access
- Availability and affordability of broadband services to the entire population
- Telephone lines per 1,000 inhabitants
- Per cent of Government Ministries and Departments connected to the Government Communications Backbone
- Availability of official Government Information online
- Per cent of Government services available online
- Number of companies utilizing the Internet as a business tool
- Telephone usage and affordability
- Per cent of population with access to Postal Services

## Targets to 2010

- At least 50 per cent of households have computers and Internet access
- The Internet is used regularly by at least 50 per cent of the population
- All schools and libraries connected via high speed Internet
- Operation of Community Access Centres (CACs) throughout the country
- The Internet is used as a business tool by at least 50 per cent of the businesses in the country

## Progress

The widespread adoption of Information and Communication Technology (ICT) by the population is important for the country's social and economic progress. In this regard, Government is implementing the National ICT Plan (*fastforward*) (Box 4.11).

Increased levels of connectivity will offer substantial social and economic benefits to the population. Significant progress is being made in addressing the affordability issue and dealing with geographical remoteness and mobility challenges which reduce the population's access to ICT. The various initiatives being undertaken include – the establishment of Community Access Centres (CACs), modernisation and liberalisation of the telecommunications sector, provision of computers and Internet access in libraries and schools as well as development of an electronic market place.

### *Households with Computers and Internet Access*

Approximately 29 per cent of households has a personal computer with Internet access.<sup>31</sup> However, the high cost of personal computers and Internet access is still too prohibitive for many.

### *Use of the Internet by the Population*

An estimated 27 per cent of the population uses the Internet on a regular basis.<sup>32</sup> The high cost of Internet access, limited access to computers and the Internet are key constraints in increasing regular use by the population. (44 per cent of the population has access at home, work, and place of study or through the use of a public Internet access point).<sup>33</sup>

#### Box 4.11: The National ICT Plan

The National ICT Plan (*fastforward*) will address major challenges such as:

- Access and affordability of ICT\The promotion of education and skills development
- The creation of a robust competitive business environment
- Establishment of an appropriate legal and regulatory framework to guide activities of the sector

31 Market Facts and Opinions – Executive Summary: Television and Cable, 2007

32 MORI – OLP Wave 5 (2005)

33 Ibid

Approximately 86 per cent of businesses has computers and 90 per cent of the businesses with computers has access to the Internet, mostly used for email and business research (Box 4.12).<sup>34</sup> However, despite evidence of ICT usage among businesses, there remains a need for greater automation/modernisation of processes and increased e-business activity. Constraints include the high cost of computer hardware and software and high-speed Internet access, the knowledge gap confronted by Small and Medium Enterprises (SMEs) on the benefits and use of ICT, limited access to appropriate ICT skills, and lack of a national e-payment infrastructure.

### ***Internet Access by Schools and Libraries***

The National Library and Information System Authority (NALIS) through the Library Net Programme, equipped all libraries with computers and free Internet access. Through the Knowledge, Innovation and Development (KID) Programme being implemented by the Ministry of Education, 70 per cent of Primary schools and 76 per cent of Secondary schools are now connected to the Internet. Connection is being facilitated by the installation of the Communications Backbone which is intended to connect all Government Ministries and Departments via the Internet.

#### **Box 4.12 ICT Facts**

- 1. 29 per cent of households has a PC at home with Internet access**
- 2. 10 per cent of households has Internet access**
- 3. 14 per cent of households has a PC at home without Internet access**
- 4. 27 per cent of the population use the Internet regularly**
- 5. 56 per cent of the population does not use any form of ICT**
- 6. 76 per cent of the population has never made a purchase over the Internet**
- 7. 69 per cent of the population would like the Government to provide services online**
- 8. 86 per cent of firms owns computers**
- 9. 90 per cent of the firms with computers has Internet access**
- 10. 98 per cent of the firms with Internet access uses it only for e-mail**
- 11. 3,926 persons employed in ICT-related occupations**

**Source:**

- 1** Market Facts and Opinions – Executive Summary: Television and Cable (May 2007)  
**2 – 7** Market and Opinion Research International, Opinion Leaders' Panel Survey (2005)  
**8 – 10** National Survey on E-Commerce Usage and Awareness among Businesses (2003)  
**11** Central Statistical Office, 2000 Population Census

### ***Community Access Centres***

Thirty-five CACs were established to provide residents of rural and urban communities with affordable access to computers and the Internet. The objective is to provide every citizen with access to a CAC that is within 15 minutes walking distance. At present, the existing CACs are operated by the Ministry of Social Development, the Ministry of Science, Technology and Tertiary Education,

<sup>34</sup> National Survey on E-Commerce Usage and Awareness Among Businesses (2003)

the National Entrepreneurship Development Company (NEDCO), Telecommunications Services of Trinidad and Tobago (TSTT), Youth Training and Employment Partnership Programme (YTEPP) and the National Library and Information System Authority (NALIS). However, there appears to be a need for improved coordination among these entities.

A framework which outlines the guidelines and standards for operating CACs across the country was completed and implementation will commence within the next year. A CAC portal was created at [www.cac.gov.tt](http://www.cac.gov.tt), which disseminates information on the locations and services offered at the existing CACs.

**Community Access Centres (CACs) provide affordable access to computers and the Internet. CACs are located in such areas as Princes Town, Piparo, Sangre Grande, Barrackpore, Toco, Mayaro, Morvant, Couva and Belle Garden in Tobago.**

### ***Telecommunications Liberalisation***

Significant progress was made in liberalising the telecommunications industry with the establishment of the Telecommunications Authority of Trinidad and Tobago (TATT). Noteworthy achievements include the granting of two concessions for the provision of additional public mobile telecommunications facilities, seven concessions for the provision of additional public international telecommunications facilities and concessions to existing radio and television broadcasters. Three telecommunications regulations were also laid in Parliament related to interconnection, access to facilities and fees.

### **Key Projects**

- LibraryNet Programme
- Knowledge, Innovation and Development (KID) Programme
- Community Connection Programme
- Liberalisation and Modernisation of the Telecommunications Sector

## Target to 2010

**Broadband Services available to at least 80 per cent of the population at the lowest unit cost in the Caribbean Region**

### Progress

The availability of broadband service is critical to the development of a knowledge-based society. Broadband technology facilities improve access to information at various levels of the society. Widening access to broadband technology is one of the major challenges facing the Global ICT community.

A six-point Broadband Action Plan to provide more reliable and affordable access was approved in April 2007. Concessions were granted to several international operators and the first of multiple international submarine fiber optic cables was landed at Macqueripe in April 2007.



**The first of multiple planned international submarine fiber optic cables was landed at Maqueripe Bay in Chaguaramas, Trinidad, in April 2007 as a first step in making Broadband services widely available at internationally competitive rates.**

### Key Projects

- National Broadband Action Plan

## Targets to 2010

- All Government Ministries connected to the Government Communications Backbone
- All appropriate Government information and services available online

### Progress

Major investments are being made to improve the effectiveness of Government operations through the use of ICT. Speed and efficiency of services will be enhanced through improved coordination and

teamwork among public sector agencies. In addition, a single window of access to key Government information and services will be provided through the e-Government Portal based on client needs and preferences.

### ***Communications Backbone***

The Communications Backbone Project is aimed at creating the infrastructure that enables each Ministry/Department to communicate and share information via email (audio, video and text), e-messaging, e-scheduling and Internet access over a Wide Area Network (WAN). Approximately 80 per cent of Ministries is currently connected to the Government Communications Backbone.

### ***Government Information and Services Available Online***

Through the e-Government Portal Project, information pertaining to over 350 Government services is available via [www.ttconnect.gov.tt](http://www.ttconnect.gov.tt). Currently, businesses, citizens and non-residents can obtain information about import regulations, job availability, identification card and birth certification application. In some instances, certain application forms are available for download, such as birth certificate application forms and income tax return forms. At present, it is even possible to apply online for Government housing.



[www.ttconnect.gov.tt](http://www.ttconnect.gov.tt)

e-Services Blueprints were also completed for each Ministry with a view to providing appropriate services online in 2008. Services which can be expected by December 2008 include online application for passports and motor vehicle licenses with individuals having to schedule appointments online for collection of documents, electronic payment of property taxes and VAT registration.

Resistance to change, lack of sufficient capacity in individual Ministries and the absence of an “agreed” priority list of e-Services to guide efforts relating to Government services online are presenting challenges to this initiative.

An e-Government and Knowledge Brokering Loan from the Inter-American Development Bank (IDB) was approved in March 2007. The purpose of this loan is to (i) ensure greater and more effective use of ICT by beneficiary agencies; and (ii) assist in enhancing the institutional capacity of those agencies. The loan will finance e-Government and capacity building projects proposed by line Ministries and State Agencies.

## Key Projects

- **Government Communications Backbone Project**
- **e-Government Portal**
- **e-Government and Knowledge Brokering Project**

## Targets to 2010

- **e-Commerce Business to Business (B2B) System being used by Small and Medium Enterprises (SMEs)**
- **Development of e-Business in Trinidad and Tobago**

## Progress

Improved competitiveness of both the public and private sectors is being facilitated by the evolving electronic marketplace. Currently, a governance framework is being developed by the Ministry of Public Administration and Information to facilitate accelerated development of e-Business.

### **e-Commerce (B2B) System**

The Online Small and Medium Enterprises (SME) Business to Business (B2B) Marketplace, which is envisioned to be the 'online home' of SME e-Commerce B2B activity in Trinidad and Tobago, was created, and approximately 1,600 legitimate companies were pre-registered on EnterpriseNeTT through arrangements with National Entrepreneurial Development Company (NEDCO) and Central Tenders Board (CTB). However, there is a need to identify a future "business" owner of EnterpriseNeTT. The objective of this online service is to provide a global listing of trade events, Internet market research and practical tools to help local SMEs at every step of the export process. The website for EnterpriseNeTT is [www.enterprisenett.gov.tt](http://www.enterprisenett.gov.tt).



[www.enterprisenett.gov.tt](http://www.enterprisenett.gov.tt)

The Business Development Company (BDC) launched its own e-marketplace website, [www.smexchange.gov.tt](http://www.smexchange.gov.tt) and is offering business modernisation training. The absence of the required facilities for national e-Payments, however, constrains the on-line purchase of local goods and services.

### ***e-Business Roundtable***

In October 2006, the e-Business Roundtable was officially launched with a membership consisting of representatives from various business organisations, academia, the Tobago House of Assembly and the Ministries of Finance, Trade and Industry, and Public Administration and Information. The Roundtable advises and assists Government in its effort to transform Trinidad and Tobago into a knowledge-based society with focus on the following specific areas:

- E-Business Promotion
- Business e-Transformation
- E-Business Policy Development
- Human Capital Development
- Investment Climate
- Government Online

The e-Business Roundtable is a partnership between the private sector and Government that aims to map out a strategy for Trinidad and Tobago's economic growth and success by focusing on leadership, opportunity recognition, innovation and revenue generation through the use of Information and Communication Technologies (ICTs) in business

### **Key Projects**

- Small and Medium Sized Enterprises, Business-to-Business and e-Marketplace Project
- Establishment of an e-Business Roundtable

## **Target to 2010**

**Provide high quality community oriented broadcast services to the public**

### **Progress**

The National Broadcasting Network (NBN) was replaced by the Caribbean Media Group Company Limited (CNMG) which was established in December 2004 to operate as a new broadcasting company incorporated under the Companies Act, 1995. The vision of CNMG is to inform, educate and entertain audiences with credible, balanced and innovative programming. Its mission is to be the centre of mass media excellence in Trinidad and Tobago and the Caribbean. The Company has been mandated to be an independent, profitable, community-oriented organisation that provides the highest quality broadcast services.

CNMG focuses on implementing innovative, cost effective programming, using best-in-class digital technology with over 95 per cent nationwide coverage using high quality signals and cable access. Its

portfolio consists of the following services:

- Three FM radio stations (Sweet 100.1, Next 99.1, 91.1 FM)
- One television station (on channel 9)
- New media services (Internet)

In respect of radio broadcasting, all three radio stations are already on stream with Sweet 100.1 launched in January 2006, 99.1 in August 2006 and 91.1FM in November 2006.

Television broadcasting began in June 2006 with four hours at prime time and has gradually increased to 24 hours a day. CNMG will relocate from its temporary accommodation later this year to its fully integrated, digital broadcast facility which will enable it to develop core programme areas such as Culture, Talk City, Sports, Children's Programming and Regional Information and Entertainment.

As CNMG television becomes fully functional, there will be an active feedback mechanism via phone and online options to facilitate viewers input to more accurately reflect audience and marketplace desires. Trinidad and Tobago and the Caribbean will soon have access to CNMG's programme content on demand, with any laptop, PC or mobile device.

### Key Projects

- Construction of a Building for the Caribbean New Media Group (CNMG)
- Acquisition of equipment for the Caribbean New Media Group (CNMG)



Artist's Impression of CNMG New Facilities

## Targets to 2010

- At least 95 per cent of the population has access to Postal Services
- On Time Mail delivery increased to over 90 per cent

### Progress

The successful transformation of the postal service through modern infrastructure, technology and mail processing systems is evident in the expansion of existing services and marketing of new services by the Trinidad and Tobago Postal Corporation (TTPost). These new services include e-commerce activities, bill payments and banking services. Major achievements include:

- Increased coverage (mail delivery) from approximately 50 per cent of households and businesses in 1999 to 96.8 per cent in 2007
- Improved delivery of mail from five to seven days to day-plus-one (D+1) of 82.33 per cent and day-plus-two (D+2) of 93 per cent in 2007
- Higher customer satisfaction rating from less than 50 per cent in 1999 to 81 per cent in 2007

Additionally, a Long Term Arrangement (LTA) for the management of the postal sector with TTPost as a major stakeholder is to be put in place. A precursor to the determination of the LTA, is the formulation of the Postal Sector Policy (PSP) which was drafted and is now being reviewed prior to approval. The PSP will give definitive shape to the organisational structure of the LTA, ensuring that TTPost meets the challenges of the changing postal market.

### Key Project

Postal Service Reform Project

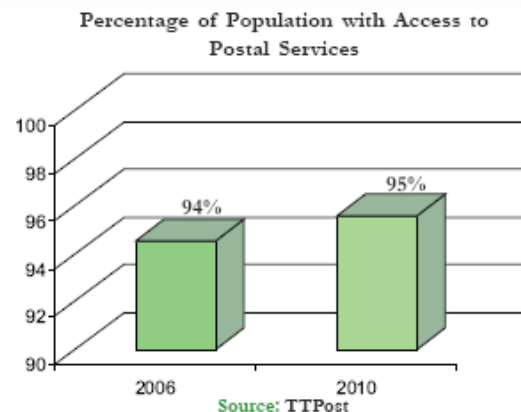


Figure 4.8 Increase Access to postal service

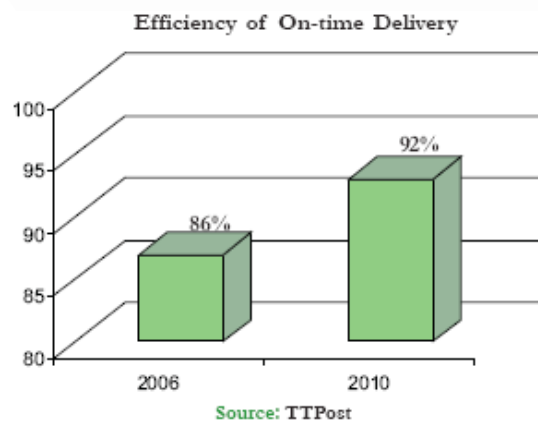


Figure 4.9 Increase on-time mail delivery

**The utility sector (water, sewerage and electricity) will be modern, customer-oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens**

### Objectives

- Improve the financial viability and operational efficiency of WASA and T&TEC
- Expand the coverage and improve the quality of public utility services

### Strategies

- Increase Water Production
- Strengthen water and wastewater quality control systems
- Upgrade sewerage systems
- Expand power generating capacity
- Increase reliability and quality of electrical power supply
- Improve street lighting and rural electrification
- Modernise distribution networks in accordance with international methods and standards
- Ensure more effective management of the utilities
- Improve accessibility for vulnerable groups
- Build institutional capacity of stakeholder agencies for disaster preparedness
- Establish appropriate legal and regulatory frameworks for the utility sector

### Key Performance Indicators

- Per cent of households with access to central sewerage coverage
- Number of electrical outages
- Per cent of population with access to electricity
- Per cent of population receiving 24/7 water supply
- Number of wastewater treatment plants
- Household access to sewerage connections
- Unaccounted for water
- Per cent of population receiving 24 hour water access

## Targets to 2010

- At least 36 per cent of the population has access to 24/7 water supply
- At least 95 per cent of the population has access to potable water
- At least 30 per cent of households metred
- Unaccounted for water reduced to less than 55 per cent
- Establishment of wastewater treatment plants in San Fernando and Southwest Tobago
- At least 35 per cent of the population has access to central sewerage coverage
- Establishment and maintenance of quality of service and efficiency standards for WASA

## Progress

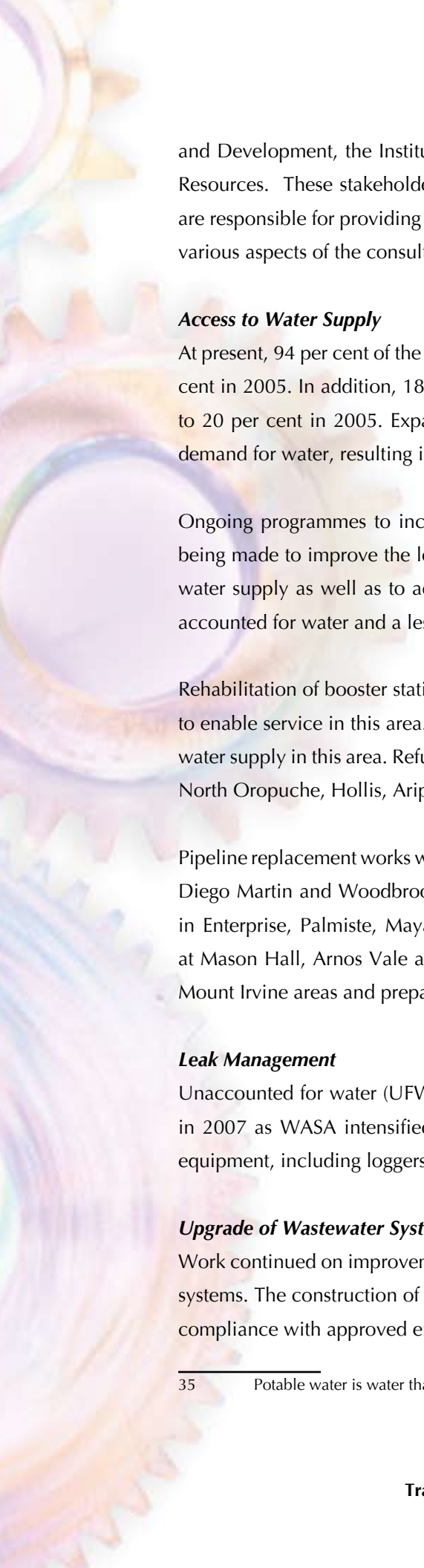
Access to an adequate and reliable water supply is essential for development and a critical determinant of the quality of life of the population. In this regard, a comprehensive programme for modernisation of the water utility is being undertaken to provide the requisite infrastructure that supports industrial development as well as a more efficient, cost effective and quality service for residential use. The activities being undertaken include development of major water sources, expansion of the distribution network, leakage management, pipeline replacement programmes and upgrade to sewerage and wastewater systems.

Furthermore, efforts are being made to improve the self sufficiency and financial viability of the Water and Sewerage Authority (WASA) through the introduction of measures to bring about internal efficiencies that are in line with international 'best practice' with the dual objective of increasing revenues as well as reducing operating costs.

### ***Water and Wastewater Master Plan***

Development of a Water and Wastewater Master Plan is a main component of the overall Strategic Plan for modernisation of the Water Utility. The main objective is to develop a detailed and comprehensive Master Plan for water and wastewater for Trinidad and Tobago, with a horizon up to 2035 and a strategy for implementation. This Plan will also address policy, institutional and operational actions required for the services to be effective and to meet the needs of the country to 2035.

To date, a consulting firm was engaged under an 18-month consultancy for development of the Plan and work commenced on data collection and analysis, stakeholder meetings and a Population Forecast and Distribution Study. In addition, a stakeholder group was established comprising representatives from various organisations including – the Water and Sewerage Authority, the Environmental Management Authority, the Ministry of Social Development, the Ministry of Planning



and Development, the Institute of Marine Affairs and the Ministry of Agriculture, Land and Marine Resources. These stakeholder groups along with members of a Multisectoral Oversight Committee are responsible for providing information to inform the Plan as well as reviewing and commenting on various aspects of the consultants' deliverables.

### ***Access to Water Supply***

At present, 94 per cent of the population has access to a potable water<sup>35</sup> supply compared with 92 per cent in 2005. In addition, 18 per cent of the population has access to 24/7 water supply as opposed to 20 per cent in 2005. Expansion in the housing and industrial sectors has lead to an increase in demand for water, resulting in water having to be redirected from 24/7 areas to service other areas.

Ongoing programmes to increase water production and supply continued with major investments being made to improve the level of service to underserved areas, and those areas not receiving any water supply as well as to address the challenges of deteriorated pipe networks, high levels of unaccounted for water and a less than optimal transmission/distribution network.

Rehabilitation of booster stations and storage tanks at the upper levels of Paramin continued in order to enable service in this area. At Moruga, preliminary work will commence next year to improve the water supply in this area. Refurbishment works continued at various Water Treatment Plants including North Oropuche, Hollis, Aripo, Caura and Biche.

Pipeline replacement works were completed in Maraval and Wallerfield and commenced in Laventille, Diego Martin and Woodbrook, while in the South, the laying of 100 mm pipelines was completed in Enterprise, Palmiste, Mayaro, Princes Town, La Brea and Fyzabad. Four wells were developed at Mason Hall, Arnos Vale and Craig Hall to improve the water supply to Courland, Plymouth and Mount Irvine areas and preparatory works commenced to drill 21 wells in Trinidad.

### ***Leak Management***

Unaccounted for water (UFW) was reduced from 64 per cent in 2005 to approximately 60 per cent in 2007 as WASA intensified efforts to repair leaks through the acquisition of new leak detection equipment, including loggers and bulk metres.

### ***Upgrade of Wastewater Systems and Sewerage Systems***

Work continued on improvements to the monitoring and control system for wastewater and sewerage systems. The construction of new facilities and rehabilitation of existing facilities were undertaken in compliance with approved environmental standards.

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35 Potable water is water that is safe to drink. It is free from pollution, harmful organisms and impurities.

The new Beetham Wastewater Treatment Plant is now operational. This plant is the largest wastewater treatment plant in the Caribbean and is designed to treat both industrial and domestic wastewater in Port of Spain and environs. In addition, evaluation of tenders received for the reconstruction of the San Fernando Wastewater Treatment Plant and integration of systems to the environment, will commence in the third quarter of 2007. Furthermore, a contract was awarded for the construction of the South West Tobago Wastewater facility. Economic, financial and oceanographic studies commenced with construction projected to begin in 2010.

### ***Quality of Service Standards / Codes of Practice***

Quality of service standards and Codes of Practice are currently engaging the attention of the Regulated Industries Commission (RIC) and WASA and are expected to be finalised shortly.

### **Key Projects**

- Water Sector Modernisation Programme
- Upgrade of Navet Water Supply System
- Upgrade of Water Distribution Systems throughout the country
- Paramin Water Supply Project
- Moruga Water Supply Project
- Leak Management Programme, Trinidad
- Rehabilitation of the San Fernando Wastewater Treatment Plant and Integration of Sewerage Areas
- South West Tobago Environment and Wastewater Project



Beetham Wastewater Treatment Plant

## Specific Targets for WASA to 2010

Percentage of Population with access to 24/7 water supply

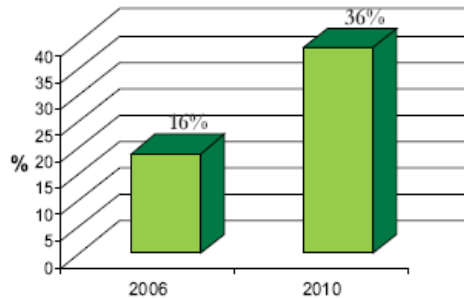
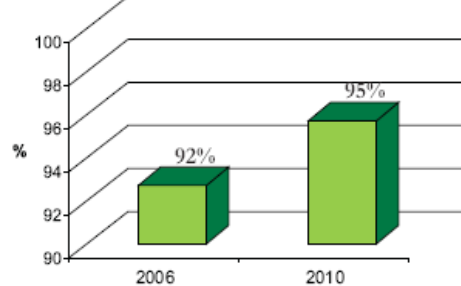


Figure 4.10

*Increase access to 24/7 water supply*

Percentage of Population with Access to Potable Water

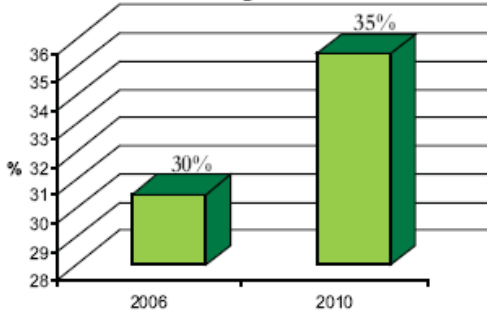


Source: WASA

Figure 4.11

*Increase access to potable water*

Percentage of Population with Access to Central Sewerage Services

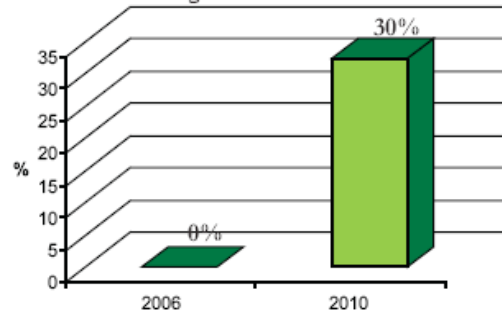


Source: WASA

Figure 4.12

*Increase access to Central Sewerage Services*

Percentage of Households Metered



Source: WASA

Figure 4.13

*Increase the number of households metred*

Percentage of Unaccounted for Water



Source: WASA

Figure 4.14

*Reduce unaccounted for water*

## Targets to 2010

- At least 98 per cent of the population has access to a reliable supply of electricity
- Increase in Bulk Power to at least 2,272 MW
- Establishment of new power station at Cove Estate, Tobago
- Establishment and maintenance of quality of service and efficiency standards for T&TEC
- Improvement in the financial performance of Trinidad and Tobago Electricity Commission (T&TEC)

## Progress

A reliable and adequate supply of electricity is critical to the nation's economic growth and development. Strategic investments are being made with the aim of improving the delivery and reliability of electricity to all customers, and catering to the needs of an expanding industrial sector.

### ***Access to Electricity***

T&TEC's customer database increased over the last year by 2.9 per cent from 369,537 in May 2006 to 380,255 in May 2007. It is estimated that some 97 per cent of the population currently has access to electricity. Through programmes such as the National Social Development Programme (NSDP) and Rural Electrification Programme, sections of the population previously not served with electricity now receive a supply. New housing developments are also being serviced as necessary.

### ***Expansion of Bulk Power***

In order to provide a reliable and adequate supply of power, an expansion in the production and delivery of bulk power is being undertaken. This includes increasing the generating capacity and construction of substations and associated transmission and sub-transmission infrastructure to move the generated power to the load centres. In April 2007, 208MW of additional bulk power were added to the national grid and a further 850MW is also expected by 2010 to service, *inter alia* a steel plant and an aluminium smelter. The present peak load of 1132MW is expected to increase to 1422 MW by 2010. A new power station is to be established in Tobago. At present, tenders are being assessed for the construction of a dual fuel 55MW to 75MW generating plant at Cove Estate in Tobago. This project is awaiting environmental clearance.

### ***Service and Efficiency Standards for T&TEC***

T&TEC is currently pursuing the establishment of an ISO 9001:2000 Quality Management and an ISO 14001 Environmental Management System in its distribution operations.

Financial Performance of T&TEC:

### Recurrent

The financial performance of T&TEC remained relatively weak. The Corporation experienced losses throughout the 2002–2006 period on recurrent operations with those losses peaking in 2004 at TT\$209.5 million and thereafter declining to TT\$136.7 million in 2006 (Table 4.13). The outlook is for a continuation of this trend in 2007.

**Table 4.13**  
**T&TEC's Total Operating Revenue vs Total Operating Expenditure**  
2002-2006

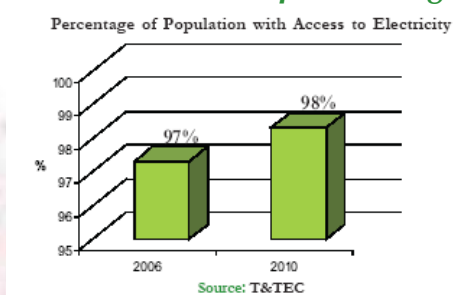
	2002	2003	2004	2005	2006
	\$'000	\$'000	\$'000	\$'000	\$'000
Total Operating Revenue	1,446,037	1,536,256	1,567,861	1,712,956	1,799,940
Total Operating Expenditure	1,545,975	1,627,656	1,777,325	1,889,154	1,936,681
Net Loss from Operations	(99,938)	(91,400)	(209,464)	(176,198)	(136,741)

Source: T&TEC

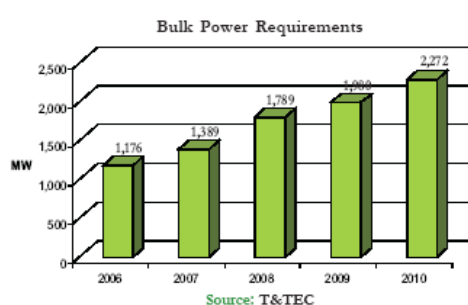
### Capital

State funding for undertaking capital projects under the Public Sector Investment Programme (PSIP) amounted to \$338.7 million in 2006 (Production and Delivery of Bulk Power \$33.7 million, Disaster Preparedness \$3 million, National Street Lighting Programme \$302 million) and in 2007 to date, \$115 million (Rural Electrification \$10 million, Lighting of Parks and Recreation Grounds \$15 million, National Street Lighting Programme \$90 million).

### *Specific Targets for T&TEC to 2010*



**Figure 4.15 Percentage of Population with Access to Electricity**



**Figure 4.16 Bulk Power Requirements**

### **Key Projects**

- Rural Electrification Programme
- Expansion of T&TEC Infrastructure for Bulk Power Requirements
- National Social Development Programme



## Target to 2010

**At least 82,000 new street lights installed and 80km of new highways and primary roads illuminated**

### Progress

Through the National Street Lighting Programme, T&TEC continued to install new and upgraded street lights on primary and secondary roads and highways throughout the country.

From 2002 to the end of June 2007, 69,307 new streetlights were installed, 4,249 poles replaced and 37,675 streetlights were upgraded from 70W to 150W. T&TEC also worked closely with the Housing Development Corporation and private home developers for the provision of street lighting to these developments. From 2002 to the end of June 2007, seven housing estates were illuminated. Further, areas prone to criminal activity were illuminated under the National Streetlighting Programme. Several challenges including resource limitations, vandalism of streetlights, threats and physical harm and robbery to street lighting installation crews have negatively affected these initiatives.

Under the Rural Electrification Programme, 65 communities were provided with an electricity supply. Furthermore, several communities and households without electricity are now served with a supply under the National Social Development Programme.

### Key Projects

- National Street Lighting Programme
- Rural Electrification Programme
- National Social Development Programme

## The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community

### Objectives

- Prevent, reduce or where possible recycle all forms of waste
- Treat wastewater in accordance with world standards
- Conserve and enrich the vitality and natural diversity of our natural environment
- Create environmental infrastructure that enhances the quality of life of all citizens
- Instill an attitude of care and respect for the environment among all citizens
- integrate the principles of sustainable development into national policies and programmes

### Strategies

- Strengthen the institutional, legal and regulatory framework
- Protect natural resources and sensitive species of flora and fauna
- Improve waste management
- Promote a clean, green and environmentally sensitive Trinidad and Tobago
- Build strong partnerships among environmental stakeholders
- Develop renewable sources of energy
- Strengthen the capacity for environmental data management and develop environmental measurement indicators and tools
- Introduce environmental accounting
- Participate in protecting the global environment

### Key Performance Indicators

- Number of complaints about air quality per year
- Per cent of population who perceive pollution reduction as a priority
- Number of noise complaints to local authorities
- Per cent of land area covered by forest
- Number of acres of public open space
- Per cent of streams with drinkable water
- Amount of litter per km on individual beaches
- Number of floods per year per region
- Importance of environment in business planning
- Per cent average annual deforestation
- Number of wildlife species considered endangered

## Targets to 2010

- Reduction in solid waste by at least 10 per cent
- Introduction of a waste sorting and recycling system
- Establishment and operation of a National Integrated Waste Management System
- Beverage Containers legislation in effect

### Progress

Effective waste management continues to be a priority. Several initiatives are being taken to ensure that appropriate regulations and procedures are established to handle, store and dispose of waste in an environmentally sound manner. Implementation will be facilitated by the provision of supporting infrastructure and the conduct of educational awareness programmes.

#### ***National Integrated Waste Management System***

The National Integrated Waste Management System is intended to significantly reduce the number of dumpsites in the country as well as reduce illegal dumping. Several studies were initiated to inform the establishment of this system including those related to Waste Centroids, Waste Characterisation, Transfer Station Determination and Mode of Final Disposal. A legislative framework including enforcement mechanisms will be developed.

#### ***Beverage Containers Legislation***

The Beverage Container Bill was drafted and is expected to be laid in Parliament soon. This legislation will introduce various laws related to certain beverage containers which will require a deposit to be collected when the beverage is sold. When the container is returned to an Authorized Redemption Centre, or the original seller, the deposit will be refunded to the consumer. Enforcement will help to reduce the amount of litter along roads, in rivers and on public and private properties. A nominal deposit will provide an economic incentive to clean up litter and will also help to extend the usable life time of landfills.

#### ***Waste Sorting and Recycling System***

A waste sorting and recycling system is being conceptualized. The proposed system will include several interrelated initiatives aimed at identification of recyclable items, introduction of waste separation at the source, establishment of recycling depots, development and enforcement of legislation and the conduct of education and awareness campaigns.

## Key Projects

- Drafting of Waste Management Rules
- Development of a Waste Management System
- Closure and Rehabilitation of the Beetham Landfill
- Community based environmental protection and enhancement programme
- Design and Implementation of An Environmental Education and Public Awareness Campaign
- Enactment of legislation relating to beverage containers

## New Projects

<b>Evaluative Study for the Disposal of Hazardous Chemicals in Schools</b>	<b>Development of an E-Waste Collection, Storage and Recycling System</b>
<p><u>Background:</u> This project was developed to address the used and disused chemicals that are stored in secondary school laboratories throughout the country.</p>	<p><u>Background:</u> This project was developed to address the difficulties experienced in the collection, storage and recycling of waste from electronic devices such as computers, photocopying devices etc.</p>
<p><u>Project Objectives:</u> To ensure proper treatment and disposal of hazardous chemicals in schools so as to avoid harmful effects on public health and the environment.</p>	<p><u>Project Objective:</u> To ensure that computers, in the first instance are collected and properly disposed of so as to prevent the indiscriminate disposal in illegal dumping grounds.</p>
<p><u>Project Scope:</u> This study entails the development of a national plan to undertake an inventory of all stockpiles of hazardous chemicals stored in secondary schools. Based on the findings, steps will be taken to safely collect, treat and undertake final disposal.</p>	<p><u>Project Scope:</u> Development of a facility outfitted with the necessary equipment and systems to receive, store and recycle electronic waste.</p>

## Targets to 2010

- Forest cover increased by at least 5 per cent
- Number of threatened animal and plant species reduced by at least 5 per cent
- Designation of Matura National Park, Buccoo Reef, Nariva Swamp, Aripo Savannah and Speyside as environmentally sensitive areas

### Progress

One of the major threats to this country's biodiversity is deforestation resulting from forest fires, poor agricultural practices, quarrying and illegal logging. This problem has contributed to land erosion, watershed degradation, a significant reduction in the wildlife population and overall degradation of the forest ecosystem. A number of projects are in progress to protect this country's natural resources and preserve the diversity of the natural environment.

#### *Protection of Forests*

Key achievements under the National Reforestation and Watershed Rehabilitation Programme include:

- Protection of 16,800 acres of forest and planting of 150,000 seedlings
- Clearing and establishment of 21 miles of hiking trails
- Construction of a seedling nursery at Maloney
- Establishment of 51 sites/community groups

A Technical Advisory Committee was appointed to guide the formulation of a new National Forest Policy and Protected Areas Policy, scheduled for completion in 2008. Improvements to the forest fire protection capability continued with promotional and sensitisation initiatives in the form of booklets, DVDs and in-house training on the dangers of forest fires. There were also increased fire patrols in Nariva and Cedros. In addition, a forest cover map is being prepared which will inform the design of a field inventory for forests next year.

#### *Designation of Environmentally Sensitive Areas and Species*

The Manatee, Pawi and the Sabre-winged Hummingbird were declared environmentally sensitive species. Approval is currently being sought for designation of the ocelot, stony corals and golden tree frog. Research is to be undertaken to assess wildlife resources and the management of wildlife habitats.

The Matura National Park and Aripo Savannah were designated as environmentally sensitive areas. Work is in progress for such designation to Speyside and Buccoo Reef. Area management

arrangements are being addressed by the Forestry Division.

## Key Projects

- National Reforestation and Watershed Rehabilitation Programme (NRWRP)
- Reforestation of the denuded northern range
- Improvement of forest fire protection capability
- Preparation of a forest cover map for Trinidad and Tobago
- Sustainable management of wildlife resources in Trinidad and Tobago

## Targets to 2010


- **Water and air pollution rules in effect**
- **Use of Ozone Depleting Substances phased out by January 1, 2008**
- **Standards in effect for vehicle emissions**
- **Standards in effect for wastewater treatment plants**
- **At least 30 per cent of wastewater being treated in accordance with international standards**
- **Environmental Management Systems established in Industries**
- **Establishment of a National Council for Sustainable Development**
- **'Greening' of cities and communities ongoing**

## Progress

The National Environmental Policy was revised in 2006 to address environmental issues related to new types of industries, major developments in the housing sector and significant expansion and upgrading of the country's physical infrastructure. In addition, work continued on the development, enforcement and monitoring of environmental regulations and standards related to water, air, noise, wastewater treatment, vehicle emissions and toxic wastes.

### *Clean Air*

Redrafting of the Air Pollution Rules (APR) was completed. These rules are intended to regulate the release of air borne pollutants into the atmosphere and thereby protect the air quality and health of citizens. A National Ambient Air Quality Monitoring Network was established to measure carbon monoxide and nitrogen oxides in the Point Lisas area. Five monitoring stations are to be established and equipped in Point Fortin, La Brea, San Fernando, Port of Spain and Tobago. A needs assessment study is to be undertaken shortly for development and maintenance of a rapid response capability which will enable the EMA to respond urgently to episodic occurrences of air pollution.



Phases I - III of the Institutional Strengthening for the phase-out of Ozone Depleting Substances (ODS) were completed. Phase IV is currently in progress. Work in this area include production and distribution of public awareness materials, monitoring of importation of ODS to ensure that approved quotas are adhered to, maintenance of a database of technicians in the mobile air conditioning and refrigeration sectors and print media awareness campaigns. Furthermore, the Air Quality/Pollution Education and Public Awareness campaigns continue with the production and dissemination of television documentaries and advertisements.

### ***Clean Water***

In December 2006, the Water Pollution Rules (WPR) were passed in Parliament. The scope is very wide and encompasses industrial and mining activities, commercial service facilities of all kinds, farming and related agricultural enterprises, institutions and wastewater treatment facilities. Education and Awareness campaigns also continued with the production and dissemination of television documentaries to achieve clean water objectives.

**The Water Pollution Rules are now Law!**

**The rules apply to any activity that can negatively affect the water quality in the country's rivers, wetlands, beaches and coastal waters.**

### ***National Council for Sustainable Development***

The establishment of a National Council for Sustainable Development is being addressed. The expectation is that the Council will facilitate consensus building on policies and strategies for attaining environmental sustainability.

### **Key Projects**

- Creation of an Ambient Air Quality Monitoring Network in Trinidad and Tobago
- Drafting of Waste Management Rules
- Development of wastewater treatment plants standards
- Development of vehicle emissions standards
- Establishment and introduction of environmental management systems.
- Production and distribution of public awareness materials.



# Promoting Effective Government



# Promoting Effective Government



## Goal 1

Our Society and our Government will adhere to good governance principles and practices

## Goal 2

Our public institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients

## Goal 3

Trinidad and Tobago will have modern, technologically advanced legal, regulatory and enforcement systems

## Goal 4

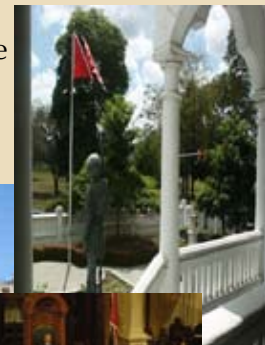
All citizens will be assured of fair and equal justice

## Goal 5

Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families

## Champions

- Office of the Prime Minister
- Ministry of Finance
- Ministry of Planning and Development
- Ministry of Foreign Affairs
- Ministry of Labour and Small and Micro Enterprise Development
- Ministry of Local Government
- Ministry of National Security
- Ministry of the Attorney General
- Ministry of Public Administration and Information
- Ministry of Legal Affairs
- Ministry of Works and Transport
- Tobago House of Assembly



## Our society and our Government will adhere to good governance principles and practices

### Objectives

- Enhance the framework for democratic governance at the national and sub-national levels
- Strengthen the application of good governance principles and practices in the operations of all State, private sector and civil society bodies
- Nurture a culture of good governance and integrity at all levels of society
- Reduce the opportunities for corruption and the abuse of power

### Strategies

- Strengthen governance systems and practices in the public and private sectors
- Build broader-based participative systems of governance
- Promote responsible citizenship
- Strengthen democratic institutions and the legal and enforcement framework
- Promote good corporate governance
- Strengthen the management of state enterprises
- Improve public financial management
- Reform the procurement system
- Strengthen the local government system
- Revise constitutional arrangements
- Pursue integration and global partnerships for development

### Key Performance Indicators

- Public Trust of Politicians
- Transparency of Government Policy-Making
- Voter Participation (both in Local and General Elections)
- Corruption Index (Transparency International)
- Government waste
- Adherence to the Rule of Law



## Target to 2010

### Local Government and Decentralisation Programme implemented

#### Progress

Local Government Reform is intended to devolve decision-making authority and facilitate efficient service delivery at the level of the Municipal Corporations. It is envisaged that Local Government Bodies will be responsible for the delivery of a range of services currently administered by Central Government Agencies within their Municipal Boundaries.

A Draft White Paper on Local Government Reform which was laid in Parliament details the reform strategy and re-positions Local Government Bodies as the providers of services. The goal is to create a more dynamic, people-centred, responsive local government system that is managed for greater development effectiveness.

Several critical elements are currently being undertaken, including:

- Legislative reviews and review of by-laws and regulations
- Re-definition of the roles of the Ministry of Local Government and Municipal Corporations
- Re-definition of boundaries, functions and responsibilities
- Restructuring of the Ministry of Local Government and Municipal Corporations
- De-linking of operational activities from the Ministry of Local Government to Municipal Corporations
- The establishment of Executive Councils at the Local Government bodies

#### Key Projects

Local Government Reform and Decentralisation Programme

## Target to 2010

### Occupational Safety and Health Authority fully functional

#### Progress

The Occupational Safety and Health Act (OSHA) provides the legal and regulatory framework to ensure that the working environment is both safe and healthy. In accordance with the Act, the Occupational Safety and Health Authority was established to enforce standards as prescribed under the Act.

The **Occupational Safety and Health Authority** was established and is functional as a division within the Ministry of Labour, Small and Micro Enterprise Development.



The Authority is responsible for inspecting, monitoring and surveying workplaces to ensure compliance with the OSHA. In addition, it is required to investigate accidents at industrial establishments to ascertain their cause and to make recommendations to prevent the recurrence of such accidents. In addition, drawings for proposed factory and warehouse facilities are examined to ensure that potential hazards are identified and measures are taken to adjust designs aimed at eliminating industrial hazards, accidents and illness. The Authority also regulates the operations of quarries and advises the Commissioner of Police in respect of the grant of licences to quarry operators for the use of explosives.

The Authority also acts in an advisory capacity to the following Government Agencies: the Tourism Development Company (TDC), the Ministry of Energy and Energy Industries, the Bureau of Standards, the Comptroller of Customs and Excise, Town and Country Planning Division.

## Key Projects

Establishment of an Occupational Safety and Health Authority

### Target to 2010

Public education campaign to promote responsible citizenship introduced

## Progress

Cultural transformation is a key factor in building a society that adheres to the principles of good governance. As such, attention continues to be placed on public education programmes that emphasise the virtues of responsible citizenship and the values of integrity, discipline, production and tolerance.

On Friday September 29, 2006, the Parliamentary Channel was officially launched. This followed a decision by Parliament that the debates and business of both Houses be transmitted live through the electronic media and that a dedicated channel be established for the broadcasting of parliamentary affairs.

In addition to Parliamentary sittings and debates, the Parliamentary Channel has broadcast a number of educational programmes on other Commonwealth Parliaments as well as programmes on the political and social history of Trinidad and Tobago. It is expected that a Parliament Radio Station will be launched in September 2007.

### Key Projects

Televising and Broadcasting of Parliamentary Proceedings

Parliamentary sittings and other matters of the Parliament can now be viewed by the public on Cable TV, Channel 11 in Trinidad



## Targets to 2010

- New Financial Institutions and Securities Industry legislation in effect
- New Public Sector Procurement Regime in operation
- Integrated Financial Management Information System (IFMIS) in operation



### Progress

#### *Financial Institutions and Securities Industry Legislation*

In order to ensure greater accountability and transparency in the management of public funds, efforts to improve financial management systems continued in 2007. To this end, a White Paper on the Reform of the Financial System of Trinidad and Tobago was laid in Parliament and a Committee established to implement the recommendations.

A draft policy document on the Legal and Regulatory Framework for the Pension Industry is also expected to be issued for industry consultation by November 2007. In addition, comprehensive amendments to the Financial Institutions Act (FIA) are currently engaging the attention of the Law Review Commission (LRC).

With respect to delinquent taxpayers, a Criminal Tax Investigation Unit was established to pursue and apply the fullest sanctions of the law against tax fraud. The Unit has already put in place the necessary mechanism

#### **Achievements in Financial Sector Reform:**

- The Office of the Financial Services Ombudsman (FSO) was established and commenced operations in May 2005
- International Financial Reporting Standards for the Banking Sector were adopted
- The Inter-Bank Payment System became operational in February 2005
- Electronic Trading on the Trinidad and Tobago Stock Exchange commenced in March 2005
- The Insurance Act was amended to establish the Central Bank as the regulator for the Insurance Sector
- The amendments to the Venture Capital Act were passed by Parliament
- Both the Credit Bureau and Credit Rating Agency commenced operations
- The take-over By-Laws under the Securities Industry Act were published and are now legally enforceable

for issuing Infringement Notices in relation to the VAT Act.

### ***New Public Sector Procurement Regime***

A White Paper on Public Sector Procurement was laid in Parliament and draft legislation for the new Regime was completed. Organisational structures to support the procurement needs of line Ministries and Agencies were developed and approximately 300 public service officials were trained in the Fundamentals of Public Sector Procurement.

**The new Public Sector Procurement Regime will apply to all Government Ministries, Statutory Boards, Regional Health Authorities, Regional Corporations and State Enterprises.**

A preliminary organisational structure for a Procurement Regulatory Agency was developed along with the tasks and activities for the various positions. Additionally, public consultations are scheduled to be held in early 2008. The introduction of a new Public Sector Procurement Regime will be based on the operating principle of Value for Money and will facilitate greater transparency and accountability in the public sector.

### ***Integrated Financial Management Information System (IFMIS)***

The Integrated Financial Management Information System (IFMIS) is an IT driven management tool which integrates current best practices in accounting and budgetary systems. IFMIS is intended to integrate the entire cycle of budgetary activities, link the various executing and revenue collecting agencies and replace the manual Vote System of recording and approving expenditure. Once the System is fully operational, it will facilitate the preparation of up-to-date financial statements, status reports and timely payments. A package of simultaneous reform activities over the period 2008 to 2010 will be introduced to fully implement the IFMIS.

To date, the Ministry of Finance has identified a consultant to guide the implementation of the IFMIS and an Output Management System. It is expected that in the process, capacity will also be strengthened through the training of officers, particularly those from the Treasury Division. In addition, a three-year strategy and a plan of implementation were formulated while an output management framework was developed for each Ministry. A project team is soon to be established. IFMIS is expected to be fully operational by 2010.

### **Key Projects**

Establishment of an Integrated Financial Management System

Introduction of a New Public Procurement Regime

## **Our Public institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients**

### **Objectives**

- Build a competent high performing workforce with a strong commitment to service
- Instill a high performance quality service work ethos among all Public Officers based on the values of integrity, impartiality, accountability and transparency
- Encourage continuous learning, improvement and innovation in Public Institutions
- Re-focus the management and operations of Public Institutions toward achieving effective outcomes and creating public value
- Enhance the quality, accessibility, responsiveness and effectiveness of public services based on a philosophy of good value
- Strengthen the capacity for research, planning, evaluation and performance measurement in the public sector
- Create a comprehensive, coordinated national statistics system that delivers high quality, user oriented, relevant and timely economic, social and environmental statistics
- Strengthen the system for financial management and public investment

### **Strategies**

- Develop a modern strategic human resource system
- Modernise the physical environment of all public buildings
- Inculcate positive values and work ethics among all Public Officers
- Focus on human resource development and the creation of a learning environment
- Establish effective Management and Operational Systems
- Improve revenue collection and Financial Management
- Strengthen the capacity of the Local Government Bodies
- Develop a coordinated System for Social, Economic, Environmental, and Physical Planning
- Strengthen the capacity for Research, Data Collection and Analysis
- Introduce new and innovative ways of improving Service Delivery
- Maintain sound relationships with Labour Unions
- Effectively manage and improve the operations of State Enterprises
- Strengthen Government Communications

### **Key Performance Indicators**

- Public access to Public goods and services
- Per cent reduction in waiting time at Public Institutions
- Improved quality of public policy
- Production of timely, reliable and valid national statistics



## Target to 2010

### New Classification and Compensation System for the Public Service developed

#### Progress

A classification and compensation system for a modernised Public Service is currently being developed which will involve the realignment of job descriptions to ensure relevance to the required skills and competencies of New Public Management. New Public Management will enhance the efficiency of the public sector and is oriented towards achieving outcomes through better management practices. It also addresses beneficiaries of public services much like customers and views citizens as shareholders. Furthermore, it will ensure that the Public Service is able to attract and retain a competent, high performance workforce.

Classification and Compensation reviews were completed with the agreement of the representative unions. In addition, new Classification and Compensation Plans were implemented for the Police, Prison and Fire Services and a new Grade and Wage Structure implemented for the Defence Force.

With respect to lifeguard services, the classification and compensation system was revised, resulting in a new grading structure for newly created daily-rated positions.

#### Key Projects

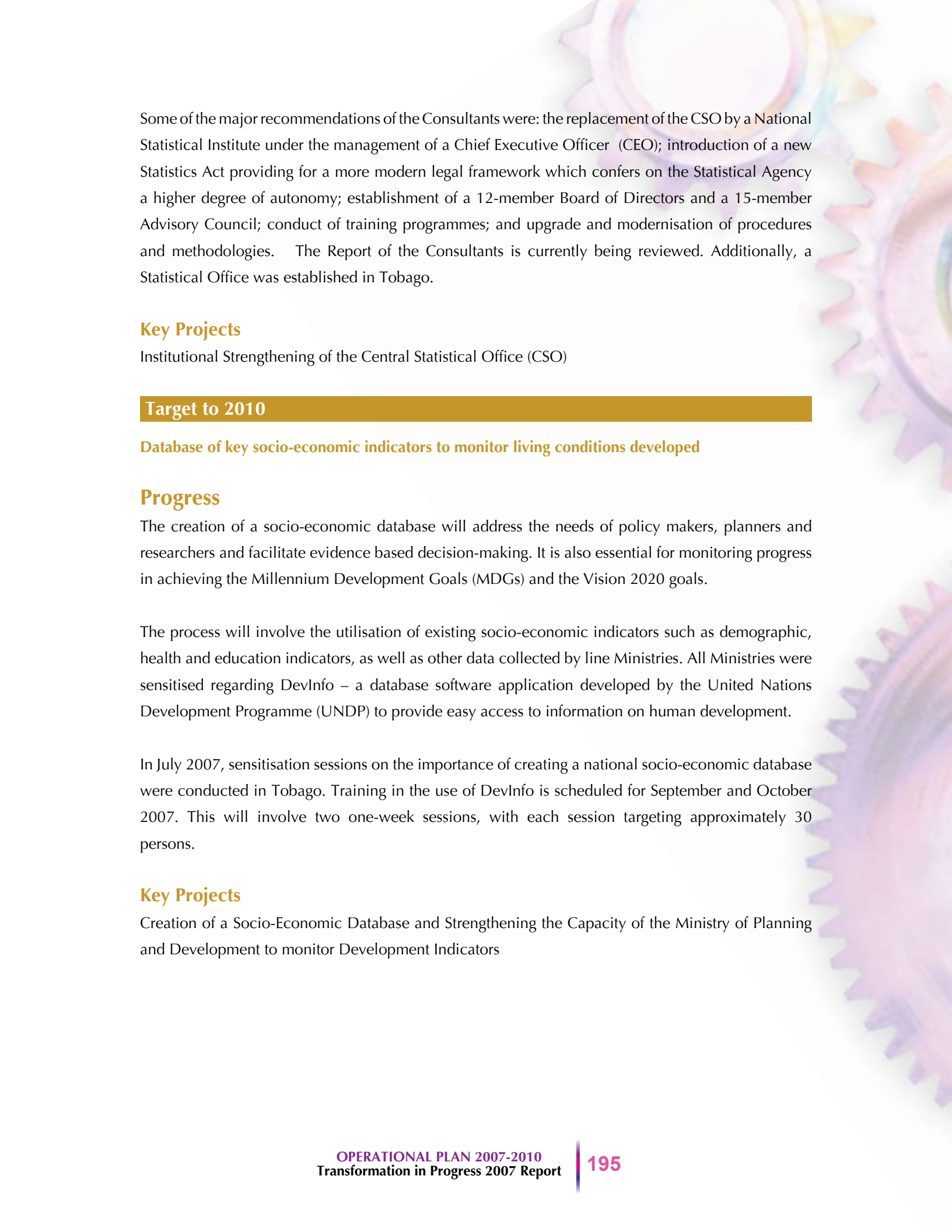
Review of the Classification and Compensation System for the Public Sector

## Target to 2010

### Central Statistical Office restructured and modernized

#### Progress

Good decision-making, in both the public and private sectors, depends on the availability of information that is accurate, current and appropriate for its intended use. However, challenges within the Central Statistical Office (CSO), particularly the exodus of trained experienced staff has led to the unavailability of statistics that are up-to-date, relevant, reliable, timely and accessible. In this regard, Statistics Sweden, a consultancy firm, was engaged to evaluate and make recommendations on the restructuring of the CSO into an effective, high performing agency and for the development of a National Statistical System. A symposium on restructuring of the CSO was successfully held in January 2007 and a final report was submitted by the Consultants in March 2007.



Some of the major recommendations of the Consultants were: the replacement of the CSO by a National Statistical Institute under the management of a Chief Executive Officer (CEO); introduction of a new Statistics Act providing for a more modern legal framework which confers on the Statistical Agency a higher degree of autonomy; establishment of a 12-member Board of Directors and a 15-member Advisory Council; conduct of training programmes; and upgrade and modernisation of procedures and methodologies. The Report of the Consultants is currently being reviewed. Additionally, a Statistical Office was established in Tobago.

### **Key Projects**

Institutional Strengthening of the Central Statistical Office (CSO)

#### **Target to 2010**

**Database of key socio-economic indicators to monitor living conditions developed**

### **Progress**

The creation of a socio-economic database will address the needs of policy makers, planners and researchers and facilitate evidence based decision-making. It is also essential for monitoring progress in achieving the Millennium Development Goals (MDGs) and the Vision 2020 goals.

The process will involve the utilisation of existing socio-economic indicators such as demographic, health and education indicators, as well as other data collected by line Ministries. All Ministries were sensitised regarding DevInfo – a database software application developed by the United Nations Development Programme (UNDP) to provide easy access to information on human development.

In July 2007, sensitisation sessions on the importance of creating a national socio-economic database were conducted in Tobago. Training in the use of DevInfo is scheduled for September and October 2007. This will involve two one-week sessions, with each session targeting approximately 30 persons.

### **Key Projects**

Creation of a Socio-Economic Database and Strengthening the Capacity of the Ministry of Planning and Development to monitor Development Indicators



## Target to 2010

### National Geographic Information System (GIS)/ Spatial Data Infrastructure established

#### Progress

The main objective of this initiative is the establishment of a coordinated National Spatial Data Infrastructure (NSDI) to support Government and private sector applications of geospatial data in such areas as land information, demography, transportation, social development, agriculture, emergency management, environmental planning and information technology.

The NSDI will support planning and decision-making at the national and community levels. Key components of the Project are:

- Design and development of a national land information system
- Development of data quality standards, metadata standards and national data sharing policies
- Design and implementation of components of a national spatial infrastructure

A Technical Committee of the Ministry of Planning and Development (MOPD) was established to develop an implementation strategy for the NSDI. In addition, a public/private sector Working Group was appointed to develop a technical report. A draft proposal for the establishment of the NSDI is currently under review by the Ministry of Planning and Development.

#### Key Projects

Establishment of a National GIS/Spatial Data Infrastructure


## Target to 2010

### Common Service Counters established in communities

#### Progress

As part of the strategy to develop a more integrated and efficient system for the delivery of public services, as well as introduce new management systems and standards for delivery, common service counters with enhanced customer care are to be established throughout Trinidad and Tobago by September 2008. It is expected that this model will provide improved access to government information and a range of selected government services, for citizens at selected locations. The following key Ministries/Departments will be involved in this Project:

- Ministry of Housing
- Ministry of Science, Technology and Tertiary Education

- 
- Ministry of Public Administration and Information
  - Ministry of Legal Affairs
  - Ministry of Works and Transport
  - Service Commission Department

A mix of technology (self-service kiosks equipped with computer and Internet facilities), shared infrastructure and human resources will be used, in an effort to facilitate increased customer satisfaction and convenience.

In the first instance, the project will be piloted for one year at St James and Princes Town commencing in September 2007. Other proposed locations for this service include Pt. Fortin, Couva, Rio Claro, Sangre Grande and Arima.

### Key Projects

Introduction of Common Service Counters

### Target to 2010

**Trinidad and Tobago Revenue Authority established**

### Progress

The Trinidad and Tobago Revenue Authority, when established, will bring the existing mandates and operations of the Customs and Excise Division and the Board of Inland Revenue under one umbrella. It is intended to blend the strengths of the public and private sectors in the areas of accountability, transparency and improved decision-making and will have greater flexibility and autonomy in its management.

An Advisory Committee, led by the Ministry of Finance, was established to spearhead this initiative. Initially, technical assistance was provided by the International Monetary Fund (IMF). At present, however, assistance is being provided by a group of consultants. After meetings with key stakeholders, including officials from the Board of Inland Revenue (BIR) and the Customs and Excise Division, the consultants have submitted a number of reports which include, *inter-alia*, the basic elements of the proposed legislation. It is expected that the necessary legislation to establish the Trinidad and Tobago Revenue Authority will be enacted before the end of 2007.

### Key Projects

Establishment of the Trinidad and Tobago Revenue Authority



## Target to 2010

### Results Based Management being used in the Public Sector

#### Progress

An effective and efficient public sector is critical to sustainable development, economic growth and the well-being of citizens. Both developed and developing countries continue to grapple with the problem of devising and implementing strategies to improve the performance levels of their public sectors.

In this regard, the Government of Trinidad and Tobago signed an agreement with the Inter-American Development Bank (IDB) in May 2007, to access grant funding for the introduction of a system of Managing for Results in the Public Service. The Project has three main components:

- Preparation of a Medium Term Action Plan for the Strengthening of Results Based Management in the Public Sector
- Building consensus about the challenges and benefits of Results-Based Management
- Institutional strengthening of the Ministry of Planning and Development

An Inter-Ministerial Steering Committee has been appointed to guide and oversee project implementation.

#### Key Project

Strengthening the Capacity of the Government of Trinidad and Tobago to Manage for Results

## Target to 2010

### Ministries connected through the e-portal

#### Progress

Efforts are being made to make Government information and services more accessible and user-friendly, while improving service delivery and client satisfaction. The e-Government Portal Project is intended to extend the reach of Government (to foreigners, businesses, employees and visitors) and improve transparency and citizen's overall confidence and participation in Government. Furthermore, it will facilitate improved service delivery by all Ministries and Government Agencies.

Phase I of the project is complete and involved development of an e-Government portal design and prototype as a starting point for the building of a "government information portal". Phase II, which has already commenced, involves online provision to the public of all appropriate Government

information. At present, information pertaining to over 350 Government services is available via [www.ttconnect.gov.tt](http://www.ttconnect.gov.tt). It is expected that all appropriate services will be provided online in 2008.

## Key Project

E-Government Portal Project

### Target to 2010

Effective Government Communications being undertaken by Government Information Services Limited

#### Progress

Government Information Services Limited (GIS Ltd.) was established as a State-owned Company for the production and dissemination of information and educational features to the public about their rights and responsibilities.

A Communications Policy has been put in place to guide the communications function in line Ministries/Agencies, while a GIS Classification and Cataloging Project is in progress.

In addition, the Library Association of Trinidad and Tobago (LATT) was engaged to collect a representative sample of 1,000 records comprising various media forms such as tapes, photographs and film from the GIS archives. The records were catalogued and will be used as sample test records for the electronic system once the software for the system is acquired. At present, negotiations are underway with a potential supplier for this software. The LATT was also engaged to recommend an organisational structure for the proposed Library and Information Centre.

#### GIS Ltd. was established to:

- proactively inform and educate the public about their rights and responsibilities on national issues
- provide a platform for the transmission/dissemination of educational programmes or materials
- provide the public with accurate, timely and quality information about Government's policies, decisions and actions
- promote, support and nurture the development of quality local programming
- employ a variety of methods to communicate and provide information to accommodate diverse needs
- deliver prompt, courteous and responsive service that is sensitive to the needs and concerns of the public and respectful of individual rights
- build a culture of national pride, ethics and values

## Key Project

Establishment of the Government Information Services (GIS) Limited



## Target to 2010

Enhanced leadership and management capacity developed in the Public Service

### Progress

The Public Sector Reform Initiation Programme (PSRIP) was developed to re-engineer the Public Service. The objective is to develop a feasible yet socially and politically appropriate reform strategy to facilitate the restructuring and retooling of the public service. In addition, the Programme will identify the most appropriate strategy for the transformation of the Public Service.

Progress thus far includes:

- The placement of New Systems Facilitators in Government Ministries to act as integral change agents
- The establishment of a Policy Networking Forum for deeper collaboration among Ministries on policy formulation and implementation
- The establishment of an Opinion Leaders' Panel to regularly gauge public opinion on the progress and effectiveness of the delivery of public services
- A pilot project to introduce an appraisal system for Permanent Secretaries, which includes the establishment of Organisational Performance Management Systems

In addition, the Public Services Academy of the Ministry of Public Administration and Information continued to implement specialised training programmes to, *inter-alia*, build leadership and management capability in the Public Service.

Furthermore, the Government Human Resource Services (GHRS) Company Limited was established in October 2006 with a mandate to recruit professionals (nationals and non-nationals) to fill the skills gap that exists in the Public Service.

### Key Projects

- Public Sector Reform Initiation Programme
- Specialised Training Programmes

## Trinidad and Tobago will have modern, technologically advanced, regulatory and enforcement systems

### Objectives

- Provide efficient public legal services to all citizens and institutions in the country
- Strengthen the legal, regulatory and enforcement system

### Strategies

- Strengthen the institutional environment for Law Administration and Legal Affairs
- Enhance Service Delivery – Registration, Rights and Entitlements
- Protect Intellectual Property Rights
- Increase access to Legal Aid Services
- Promote good industrial relations practices
- Strengthen mutual legal assistance and extradition
- Improve consumer protection
- Continuously review, modernise and strengthen the Legislative Framework

### Key Performance Indicators

- Effectiveness of Law Making Bodies
- Government procurement of advanced technology products
- Government prioritization of Information and Communication Technology (ICT)
- Transparency in Government Policy-making



## Target to 2010

### Population Registration System established

#### Progress

The Population Registration System is an electronic register of the entire population. The Register will form the nucleus of the National Unique Identification System based on the Personal Identification Number (PIN) issued to every person at birth. This PIN will serve as a means of uniquely identifying each citizen of Trinidad and Tobago.

A Point of Sale (POS) module was successfully implemented by KE Resources, an international consulting firm. A Data Entry Unit was also established for the sole purpose of data conversion. The data for the following categories are currently being converted:

- Births prior to 1934
- Births in 2006
- Deaths in 2005
- Marriages over the period 2004-2006

**In September 2005, the Registrar General's Department (RGD), of the Ministry of Legal Affairs began issuing computer generated birth certificates to the adult population born after 1934. In 2006, 200,908 certificates were issued.**

In an effort to improve the efficiency of the Registry Services, the Mail In/Mail Out Service was introduced through which citizens can apply for computer-generated birth certificates at selected TTPost outlets. This has significantly reduced the level of congestion at the Head Office of the Ministry of Legal Affairs. Applicants are guaranteed that their applications will be processed within a period of five to seven working days.

The Civil Registry will also be upgraded to provide a more user-friendly environment. It is expected that the upgrade will commence late in August 2007. In addition, a Public Awareness Campaign is soon to be launched.

#### Key Projects

- Establishment of a Population Registration System
- Mail In/Mail Out Service



## Target to 2010

- **A Moveable Property Registry created**
- **Unique Parcel Reference Number (UPRN) System introduced**

### Progress

#### ***Moveable Property Registry***

The current regulatory framework for secured transactions in movable property is fragmented, highly complex and formalistic. The strengthening of the framework will significantly improve conditions for access to credit services for enterprises, specifically small and medium-sized businesses. As such, an Integrated, Computerised Registry System for secured transactions in moveable property is soon to be established. The System will also have remote search and registration capacity.

The establishment of a Moveable Property Registry is contingent upon the passage of the Personal Property Security Bill and the Consumer Fair Reporting Bill which are yet to be laid in Parliament.

#### ***Unique Parcel Reference Number System (UPRN)***

Under the Unique Parcel Registration Number (UPRN) System, a unique number will be assigned to each parcel of land, simplifying the process of title searches. The UPRN is expected to be introduced shortly and will complement the Land Tenure Rationalisation Project (LTRP). The LTRP focuses on the implementation of an integrated Land Registry which consists of two parallel systems of recording land title transactions - the Old Law System and the Real Property Ordinance (RPO) System. It also focuses on improving processes of registration and document management. In this regard, the Ministry of Legal Affairs commenced acquisition of a book scanner for data conversion of 400 RPO books and deeds prepared prior to 1970. Steps are also being taken to network the Tobago and San Fernando sub-offices of the Ministry of Legal Affairs. As such, computer hardware is being procured for the San Fernando sub-office while the Tobago sub-office will be networked following its relocation.

### Key Projects

- Land Tenure Rationalisation Project
- Establishment of the Legal and Institutional Framework for Secured Transactions of Moveable Property



## Target to 2010

### New Consumer Legislation in effect

#### Progress

New Consumer Legislation is currently being developed to empower and protect consumers. In this regard, a contract was awarded for the provision of consultancy services for the development of new legislation.

In this regard, in December 2006, a contract was awarded by the Ministry of Legal Affairs to a consultancy firm for the preparation of various reports. To date, the following draft reports have been submitted:

- Report on Existing Local Policies, Legislation and Practices
- Report on Regional and International Laws and Treaties
- International Best Practice Report

The Ministry of Legal Affairs has reviewed the reports and suggested amendments are now being made by the Consultant. The Consultant is also expected to submit a Report on the required Content of the New Consumer Legislation.

Over the next year, the following additional reports will be submitted:

- Draft Policy Paper, Consumer Legislation and Regulations
- Report and Recommended Draft Consequential Amendments
- Needs Analysis Report on the Organisational Structure of the Consumer Affairs Division and the Detailed Action Plan for the Restructuring of the Division

#### Key Project

Development of new Consumer Legislation



## Target to 2010

### Companies Registry modernised

#### Progress

In an attempt to create a more investor-friendly climate, the Companies Registry of the Registrar General's Department will be modernized through the procurement of state-of-the-art technology. In this regard, the Ministry of Legal Affairs is in the process of procuring more modern computer hardware and software to facilitate the upgrade of the Companies Registry. Furthermore, additional staff was contracted to assist with the scanning and data entry back-filing. A new application for Companies registry software is being researched. The Ministry of Legal Affairs also proposes to arrange a visit to Companies House in London for relevant members of staff to obtain hands-on training in the application of the Software.

#### Key Project

Modernisation of the Companies Registry

## Target to 2010

### Tobago Office of the Ministry of the Attorney General established

#### Progress

A Tobago Office of the Attorney General is expected to be established before the opening of the 2007/2008 Law Term. This Office will provide residents of Tobago with easier access to the legal and administrative services offered by the Civil Law Department of the Ministry of the Attorney General. The Ministry is in the process of acquiring land in Tobago for the construction of permanent Office accommodation. Meanwhile, temporary accommodation has been identified in Scarborough.

#### Key Project

Establishment of a Tobago Office of the Ministry of the Attorney General

## Target to 2010

### Annual Legislative Agenda developed and implemented

#### Progress

An important innovation in the legal and regulatory process is the annual tabling in Parliament of the Government's Legislative Agenda. The Agenda is developed through discussions with all Ministries,

Government Agencies, interest groups and other key stakeholders. The current Agenda addresses important social and economic issues including national security, finance, social development, legal affairs, agriculture, labour, small and micro enterprises, environment, energy and energy industries and manufacturing.

In Fiscal Year 2007, key legislation related to the financial sector, the Police Service and labour was passed. In the new Fiscal Year, legislation to be introduced include the DNA Bill and the Children's Authority Bill (Boxes 4.14 and 4.15).

**Box 4.14**  
**Key Legislation Passed over Fiscal Year**  
**2006/2007**

*Finance*

1. Financial Institutions Act. (No. 15 of 2006)
2. Heritage and Stabilisation Fund. (No. 6 of 2006)

*National Security*

1. Police Service Amendment Act. (No. 13 of 2007)
2. Evidence Amendment Act. (No. 5 of 2006)
3. Firearms Amendment Act. (No. 26 of 2006)

*Trade*

1. Fair Trading Act. (No. 13 of 2006)

*Labour*

1. Occupational Safety and Health Act (No. 3 of 2006)

*Agriculture*

1. State Lands Amendment Act. (No. 25 of 2006)

**Box 4.15 Key Legislation to be introduced**  
**in Fiscal Year 2007/2008**

1. Deoxyribonucleic Acid (DNA) Bill
2. Customs Amendment Bill
3. Electronic Transaction Bill

*The Children's Package*

1. Children Community, Residence Foster Homes Bill
2. Children Authority Bill
3. Adoption of Children Bill

## All Citizens will be assured of fair and equal justice

### Objectives

- Develop an independent and accountable judiciary that provides all citizens with equal access to justice
- Promote just, efficient and expeditious criminal justice
- Develop a judicial system that ensures timely determination of cases in a fair and equitable manner and engenders public trust and confidence in the institution
- Ensure that civil matters are dealt with in an expeditious manner and is affordable to the average citizen
- Enhance and maintain the integrity of the judicial system

### Strategies

- Modernise physical infrastructure and operating environments
- Strengthen human resource capacity
- Update the legal framework
- Develop operating standards
- Develop research capability
- Improve transparency of operations and create a customer-focused System and Culture
- Improve Court Records Management

### Key Performance Indicators

- Efficiency and Effectiveness of Legal Framework
  - Cost of Judicial System
  - Time taken with cases
  - Cost of Litigation
- Access to Justice
- Number of customer complaints
- Judicial Independence and accountability
- Public Trust and Confidence



## Targets to 2010

- **Backlog of court cases reduced by at least 90 per cent**
- **Time taken to track and manage cases from filing to determination reduced by at least 50 per cent**
- **Duration of trials reduced by at least 50 per cent**
- **Time taken to produce verbatim transcripts for appeals reduced by at least 90 per cent**

### Progress

The Judiciary continued to place emphasis on developing a timely and efficient Court System that operates on the basis of integrity, fairness, equality and accessibility and has public trust and confidence. It has also taken steps towards becoming more service-oriented and customer-focused. As such, emphasis continues to be placed on making progress in internationally accepted performance areas.

#### ***Backlog of Court Cases***

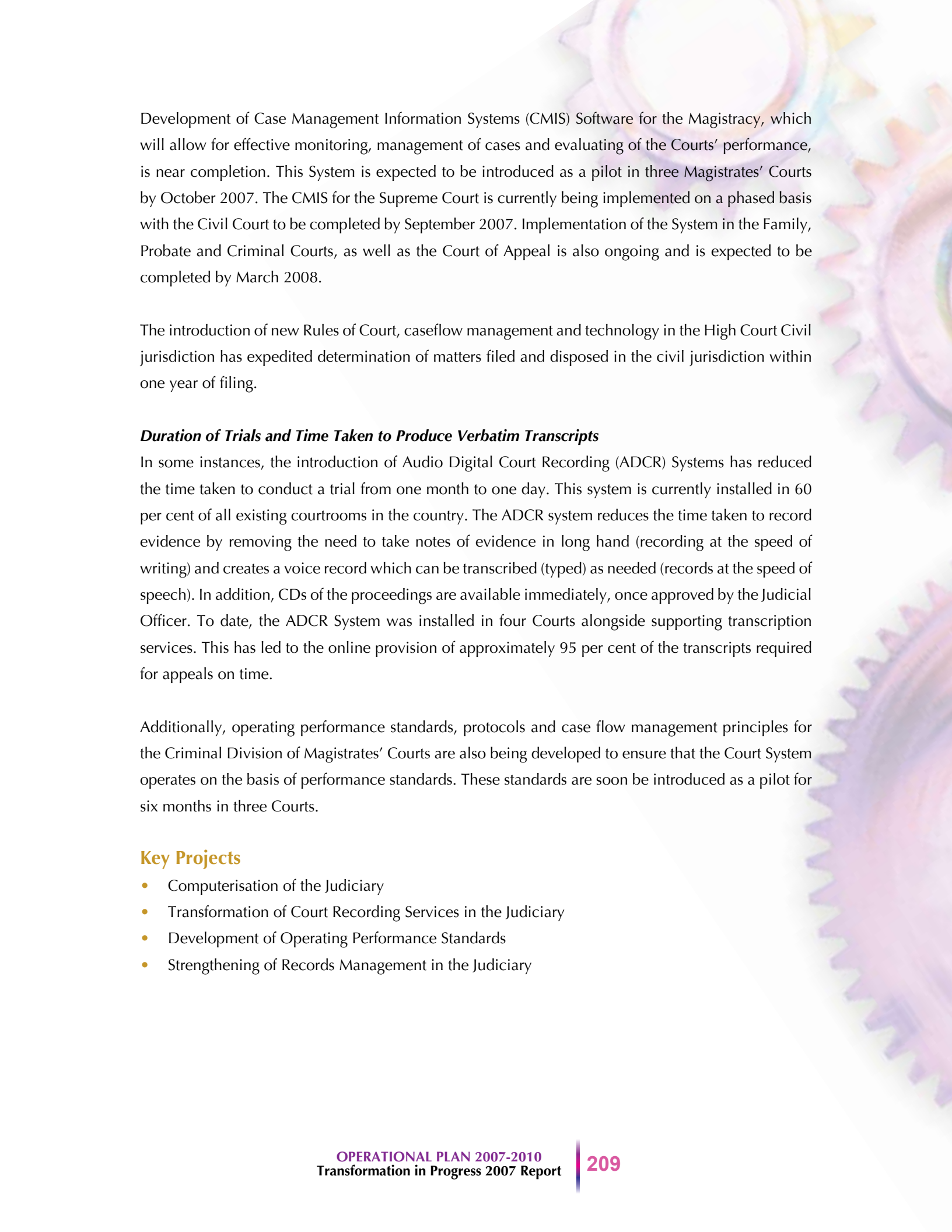
In order to achieve efficient record keeping and information retrieval, full computerisation of the Judiciary continues to be implemented. There are two main components of this process:

- Networking of various Magistrates' Courts including, Point Fortin, Chaguanas, Couva, Princess Town, Siparia, Mayaro and Tunapuna
- Procurement of computer hardware and equipment for the various Magistrates' Courts

Additionally, infrastructural modernisation of the Judiciary and the Magistracy in particular, continued to be pursued. However, moderate progress has been made on the refurbishment of the Magistrates' Court buildings. Properly outfitted and resourced buildings and facilities are key to improving the delivery of judicial services to the public. As such, a building was leased for the provision of five Courts to deal exclusively with the backlog of civil cases.

#### ***Time Taken to Track and Manage Cases***

The Court Statistical Unit continued to review and develop the statistical recording and reporting system for both the Supreme Court and the Magistracy. A specialist consultant was engaged to guide the development of a Records Management Plan. The Consultant's Report was completed and a Court's Records Manager and an Archivist were engaged on contract. Sensitisation, training and implementation of the Plan are expected to commence by December 2007.



Development of Case Management Information Systems (CMIS) Software for the Magistracy, which will allow for effective monitoring, management of cases and evaluating of the Courts' performance, is near completion. This System is expected to be introduced as a pilot in three Magistrates' Courts by October 2007. The CMIS for the Supreme Court is currently being implemented on a phased basis with the Civil Court to be completed by September 2007. Implementation of the System in the Family, Probate and Criminal Courts, as well as the Court of Appeal is also ongoing and is expected to be completed by March 2008.

The introduction of new Rules of Court, caseload management and technology in the High Court Civil jurisdiction has expedited determination of matters filed and disposed in the civil jurisdiction within one year of filing.

### ***Duration of Trials and Time Taken to Produce Verbatim Transcripts***

In some instances, the introduction of Audio Digital Court Recording (ADCR) Systems has reduced the time taken to conduct a trial from one month to one day. This system is currently installed in 60 per cent of all existing courtrooms in the country. The ADCR system reduces the time taken to record evidence by removing the need to take notes of evidence in long hand (recording at the speed of writing) and creates a voice record which can be transcribed (typed) as needed (records at the speed of speech). In addition, CDs of the proceedings are available immediately, once approved by the Judicial Officer. To date, the ADCR System was installed in four Courts alongside supporting transcription services. This has led to the online provision of approximately 95 per cent of the transcripts required for appeals on time.

Additionally, operating performance standards, protocols and case flow management principles for the Criminal Division of Magistrates' Courts are also being developed to ensure that the Court System operates on the basis of performance standards. These standards are soon be introduced as a pilot for six months in three Courts.

### **Key Projects**

- Computerisation of the Judiciary
- Transformation of Court Recording Services in the Judiciary
- Development of Operating Performance Standards
- Strengthening of Records Management in the Judiciary



## Target to 2010

### Public Education and Customer Services expanded

#### Progress

Customer Service Centres are being established throughout the Judiciary to improve service delivery. The process involves the design and production of information booklets, brochures and other court information handouts. Integral to this approach is the provision of continuous training to improve the protocol and customer service skills of all staff members.

Consultants were engaged to assist the Judiciary in educating the public on the role and responsibilities of the Courts, the reform agenda, achievements and the benefits to be expected by the public. Customer relations representatives are currently being recruited and it is expected that by February 2008, all Courts will have dedicated personnel to facilitate the needs of persons attending court.

#### Key Project

Development of Customer Service Centres in the Judiciary

## Target to 2010

### Family Courts and Special Criminal Court established

#### Progress

##### *Family Court*

The Family Court brings a team of social service providers together in one location to offer help and support to the family unit, adults as well as children, in order to resolve family conflict. The Family Court Pilot Project came into effect in May 2004. The project is to be expanded through the establishment of Family Courts throughout the country, to complement the existing Court located in Port of Spain.

The Court has recorded great success in the first three years of operations. As such, approval has been granted to the Family Court Committee to establish similar Courts in Tobago, San Fernando and in other parts of the country.

Over the period May 2004 to May 2007, 18,918 litigants filed matters in the Family Court, of which, 12,673 were termed Magistrates' Court filings and 6,245 High Court filings. In addition, 1,339 matters were sent for mediation while 3,551 matters were referred to the relevant Social Services. Day care facilities are available at the Court. Since its inception in May 2004, 2,586 children and 1,580 youth

have accessed the facilities.

As at May 2007, only 12 magisterial appeals and six civil appeals were filed.

### ***Special Criminal Court***

The Special Criminal Court will expedite the hearing and determination of matters related to drug trafficking, firearms and kidnapping offences. The Court will be provided with state-of-the-art technologies and will operate under specific legislation. Accommodation for the new Criminal Court is to be constructed. Design work is currently being undertaken.

### **Key Projects**

- Family Court – Institutional Strengthening of the Judiciary
- Establishment of a Special Criminal Court

### **Target to 2010**

**New Magistrate Courts established in Princes Town, Arima, Sangre Grande, Chaguanas, San Fernando and Siparia**

### **Progress**

As the Judiciary seeks to become more service-oriented and customer-focused, emphasis is being placed on improving performance in areas such as access to justice, timeliness, equality, integrity, independence and accountability. As such, new Magistrates' Courts will be established at strategic locations throughout the country.

To date, the Ministry of the Attorney General has engaged in efforts to identify and acquire suitable sites for the construction of courts in Arima and Sangre Grande. Additionally, a Memorandum of Understanding was developed to guide the interaction between the Ministry of the Attorney General and the Judiciary during the planning and design phase of the Project.

### **Key Project**

Infrastructure Modernisation Programme

## Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families

### Objectives

- Significantly reduce crime by using a holistic, sustained approach that addresses the root causes of crime
- Reduce the involvement of young people in crime
- Increase the homicide detection rate
- Reduce recidivism through the rehabilitation and reintegration of offenders
- Instill a culture of law and order and respect for human life among all citizens
- Restore public trust and confidence in the Protective Services
- Create an integrated national security infrastructure which ensures that the issues of crime, public safety and national security are addressed on a holistic and sustained basis
- Protect the borders of Trinidad and Tobago from illegal entry and exit of people and products
- Secure Trinidad and Tobago's interest through international, regional and local defence efforts
- Protect all citizens from the hazards of natural and manmade disasters

### Key Performance Indicators

- Spending on National Security
- Number of Illegal Immigrants
- Reliability of the Police Service
- Crime Rate
- Number of unsolved crime
- Number of persons involved in security
- Number of money laundering court cases



## Strategies

- Build specialist investigative and response capabilities
- Strengthen data analysis capability
- Strengthen the human resource base in all National Security and Public Safety Agencies
- Change the culture of the Police Service – ‘Policing for People’
- Expand institutional capacity for Homicide Prevention and Detection
- Strengthen institutional capacity to deal with the issue of kidnapping
- Reduce gang activity and the number of repeat offenders
- Apprehend violent drug and gun traffickers and effectively police retail drug markets
- Strengthen school security and promote school discipline
- Strengthen surveillance of City Centres
- Create a positive environment for Youth Development
- Strengthen surveillance and control of territorial borders
- Build partnerships with the community – Improve communications
- Strengthen the Legal and Regulatory Framework
- Strict enforcement of Laws
- Improve Criminal Court processes
- Forge strategic alliances and participate in regional and international safety and security efforts
- Develop a restorative justice philosophy
- Create a safe workplace
- Create and maintain a hazard-resistant environment
- Enhance the capacity and readiness of Disaster Management Systems

## Targets to 2010

- **Number of Serious Crimes (especially murders) reduced by at least 20 per cent**
- **Homicide detection rate increased**
- **Gang related activity reduced**
- **Recidivism rate reduced from 56 per cent to 46 per cent**
- **Anti-Terrorism Unit established**

## Progress

A number of initiatives are currently being pursued in an effort to significantly reduce crime through a holistic and sustained approach that addresses its root causes. As a result, over the period October 2006 to June 2007, the following successes were recorded:

- Reported homicides decreased by 24.5 per cent
- Homicides per 100,000 declined by 5.7 per cent
- Kidnappings decreased by 35 per cent
- Woundings and shootings decreased by 7.2 per cent
- Robberies decreased by 6.1 per cent

### ***Citizen Security Programme***

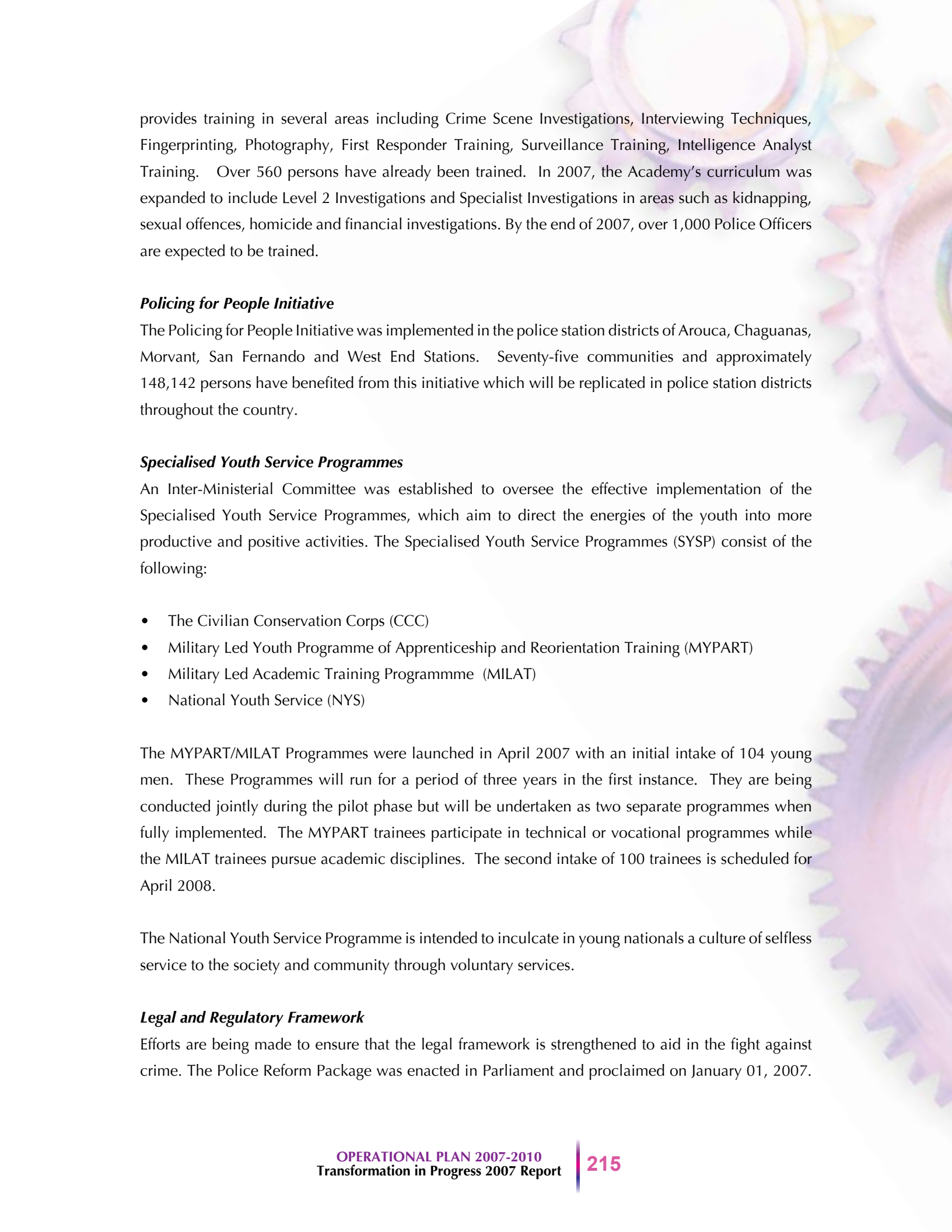
Through the Citizen Security Programme (CSP) in particular, priority attention continued to be placed on more effective, intelligence-led policing by increasing the visibility of law enforcement operatives, expanding community policing, strengthening intelligence capabilities and enhancing collaboration among all law enforcement agencies. In 2007, the CSP completed a Crime and Victimization Baseline Study as well as an Asset Mapping Study to gather scientific data to guide the design and implementation of initiatives under the Programme.

### ***Special Anti-Crime Unit of Trinidad and Tobago***

Efforts to build specialist investigative, surveillance and crime response capabilities intensified. The Special Anti-Crime Unit of Trinidad and Tobago (SAUTT) was staffed with specialists selected from the Protective Services to address serious crimes including organised crime, kidnapping, gang violence and terrorism. In addition, increased patrols of the Inter-Agency Task Force and units of the Trinidad and Tobago Defence Force in crime 'hot spots' continued.

### ***Specialist Crime Academy***

The establishment of the Specialist Crime Academy has led to the delivery of comprehensive training to personnel of the SAUTT, the Police Service and other arms of the Protective Services. The Academy



provides training in several areas including Crime Scene Investigations, Interviewing Techniques, Fingerprinting, Photography, First Responder Training, Surveillance Training, Intelligence Analyst Training. Over 560 persons have already been trained. In 2007, the Academy's curriculum was expanded to include Level 2 Investigations and Specialist Investigations in areas such as kidnapping, sexual offences, homicide and financial investigations. By the end of 2007, over 1,000 Police Officers are expected to be trained.

### ***Policing for People Initiative***

The Policing for People Initiative was implemented in the police station districts of Arouca, Chaguanas, Morvant, San Fernando and West End Stations. Seventy-five communities and approximately 148,142 persons have benefited from this initiative which will be replicated in police station districts throughout the country.

### ***Specialised Youth Service Programmes***

An Inter-Ministerial Committee was established to oversee the effective implementation of the Specialised Youth Service Programmes, which aim to direct the energies of the youth into more productive and positive activities. The Specialised Youth Service Programmes (SYSP) consist of the following:


- The Civilian Conservation Corps (CCC)
- Military Led Youth Programme of Apprenticeship and Reorientation Training (MYPART)
- Military Led Academic Training Programme (MILAT)
- National Youth Service (NYS)

The MYPART/MILAT Programmes were launched in April 2007 with an initial intake of 104 young men. These Programmes will run for a period of three years in the first instance. They are being conducted jointly during the pilot phase but will be undertaken as two separate programmes when fully implemented. The MYPART trainees participate in technical or vocational programmes while the MILAT trainees pursue academic disciplines. The second intake of 100 trainees is scheduled for April 2008.

The National Youth Service Programme is intended to inculcate in young nationals a culture of selfless service to the society and community through voluntary services.

### ***Legal and Regulatory Framework***

Efforts are being made to ensure that the legal framework is strengthened to aid in the fight against crime. The Police Reform Package was enacted in Parliament and proclaimed on January 01, 2007.



The Package contains three vital pieces of legislation as follows:

- The Constitution (Amendment) Act, 2007 which seeks to reform the Police Service Commission, confers powers on the Commissioner of Police to control and manage the Police Service
- The Police Service (Amendment) Act, 2007 which will impact on the accountability mandate of the Police Service and will ensure efficient and transparent management of the Service. The Act is supported by modern regulations which came into force in May, 2007
- The Police Complaints Authority Act, which establishes an independent body to investigate criminal offences involving police officers, police corruption and serious police misconduct

An Act to Repeal and Replace the Deoxyribonucleic Acid (DNA) Identification Act 2006 is now under consideration by a Joint Select Committee of the Parliament. It is expected that the Bill will be brought to the Parliament in the next Fiscal Year. When enacted, it will provide the Police Service with an additional tool with which to investigate crime.

### ***Criminal Investigation and Homicide Detection***

Over the period 2006 to 2007, the homicide detection rate increased from 25.5 per cent to 26.3 per cent. This was as a direct result of the following initiatives:

- Establishment of the Crime and Problem Analysis (CAPA) Branch in May 2007, which has improved the capacity of the Police Service to gather accurate and timely information on crimes and improve intervention measures
- Restructuring of the Homicide Bureau of Investigation, which has facilitated the training of investigators in the utilisation of forensic evidence in crime solving improving Investigators' capacity to manage crime scenes. The Homicide Bureau of Investigations also expanded its staff from 47 to 125 officers
- Creation of the Homicide Prevention Group, which has facilitated more effective high-level planning, analysis and implementation of crime control initiatives
- Upgrade of the Automated Fingerprint Identification System (AFIS) to international standards. The System is being rolled out to every Police Station to identify individuals in real-time
- Implementation of a Criminal Intelligence Investigation Management System, which facilitates the sharing of information among the various branches and units within the Police Service
- Establishment of a Specialist Recovery Unit which provides crime laboratory services to assist crime scene investigators with preliminary preparation of exhibits from major crimes
- Establishment of a Physical Surveillance Unit which is dedicated to monitoring criminal suspects and suspected criminal activity

### ***Gang Related Activity***

During the first three quarters of Fiscal Year 2007, the number of gang related homicides fell by 77.9 per cent compared with the same period in 2006. In addition, from October 2006 to June 2007, the number of gang-related homicides decreased from 86 to 19. This decrease was due, to a large extent, to the collaborative approach that was adopted in communities, involving community leaders, community-based and faith-based organisations. Additionally, sensitisation sessions on issues affecting communities continued through the Police Service outreach programmes. Seventeen display booths to provide information on issues such as domestic violence, community development and crime and society were organised and almost 100 Crime Prevention Lectures were delivered to schools in the Port of Spain area, as well as to Non-Governmental Organisations and Community Groups.

### ***Leadership and Management Institute***

The Institute was established in June, 2007 with the primary purpose of improving the skills set among managers and leaders in law enforcement agencies. The training programmes are all accredited and modelled after the syllabi of the Police Academy for Leadership at Bramshill, United Kingdom (U.K.) and the U.K. National Police Improvement Agency.

### ***National Security Database***

The first phase of the National Security Database was implemented. The system uses state-of-the-art character recognition software to capture data from several Divisions which is then stored in data warehouses. These warehouses can then be accessed electronically to provide the base for a national security information-sharing network.

### ***Anti-Terrorism Unit***

Work will commence shortly on the establishment of an Anti-Terrorism Unit and on the implementation of a comprehensive package of anti-terrorism measures.

### ***Forensic Science Centre***

An agreement was signed with the Forensic Science Services of the United Kingdom to provide modern scientific support and processes to the Forensic Science Centre. Equipment that allows the Police service to match cartridges and the guns from which they were fired, as well as analyse organic materials in explosives was introduced.

A modern DNA laboratory was also acquired as a short term measure to utilise DNA technology in casework. Pending the enactment of DNA legislation, the Centre continued to maintain its proficiency in the area of forensic DNA by generating DNA profiles of casework submissions and participating in external proficiency tests. For Fiscal Year 2007, a total of 650 profiles from casework submissions

have been generated. These profiles are available to law enforcement for investigative purposes.

### ***Recidivism Rate***

Prison reform and rehabilitation of prisoners continued to be a high priority in the fight against crime. A pilot programme was introduced to monitor the recidivism rate among the prison population in the Carrera Convict Prison, the Port-of-Spain Prison, the Golden Grove Prison and the Women's Prison.

In addition, the Parole Introduction Committee was established to facilitate the introduction of a Parole System. The Committee completed its Report identifying the requirements for establishing the Parole Unit.

### **Key Projects**

- Citizen Security Programme
- Organisational Development Project in the Trinidad and Tobago Police Service (Phase III)
- Institutional Strengthening of the Forensic Science Centre
- Computerisation of the Forensic Science Centre
- Establishment of an Anti-Terrorism Unit
- Specialised Youth Service Programmes

## **Target to 2010**

### **Number of road accidents reduced**

### **Progress**

Over the years, initiatives were undertaken to reduce unsafe driving practices and improve road safety. Such initiatives covered almost every medium of media advertising and were undertaken by both Government and the private sector in many instances. Despite these efforts, the number of road accidents continues to be high. For the period October 2004 to June 2005, the total number of road traffic accidents was 24,845. Over the same period for 2005 to 2006 that figure increased to 25,883 (a 4.18 per cent increase). For the period October 2006 to June 2007, a total of 25,884 road accidents were recorded.

With respect to legislation, the Breathalyser Bill was passed in the House of Representatives in June 2007 while legislation governing cellular phone usage on the nation's roads is to be laid in Parliament shortly.

The Ministry of Works and Transport is currently undertaking several initiatives to improve road safety, many of which are incorporated under key projects such as the National Highways Programme, construction of an Interchange at the intersection of the Churchill Roosevelt and Uriah Butler Highways and the Programme for Upgrading Road Efficiency (PURE), which include the widening of lanes on highways and construction of pedestrian overpasses.

In addition, New Jersey Type Safety Barriers are currently being installed to prevent vehicles from crossing the median causing serious or even fatal accidents. Furthermore, traffic management measures, such as the provision of backup power supply for traffic signalised intersection, continue to be implemented.

At the same time, the Vision 2020 Programme Management Office (PMO), Ministry of Planning and Development, in collaboration with key stakeholders, developed a project aimed at reducing traffic congestion and improving road safety. A Technical Working Team will be established shortly to coordinate the entire project.

### Key Projects

- National Highways Programme
- Port of Spain East/West Corridor Transportation Project
- Programme for Upgrading Road Efficiency (PURE)

### Targets to 2010

- **New fire stations constructed at Sangre Grande, Couva, San Fernando, Rio Claro, Mayaro, Arouca, Tunapuna, Four Roads, Point Fortin, Siparia, Princes Town, Belmont, Chaguanas, Black Rock and Plymouth**
- **Number of domestic and industrial accidents reduced**

### Progress

The rapid development of industrial zones and new housing developments has led to an increased demand for services from public safety agencies such as the Fire Services Division. As such, in order to provide improved and more effective fire fighting and emergency services to communities, several fire stations are currently being constructed at strategic locations throughout the country. Construction of new fire stations at Couva and Sangre Grande is expected to be completed by September 2007.

Stations at Rio Claro, Mon Repos, Princes Town, Siparia, Point Fortin, Woodbrook, Four Roads, Tunapuna, Chaguaramas, Arouca, Wrightson Road, Lady Hailes and Mayaro are currently in the design/review stage. The Ministry of National Security is also in the process of acquiring sites for the

construction of Fire Stations at Belmont and Black Rock.

Alongside the construction of new stations, an extensive upgrade programme commenced, involving improvements to the Fire Service School, the Fire Services Headquarters in both Port of Spain and San Fernando and Fire Stations in Chaguanas, Arima and Couva. An extensive range of new equipment was procured for fire fighting operations at these stations. Additionally, the Fire Services Division is currently implementing the sixth phase of a seven phase computerisation project which involves the implementation of a Wide Area Network (WAN) through the Government Communications Backbone. To provide connectivity and improve communication among the three divisional headquarters, a fibre optic backbone is also being installed at the Port of Spain Divisional Headquarters.

### ***Domestic and Industrial Accidents***

The number of reported domestic fires decreased by 27.3 per cent, from 597 to 469, over the period October 2006 to June 2007. Between October 2004 and September 2005, 22 industrial fires were reported. That number fell to 14 over the period October 2006 to October 2007, a decrease of 36.4 per cent.

In addition, over the period October 2005 to September 2006 the number of reported incidents of hazardous materials and bomb-scare threats stood at 1,061. For the period October 2006 to June 2007 that number fell to 464, a decrease of 56.3 per cent.

### **Key Projects**

- Construction of New Fire Stations
- Improvement Works to the Fire Services Buildings
- Purchase of Equipment for Fire Services
- Computerisation of the Fire Services Division

### **Target to 2010**

New police stations constructed at Carenage, Matelot, Manzanilla, Maracas Bay, Oropouche, Matura, Moruga, La Brea, Arima, St. Clair, Belmont, Gasparillo, Roxborough and Old Grange

### **Progress**

To improve working conditions, build a positive public image and enhance productivity in the Police Service, modern facilities are being provided for Police Officers as well as members of the public. This is being done through the construction of Police Stations throughout the country. New stations at Mayaro, Gasparillo, Belmont, Tunapuna, and Toco are currently under construction and are expected to be completed by September 2007. Construction of Stations at Manzanilla, Maracas Bay, Matelot,

St. Joseph and San Fernando, as well as a Police Post in Maloney are expected to be completed by October 2008. Two Police Stations are to be constructed in Tobago at Old Grange and Roxborough by September 2008. The architectural proposals for both Stations are currently being reviewed.

In addition, refurbishment of the following Police facilities was completed:

- Central Police Station Phase II
- St. Clair Police Station
- Police Administration Building
- West End Police Station
- Homicide Bureau (South)
- Second Division Officers Mess
- St. Joseph Police Station
- Mounted Branch Phase I
- San Rafael Police Station
- Guapo Police Station

The following refurbishment projects are in progress:

- Chaguanas Police Station
- Scarborough Police Station
- Transport and Telecom Branch
- Police Hospital
- Police Training College

### Key Project

Construction/Refurbishment of Police Stations

#### Targets to 2010

- **New prison complex constructed in Tobago**
- **Multilevel Correctional Complex established in Central Trinidad**

### Progress

An important part of the crime control strategy is the improvement of conditions at the nation's prisons, the rehabilitation of prisoners and the implementation of measures to reduce recidivism. In this regard, a comprehensive programme of Prison Service Reform is being undertaken to transition the service from a retributive to a rehabilitative and restorative mode.

Efforts are also being directed at improving conditions in prison facilities by, *inter alia*, eliminating

overcrowding at all prison facilities and ensuring that the prisoner/cell ratio meets required global standards. In this regard, two new prison facilities are to be constructed in 2008.

### **Key Projects**

- Construction of Prison – Tobago
- Construction/Refurbishment of Prison Service Facilities
- Construction of Prison in Central Trinidad

### **Target to 2010**

- **Disaster management capacity strengthened**
- **Public education campaign on disaster preparedness conducted**
- **Early Public Warning System developed**

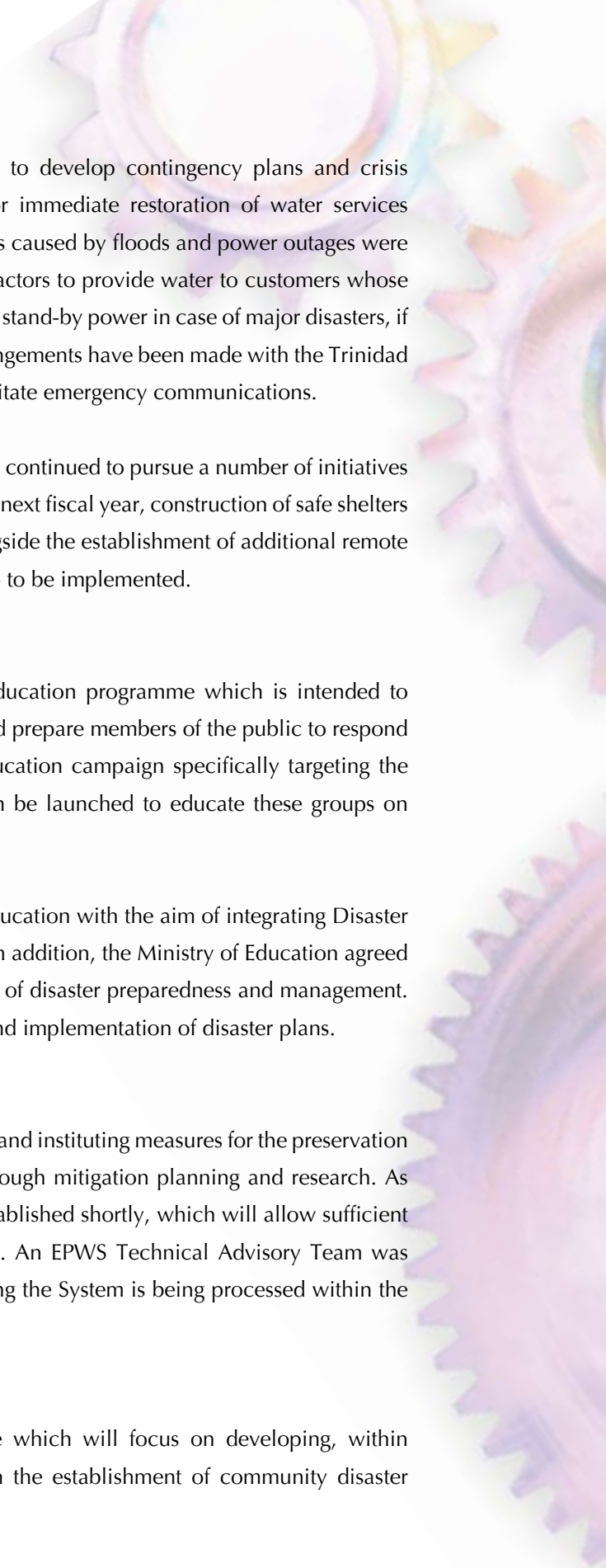
### **Progress**

#### ***Disaster Management***

The Office of Disaster Preparedness and Management (ODPM) continued to build partnerships with the established emergency services including, Fire, Police and Emergency Health Services, to coordinate a network of agencies and individuals within the country and to direct their efforts in times of disasters. The Office also continued its collaborative initiatives with National Emergency Management Agency (NEMA) Tobago, particularly in the area of Incident Management Systems, and with Regional Corporations to review their plans and programmes.

Work also continued on the preparation of a National Disaster Management Policy which will inform the development of disaster management legislation. Over the medium-term, the ODPM will continue to focus on the following:

- Revision of the National Disaster Management Plan
- Completion of inspection of shelters across the country
- Finalisation of the Shelter Management Policy and Plan
- Expanding capacity of shelters to accommodate at least 1,000 displaced persons in the immediate response phase of a disaster
- Establishment of a Medical Volunteer Corps which will be equipped with a pool of skills to lend support to the First Responder Team and the ODPM in general
- Development of a Hazard Mitigation Policy
- Re-establishment of the ODPM Documentation Centre to provide disaster management information services via the electronic and print media



The Water and Sewerage Authority (WASA) continued to develop contingency plans and crisis management systems for continuous water provision or immediate restoration of water services following disasters. Contingency plans for water shortages caused by floods and power outages were developed. Mechanisms were also put in place for contractors to provide water to customers whose supply is interrupted for more than 24 hours and to supply stand-by power in case of major disasters, if an area is without power for 7-10 days. Additionally, arrangements have been made with the Trinidad and Tobago Amateur Radio Society Incorporated, to facilitate emergency communications.

The Trinidad and Tobago Electricity Commission (T&TEC) continued to pursue a number of initiatives to improve its disaster preparedness capabilities. Over the next fiscal year, construction of safe shelters is due to commence in Tobago and North Trinidad, alongside the establishment of additional remote shelters/depots. A Satellite Communication System is also to be implemented.

### ***Public Education Campaign***

Over the medium-term, the ODPM will continue its education programme which is intended to instill a sense of shared responsibility for public safety and prepare members of the public to respond to emergencies and disasters. Accordingly, a public education campaign specifically targeting the elderly, children, and persons with disabilities will soon be launched to educate these groups on responding to natural disasters.

Preliminary discussions were held with the Ministry of Education with the aim of integrating Disaster Management as a component in the school curriculum. In addition, the Ministry of Education agreed to the involvement of schools in competitions in the area of disaster preparedness and management. Five schools are currently engaged in the development and implementation of disaster plans.

### ***Early Public Warning System (EPWS)***

The ODPM continued to focus on developing procedures and instituting measures for the preservation of life and protection of property in times of disaster through mitigation planning and research. As such, an Early Public Warning System (EPWS) will be established shortly, which will allow sufficient time to prepare for and reduce the impact of a disaster. An EPWS Technical Advisory Team was established and Request for Proposals (RFP) for developing the System is being processed within the Ministry of National Security.

### ***Community Programme***

The ODPM plans to launch a Community Programme which will focus on developing, within communities, basic disaster management skills, through the establishment of community disaster management groups.

## Key Project

- Institutional Capacity Strengthening – Office of Disaster Preparedness and Management (ODPM)
- Preparation of the National Disaster Management Policy
- Revision of the National Disaster Plan
- Strengthening of the National Disaster Management System
- Public Education Campaign
- Project for an Early Public Warning System (EPWS)
- Development of Disaster Preparedness Capabilities of WASA
- Development of Disaster Preparedness Capabilities of T&TEC

## Target to 2010

- **Integrated Border Management System in operation**
- **Machine readable passports being used**

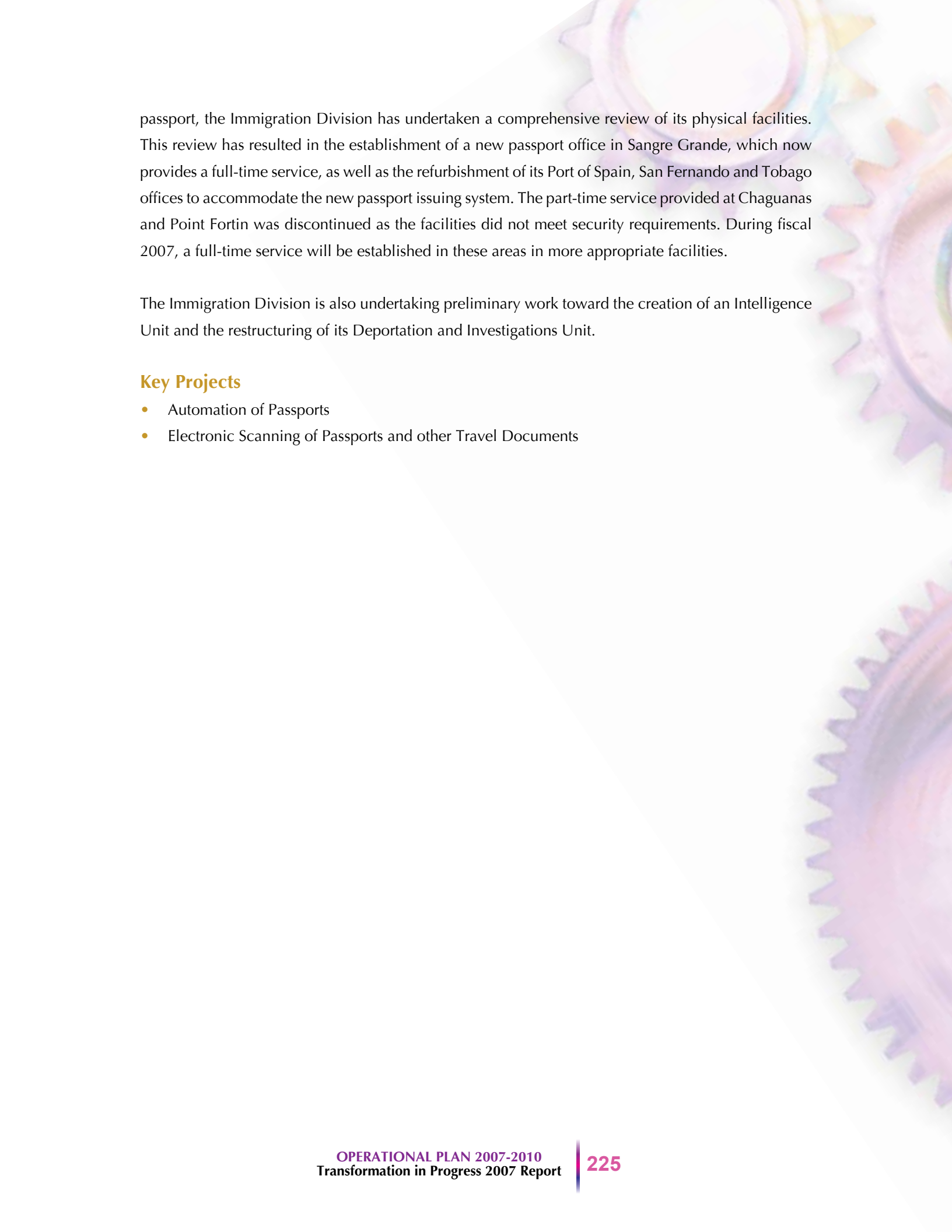
## Progress

The Immigration Division implemented an Integrated Border Management System to ensure that nationals are provided with a secure travel document that satisfies international standards and minimises the risk of passport and identity fraud. The following components were implemented in 2007:

- An Automated Machine Readable Passport Issuing System which uses digital imaging for the production of machine readable passports, consistent with the International Standard, ICAO 9303
- A Border Control System
- A Facial Recognition System
- An E-Passport Reading System
- An Automated Finger Print Identification System (AFIS)

From January 24<sup>th</sup> to August 14<sup>th</sup> 2007, 32,805 new machine readable passports were issued. Applications are being accepted at offices in Port-of-Spain, San Fernando, Sangre Grande and Tobago. Offices at Pt. Fortin and Chaguanas are due to begin accepting applications by November, 2007. Overseas Missions in New York, Washington, Miami, Toronto and London are due to begin accepting applications by September, 2007.

To satisfy the security arrangements associated with the issuance of the new machine-readable



passport, the Immigration Division has undertaken a comprehensive review of its physical facilities. This review has resulted in the establishment of a new passport office in Sangre Grande, which now provides a full-time service, as well as the refurbishment of its Port of Spain, San Fernando and Tobago offices to accommodate the new passport issuing system. The part-time service provided at Chaguana and Point Fortin was discontinued as the facilities did not meet security requirements. During fiscal 2007, a full-time service will be established in these areas in more appropriate facilities.

The Immigration Division is also undertaking preliminary work toward the creation of an Intelligence Unit and the restructuring of its Deportation and Investigations Unit.

### **Key Projects**

- Automation of Passports
- Electronic Scanning of Passports and other Travel Documents



## Part V:

### THE CAPITAL PROGRAMME

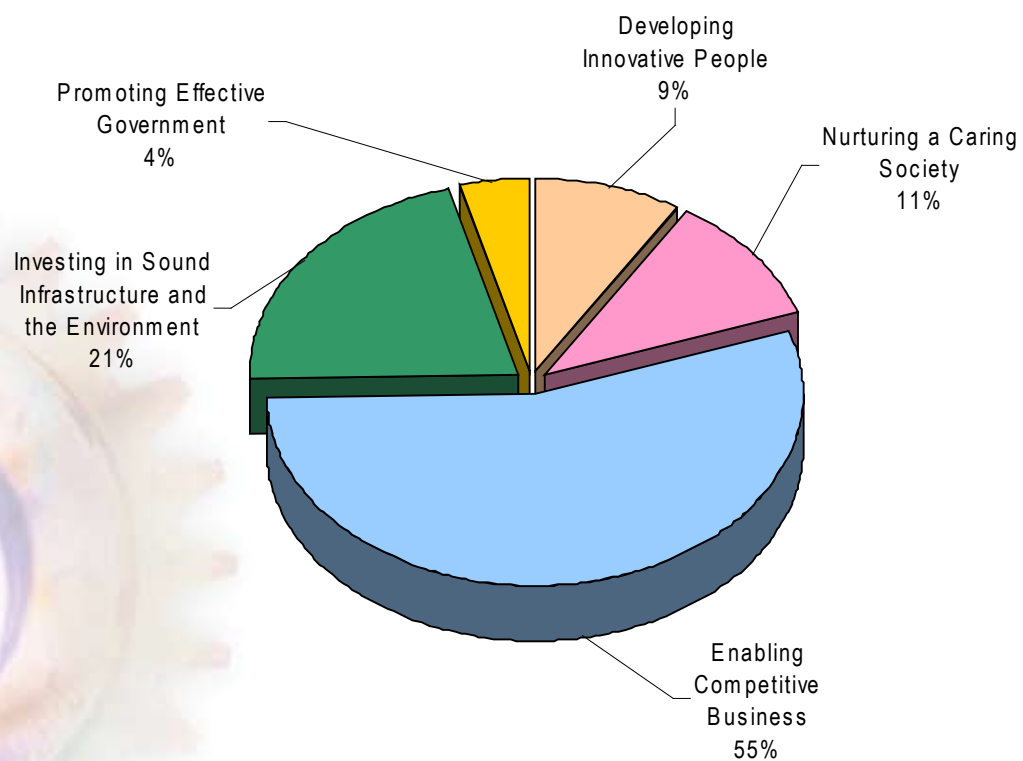
What is presented here, is an indicative Capital Programme of projects to be undertaken by Ministries, State Agencies and the Tobago House of Assembly (THA) over the period 2008-2010. It is not the Public Sector Investment Programme (PSIP) projected over the 2008-2010 period. The projects included are:

- (i) those which are considered major and comprise a mix of projects that cost in excess of TT \$5 million and other key projects that cost less than that amount
- (ii) those which are considered critical to the attainment of development goals, regardless of funding requirements

Given that the five development pillars are so strongly inter-related, there are many instances where a particular project is important to more than one development pillar. In an effort to avoid double counting, these projects have been allocated to the pillar under which it is felt it would have the greatest impact.

In several instances, new projects for which detailed implementation and costing schedules are still being developed, have been included. For these projects, costs have been estimated on the basis of collaboration between the Ministry of Planning and Development and the relevant Ministry/Agency.

The Capital Programme for the period 2008-2010 is estimated at TT\$69 billion with an average annual expenditure of approximately \$TT23 billion. As illustrated in Figure 5.1, the largest share – 55 per cent of the investment will be directed to projects under the development pillar, Enabling Competitive Business. Investing in Sound Infrastructure and the Environment remains a top priority receiving 21 percent of total investment. Investment in projects that advance the Pillars, Nurturing a Caring Society and Developing Innovative People will receive 11 per cent and nine per cent, respectively. The remaining four percent is allocated to the financing of projects to promote Effective Government.



**Figure 5.1**  
**Planned Expenditure by Pillar, 2008 - 2010**

# DEVELOPING INNOVATIVE PEOPLE

Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 1: The People of Trinidad and Tobago will be well known for excellence in innovation									
Science Popularisation Programme - Sci-TechKnoFest	3.600	3.000	0.750	0.000	0.000	3.750	Stimulate greater involvement by the population in Science and Technology	Ministry of Science, Technology and Tertiary Education	2008
Science Popularisation Programme - Development of a National Innovation System (Young Inventors' Award)	3.100	3.800	0.350	0.000	0.000	4.150	Support innovation among young people.	Ministry of Science, Technology and Tertiary Education	2008
Science Popularisation Programme - NIHERST President's Award Scheme for Excellence in Science, Technology, Research and Development	0.250	1.500	0.500	0.000	0.000	2.000	Promote excellence in Science and Technology and stimulate investment in Research and Development	Ministry of Science, Technology and Tertiary Education	2008
Caribbean Industrial Research Institute (CARIRI)	14.000	14.000	8.000	15.485	0.000	37.485	Increase efficiency through the improvement in facilities and equipment	Ministry of Science, Technology and Tertiary Education	2009
Reconstruction of NIHERST Head Office	1.500	4.000	0.100	0.000	0.000	4.100	Provide improved accommodation for staff of NIHERST	Ministry of Science, Technology and Tertiary Education	2008
Research and Development Foresighting	1.500	1.500	0.300	0.800	0.000	2.600	Conduct growth and innovation studies in the non-energy sectors and training in foresighting	Ministry of Science, Technology and Tertiary Education	2009
Goal 2: Trinidad and Tobago will have a seamless, self-renewing, high quality education system									
Curriculum Development	0.000	2.000	2.200	1.002	1.002	6.204	Develop a modernised curriculum at all levels	Ministry of Education	Ongoing
Early Childhood Care and Education, Tobago	2.350	2.450	2.550	0.550	0.550	6.100	Facilitate a seamless education system to achieve universal ECCE	Tobago House of Assembly	Ongoing
Early Childhood Care and Education, Trinidad	75.000	75.000	50.000	61.196	61.196	247.392	Facilitate a seamless education system to achieve universal ECCE	Ministry of Education	Ongoing
Primary Schools Programme, Trinidad	132.839	132.839	155.490	53.486	53.485	395.300	Provide an environment that facilitates a sound primary level education	Ministry of Education	Ongoing

**DEVELOPING INNOVATIVE PEOPLE**

Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 2: Trinidad and Tobago will have a seamless, self-renewing, high quality education system									
Primary Schools Programme, Tobago	7.400	7.400	7.200	9.118	9.119	32.837	Provide an environment that facilitates a sound primary level education.	Tobago House of Assembly	Ongoing
Secondary School Programme, Trinidad	273.125	273.125	81.000	581.732	581.732	1,517.589	Facilitate quality improvement through the provision of a learning environment	Ministry of Education	Ongoing
Secondary School Programme, Tobago	12.620	12.620	10.950	12.765	12.765	49.100	Facilitate quality improvement through the provision of a learning environment	Tobago House of Assembly	Ongoing
Special Education, Trinidad	0.946	10.000	10.000	5.500	5.500	31.000	Cater for students with special needs through the creating of equity and equality of opportunity	Ministry of Education	Ongoing
Special Education, Tobago	2.900	2.900	7.000	7.000	7.000	23.900	Cater for students with special needs through the creating of equity and equality of opportunity	Tobago House of Assembly	Ongoing
Computerisation of the Ministry of Education	10.500	10.500	10.500	17.150	17.150	55.300	Provide for proper recording of the Ministry's assets	Ministry of Education	Ongoing
Scholarship and Advanced Training Programme.	91.062	91.062	92.200	120.629	120.629	424.520	Enhance the national educational and skills base	Ministry of Public Administration and Information	Ongoing
Teaching and Learning Strategies	126.100	126.100	47.000	47.000	47.000	267.100	Increase the learning possibilities of students by implementing changes in the instructional methodology for teachers.	Ministry of Education	Ongoing
Professional Development (SEMP)	2.300	5.000	5.000	16.543	16.543	43.086	Provide short, medium and long term training to enable professionals to deliver the modernised curriculum	Ministry of Education	Ongoing
Testing, Evaluation and Assessment (SEMP)	3.200	3.200	1.000	1.000	1.000	6.200	Engage in monitoring and evaluation in pursuit of curriculum objectives	Ministry of Education	Ongoing
Secondary Education Modernisation Programme Co-ordinating Unit SEMPCU Expenses	4.529	5.000	5.000	3.300	3.300	16.600	Provide support for the operations of the Coordinating Unit.	Ministry of Education	Ongoing

# DEVELOPING INNOVATIVE PEOPLE

Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 2: Trinidad and Tobago will have a seamless, self-renewing, high quality education system									
Institutional Strengthening (SEMP)	3.759	5.000	5.000	14.461	14.460	38.921	Build capacity for senior and middle managers	Ministry of Education	Ongoing
Educational Services Trinidad	12.150	12.150	7.500	5.675	5.675	31.000	Develop an efficient management system and strengthen the capacity of the Ministry of Education.	Ministry of Education	2010
Student Support Services	Project funded under recurrent expenditure						Provide guidance and counselling for students	Ministry of Education	Ongoing
Libraries Programme Tobago	4.200	4.200	2.700	0.000	0.000	6.900	Develop a knowledge-based society	Tobago House of Assembly	2008
Lifelong Learning	Project being developed						Promote a culture of lifelong learning	Ministry of Science, Technology and Tertiary Education	
Replacement/Construction of Blocks within Existing Primary Schools	0.000	0.000	10.000	9.600	6.400	26.000	Provide temporary accommodation for primary schools requiring emergency replacement of exsiting buildings	Ministry of Education	2010
Upgrading of Sporting Facilities in Secondary Schools	0.000	0.000	2.000	12.000	8.000	22.000	Upgrade the sporting facilities in secondary schools	Ministry of Education	2010
Goal 3: A highly-skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development									
The Multi-Sector Skills Training Programme	Project funded under recurrent expenditure						Provide skills, training and retraining and re-tooling opportunities for individuals	Ministry of Science, Technology and Tertiary Education	Ongoing
Re-training Programme	Project funded under recurrent expenditure						Promote lifelong learning by retraining persons who have been displaced or retrenched	Ministry of Science, Technology and Tertiary Education	Ongoing
Government Assistance for Tuition Expenses (GATE)	Project funded under recurrent expenditure						Provide funding to facilitate access to Tertiary Education	Ministry of Science, Technology and Tertiary Education	Ongoing

**DEVELOPING INNOVATIVE PEOPLE**

Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 3: A highly-skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development									
Higher Education Loan Programme (HELP)	Project funded under recurrent expenditure						Provide financial assistance to students pursuing tertiary education	Ministry of Science, Technology and Tertiary Education	Ongoing
Scholarship Programme	Project funded under recurrent expenditure						Facilitate further education for students who excel in their fields of study	Ministry of Public Administration and Information	Ongoing
Establishment of UTT	110.000	110.000	203.000	558.600	450.400	1,322.000	Provide programmes that respond to international trends in science, technology and skills development	Ministry of Science, Technology and Tertiary Education	2010
Institute of Marine Affairs	6.400	6.400	0.000	0.000	0.000	6.400	Provide accommodation for IMA Head Office and refurbish IMA Research Block	Ministry of Science, Technology and Tertiary Education	2007
Establishment of a National Science Centre	0.550	1.000	2.000	0.000	0.000	3.000	Undertake research and provide access to new and emerging technologies	Ministry of Science, Technology and Tertiary Education	2008
Metal Industries Company - Skills Development Programme	6.000	6.000	4.000	14.500	10.600	35.100	Increase access to technology studies and continuation of education	Ministry of Science, Technology and Tertiary Education	Ongoing
National Energy Skills Centre	13.000	13.000	7.000	189.270	0.000	209.270	Streamline skills training to meet the requirements of the Energy Sector	Ministry of Science, Technology and Tertiary Education	2009
San Fernando Technical Institute	7.000	7.000	10.000	13.000	0.000	30.000	Enhance the training environment for technical/vocational education through the provision of better equipment and facilities	Ministry of Science, Technology and Tertiary Education	2009
John S. Donaldson Technical Institute	9.000	9.000	10.000	13.000	0.000	32.000	Enhance the training environment for technical/vocational education through the provision of better equipment and facilities	Ministry of Science, Technology and Tertiary Education	2009

**DEVELOPING INNOVATIVE PEOPLE**

Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 3: A highly-skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development									
The College of Science, Technology and Applied Arts of Trinidad and Tobago. (COSTAATT)	14.350	16.000	13.000	116.704	0.000	145.704	Improve efficiency and effectiveness in the operations of COSTAATT	Ministry of Science, Technology and Tertiary Education	2009
University of the West Indies (UWI)	33.300	33.300	18.000	203.874	0.000	255.174	Expand the curriculum and research programmes and upgrade physical infrastructure of the UWI	Ministry of Science, Technology and Tertiary Education, University of the West Indies	2009
Accreditation Council of Trinidad and Tobago	2.000	2.000	1.500	31.414	0.000	34.914	Develop standards for registration and accreditation, and quality criteria for tertiary educational institutions	Ministry of Science, Technology and Tertiary Education	2009
Primary Schools Programme, Trinidad	132.840	132.840	155.490	155.490	155.490	599.310	Provide an environment that facilitates a sound primary level education.	Ministry of Education	Ongoing
Eastern Caribbean Institute of Agriculture and Forestry (ECIAF)	8.000	8.000	5.000	21.475	21.475	55.950	Provide improved training facilities and accommodation for students at ECIAF	Ministry of Science, Technology and Tertiary Education	2010
Trinidad and Tobago Hospitality and Tourism Institute (THTTI)	4.000	4.000	8.000	55.786	0.000	67.786	Improve training facilities and accommodation for hospitality students	Ministry of Science, Technology and Tertiary Education	2009
Youth Training and Employment Partnership Programme (YTEPP)	3.000	3.000	0.500	72.762	0.000	76.262	Increase access to quality training of young people in vocational areas	Ministry of Science, Technology and Tertiary Education	2009
Institutional Strengthening Programme	0.120	0.500	1.000	0.250	0.250	2.000	Improve the efficiency and delivery capacity of the Ministry of Science, Technology and Tertiary Education	Ministry of Science, Technology and Tertiary Education	Ongoing
Computerisation Programme	0.880	0.880	0.500	1.899	0.000	3.279	Improve the efficiency and delivery capacity of the Ministry of Science, Technology and Tertiary Education	Ministry of Science, Technology and Tertiary Education	2009

**DEVELOPING INNOVATIVE PEOPLE**

Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 3: A highly-skilled, talented and knowledgeable workforce will stimulate innovation-driven growth and development									
Development of Caribbean Union College Tobago	0.000	0.000	0.100	3.000	2.000	5.100	Increase access to tertiary education by establishing a Caribbean Union College in Tobago	Tobago House of Assembly	2010
Construction of HYPE Administration and Technology Centre in Arima	0.000	0.000	0.000	6.300	4.200	10.500	Provide a facility for the HYPE Administration and Technology Centre in Arima	Ministry of Science, Technology and Teritiary Education	2010
Ste. Madeleine Technology Centre	0.000	0.000	1.650	21.833	14.556	38.039	Provide a Technology Centre facility in Ste Madeleine	Ministry of Science, Technology and Teritiary Education	2010
La Brea Technology Centre	0.000	0.000	2.000	25.502	17.001	44.503	Provide a Technology Centre facility in La Brea	Ministry of Science, Technology and Teritiary Education	2010
Goal 4: The richness of our diverse culture will serve as a powerful engine to inspire innovation and creativity									
Refurbishment of Export Centres	2.500	5.000	5.000	0.000	0.000	10.000	Increase craft exports	Ministry of Community Development, Culture and Gender Affairs	2008
The Prime Minister's Best Village Trophy Competition and Exhibition	Project funded under recurrent expenditure						Develop, expose and preserve local art and cultural forms	Ministry of Community Development, Culture and Gender Affairs	Ongoing
Provision of a National Carnival and Entertainment Centre	15.000	15.000	50.000	312.275	293.375	670.650	Provide State of the art facility for Carnival and other cultural presentations	Ministry of Community Development, Culture and Gender Affairs	2010
Refurbishment of Museums	0.930	2.100	5.600	8.150	8.150	24.000	Preserve cultural heritage	Ministry of Community Development, Culture and Gender Affairs	2010
Renovation of Naipaul House	0.220	0.220	0.500	0.000	0.000	0.720	Preserve cultural heritage	Ministry of Community Development, Culture and Gender Affairs	2008

**DEVELOPING INNOVATIVE PEOPLE**

Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 4: The richness of our diverse culture will serve as a powerful engine to inspire innovation and creativity									
Establishment of the National Heritage Site at Nelson Island	0.800	2.000	1.000	0.000	0.000	3.000	Preserve cultural heritage	Ministry of Community Development, Culture and Gender Affairs	2008
Refurbishment of Stollmeyer's Castle	2.000	2.000	0.000	0.000	0.000	2.000	Preserve historical site	Office of the Prime Minister	2007
Refurbishment of Mille Fleurs Building	0.000	1.000	3.800	16.100	16.100	37.000	Preserve historical site	Ministry of Works and Transport	2010
Restoration of Historical Homes	0.050	0.050	0.500	0.000	0.000	0.550	Preserve historical sites	Tobago House of Assembly	2008
Upgrade of Little Carib Theatre	0.708	3.000	1.000	0.000	0.000	4.000	Provide improved facilities for performing arts	Ministry of Community Development, Culture and Gender Affairs	2008
Establishment of Academies for the Performing Arts	225.000	225.000	190.000	0.000	0.000	415.000	Provide state-of-the-art facility space for the performing arts	Ministry of Community Development, Culture and Gender Affairs	2008
Completion of Pan Trinbago's Headquarters	2.000	4.500	5.000	0.000	0.000	9.500	Support the development of the national instrument	Ministry of Community Development, Culture and Gender Affairs	2008
Establishment of a Pan Chroming Factory	0.000	5.000	0.000	0.000	0.000	5.000	Promote further development of the steel pan industry	Ministry of Community Development, Culture and Gender Affairs	2007
Refurbishment of Queens Hall	3.840	5.500	4.300	0.000	0.000	9.800	Upgrade facilities for theatrical and other productions	Ministry of Community Development, Culture and Gender Affairs	2008
Renovation of Naparima Bowl	0.000	0.000	5.000	30.000	30.000	65.000	Upgrade facilities for theatrical and other cultural productions	Ministry of Community Development, Culture and Gender Affairs	2010

**DEVELOPING INNOVATIVE PEOPLE**

Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 4: The richness of our diverse culture will serve as a powerful engine to inspire innovation and creativity									
Building of an Innovation Database	Project being developed						Create an innovation database	Ministry of Science, Technology and Tertiary Education	
Study on the State of the Steel Pan Industry	Project being developed						Provide a context for targeted intervention regarding the steel pan industry	Ministry of Science, Technology and Tertiary Education	
TUCO Convalescence Home for Calypsonians	2.000	5.000	0.000	0.000	0.000	5.000	Provide health care and support for Calypsonians.	Ministry of Community Development, Culture and Gender Affairs	2007
Construction of Tobago Heritage Villages	0.050	0.050	0.050	0.000	0.000	0.100	Facilitate heritage preservation	Tobago House of Assembly	2008
Construction of Schools and Centres for the Performing Arts	0.100	0.100	0.200	0.000	0.000	0.300	Provide facilities for the performing arts	Tobago House of Assembly	2008
Community-Centred Design and Innovation	0.000	0.000	0.300	0.300	0.200	0.800	Provide a facility to display innovations and community centred designs	Ministry of Science, Technology and Tertiary Education	2010
Steelpan Museum	0.000	0.000	0.500	3.000	2.000	5.500	Preserve cultural heritage	Ministry of Community Development, Culture and Gender Affairs	2010
Carnival Museum of the Americas	0.000	0.000	0.100	3.000	2.000	5.100	Preserve cultural heritage	Ministry of Community Development, Culture and Gender Affairs	2010
The Virtual Museum of Trinidad and Tobago	0.000	0.000	0.200	0.300	0.200	0.700	Preserve cultural heritage	Ministry of Community Development, Culture and Gender Affairs	2010
TOTAL	1,394.568	1,436.786	1,240.080	2,873.776	2,000.503	7,551.145			

NURTURING A CARING SOCIETY									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 1:The foundation of Trinidad and Tobago will be strong families and strong communities									
Establishment of a Children's Authority	0.000	1.000	1.000	2.520	0.000	4.520	Establish an authority to guard the welfare of the child	Ministry of Social Development	2009
Family Life Management Programme	Project funded recurrent expenditure						Empower participants by equipping them with the skills to improve the healthy functioning at the individual, interpersonal and family level	Ministry of Social Development	Ongoing
Trinidad and Tobago National Parenting Programme	Project funded recurrent expenditure						Provides support to parents and parenting education to persons who are not yet parents	Ministry of Social Development	Ongoing
Establishment of Senior Centres	Project funded recurrent expenditure						Support personal growth and independence in older persons and encourage their involvement in and with the community	Ministry of Social Development	Ongoing
Meals on Wheels Programme	Project funded recurrent expenditure						Provide meals to needy persons aged 60 years and over, who are unable to prepare his/her own meals, are living alone or without family support	Ministry of Social Development	Ongoing
An Expanded Integrated Counselling and other Intervention Programme for Trinidad and Tobago	Project funded recurrent expenditure						Provides support (workshops and training programmes) for children and adolescents, adults and the families affected by a wide range of psychosocial problems	Ministry of Social Development	Ongoing
Operation of the Facility for Older Socially Displaced Persons at Hernandez Place, Arima	Project funded recurrent expenditure						Provides residential care service for older socially displaced persons	Ministry of Social Development	Ongoing
Public Awareness Campaign on National Policy on Persons with Disabilities	Project funded recurrent expenditure						Increase public awareness and encourage public support about the Policy	Ministry of Social Development	Ongoing
Sex Offenders Registry	Project being developed						Increase awareness of communities of the recidivism risk posed by sex offenders	Ministry of Social Development	

NURTURING A CARING SOCIETY									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 1:The foundation of Trinidad and Tobago will be strong families and strong communities									
Institutional Strengthening of Trinidad and Tobago's Youth Councils	Project funded recurrent expenditure						Build capacity within the Youth Councils in areas such as advocacy and leadership	Ministry of Social Development	Ongoing
Continuation of District Youth Services	Project funded recurrent expenditure						Provides services such as leadership training and the organisation and management of youth groups to young persons	Ministry of Social Development	Ongoing
Criminal Injuries Compensation Programme	Project being developed						Grant compensation to victims of certain violent crimes under the Criminal Injuries Compensation Act	Ministry of Social Development	
Children in need of Special Protection Monitoring System	Project being developed						Establish a computerised, relational database to serve as a central registry for data on abused, neglected children and those with disabilities and in conflict	Ministry of Social Development	
Family Life Radio Programme	Project funded recurrent expenditure						Inform the national community on a wide range of issues affecting the family as well as facilitate their interaction	Ministry of Social Development	Ongoing
Establishment of a Home for Young Female Offenders	Project being developed						Provide a home for young female offenders (18 years and under)	Ministry of Social Development	
Community Centres Construction Programme	Project being developed						Facilitate small and large group meetings, informal and formal functions, as well as serve as emergency centres in the case of disasters	Ministry of Community Development, Culture and Gender Affairs	
Upgrading of Community Centres	2.581	5.000	5.000	60.357	60.357	130.714	Provide modern community facilities	Ministry of Community Development, Culture and Gender Affairs	Ongoing
Establishment of Mediation Centres	0.000	2.000	0.300	2.000	1.000	5.300	Reduce conflicts and violence in the society	Ministry of Social Development	2010
Construction of Family Visit Facility - Prison	Project being developed						Facilitate visit to inmates by family members	Ministry of National Security	

NURTURING A CARING SOCIETY									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 1:The foundation of Trinidad and Tobago will be strong families and strong communities									
Implementation of Community Based Projects	10.750	10.750	14.000	0.000	0.000	24.750	Increase the number of functional centres available for use by members of the national community and facilitate community empowerment, social integration and poverty alleviation	Ministry of Community Development, Culture and Gender Affairs	2008
Establishment of Communications for Behaviour and Social Change	0.000	0.000	1.000	3.317	2.211	6.528	To assist in the rebuilding of societal values and attitudes necessary for the development of a caring society	Ministry of Social Development	2010
Establishment of an Integrated Social Enterprise Management System	0.000	0.000	6.300	24.794	16.529	47.623	Develop, implement and maintain an Integrated Social Enterprise Management System that will automate and re-engineer the Ministry of Social Development’s core business processes and allow for the seamless administration of social services, and data and information collaboration among government ministries and agencies.	Ministry of Social Development	2010
Establishment of Remand Home for Male Offenders	0.000	0.000	2.000	6.000	4.000	12.000	Provide a remand home for the challenges faced by male offenders	Ministry of Social Development	2010
Goal 2: Poverty will be significantly reduced									
Establishment of an Agency to Focus on Poverty Reduction	Project being developed						Ensure an integrated approach to addressing poverty and eliminate poverty by 2020	Ministry of Social Development	
Development of a Quality of Life Index	Project being developed						Provides indices which measure the quality of life of citizens	Ministry of Planning and Development	

NURTURING A CARING SOCIETY									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 2: Poverty will be significantly reduced									
Food Support Programme/Debit Card	Project funded recurrent expenditure						Seeks to eradicate poverty by offsetting the effects of high food prices among the poorest	Ministry of Social Development	Ongoing
Establishment of Social Displacement Centres	9.000	11.000	12.000	11.942	0.000	34.942	Create living accommodation for the socially displaced and assist with their rehabilitation	Ministry of Social Development	2009
Rental Subsidy Programme	Project funded recurrent expenditure						Subsidizes rental costs for graduates of the Social Displacement Unit's Empowerment Series and the Substance Abuse Rehabilitation Programme	Ministry of Social Development	Ongoing
Construction of a Social Services Centre in Rio Claro	0.000	1.000	0.100	7.316	0.000	8.416	Facilitate the decentralisation of social services delivery	Ministry of Social Development	2009
Construction of a Social Services Centre in Point Fortin	0.000	1.000	0.100	5.000	0.000	6.100	Facilitate the decentralisation of social services delivery	Ministry of Social Development	2009
Poverty Alleviation Programme	7.000	7.000	5.600	13.550	0.000	26.150	Decentralise social services delivery	Ministry of Social Development	2009
Micro Enterprise Training and Development Grant (MEG)	Project funded recurrent expenditure						Provide assistance to needy clients of the respective Divisions of the Ministry of Social Development who are capable and willing to undertake a small business venture or engage in skills training	Ministry of Social Development	Ongoing
Micro Enterprise Loan (MEL) Facility	Project funded recurrent expenditure						Provides loans and support to micro entrepreneurs through Community Based Organisations	Ministry of Social Development	Ongoing
Goal 3: All citizens will have access to adequate and affordable housing									
Computerisation of Social Services Delivery	0.800	2.365	2.000	6.252	1.500	12.117	Establish a direct payment system for Senior Citizens Grant and other social services	Ministry of Social Development	2010

NURTURING A CARING SOCIETY									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 3: All citizens will have access to adequate and affordable housing									
Financing a New Subsidy Regime	Project being developed						Enable greater mortgage affordability	Ministry of Housing	
Rent-to-Own Programme	Project funded recurrent expenditure						Provides to tenants of the HDC, the option to rent for a period of five years and to purchase within this period	Ministry of Housing	Ongoing
Community Facilities on Housing Estates	130.606	130.606	75.440	0.000	0.000	206.046	Construct commercial complexes in existing and new housing estates to facilitate the development of entrepreneurial skills and small businesses	Ministry of Housing	2008
Accelerated Housing Programme	810.886	810.886	700.000	1,944.000	2,098.000	5,552.886	Construct 8,000 houses annually to meet housing demand	Ministry of Housing	Ongoing
Second Housing and Settlement Programme - Provision of Housing Subsidies	14.294	25.000	34.800	6.166	6.166	72.132	Provide subsidies to eligible beneficiaries for new houses and for home improvement	Ministry of Housing	Ongoing
Second Housing and Settlement Programme - Squatter Regularisation	46.350	40.000	60.000	0.000	0.000	100.000	Improve living conditions and provide secure of tenure to families living in informal housing settlements	Ministry of Housing	2008
Emergency Shelter Relief Fund	0.597	0.597	1.000	1.000	1.000	3.597	Provide financial assistance to needy person whose homes have been severely affected by natural disasters	Ministry of Housing	Ongoing
Housing Grants	16.000	16.000	10.000	26.999	26.999	79.998	Provide grants to eligible beneficiaries who reside in dilapidated houses to refurbish their homes	Ministry of Housing	Ongoing
Relocation of Squatters	46.254	46.254	35.000	35.000	35.000	151.254	Improve the living conditions and regularise the security of tenure for families living in squatter settlements	Ministry of Housing	Ongoing
Couva North Phase IV Sewer Treatment Plant	7.000	7.000	7.000	0.000	0.000	14.000	Design and extend the Sewer Treatment Plant (STP)	Ministry of Housing	2008

NURTURING A CARING SOCIETY									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 3: All citizens will have access to adequate and affordable housing									
Castara Housing Estate Development	10.000	10.000	10.000	7.000	0.000	27.000	Construct 69 houses	Tobago House of Assembly	2009
Roxborough Town Expansion - Construction Works	17.000	17.000	9.000	0.000	0.000	26.000	Construct 73 houses	Tobago House of Assembly	2008
Blenheim Housing Estate Phase II	20.250	27.000	10.000	0.000	0.000	37.000	Construct 119 houses	Tobago House of Assembly	2008
Land Development at Courland Estate	1.500	1.500	2.000	6.500	5.000	15.000	Conduct design and infrastructural works to facilitate construction of 100 housing units	Tobago House of Assembly	Ongoing
Construction of a Decanting Centre, Picton Road, Laventille	11.000	5.000	4.800	0.000	0.000	9.800	Accommodate persons who have been temporarily displaced as a result of the implementation of the Urban Renewal Programme in Port of Spain	Ministry of Housing	2008
Edinburgh 500 Multi Purpose Complex	11.000	5.000	4.800	10.600	0.000	20.400	Facilitate entrepreneurial/business development	Ministry of Housing	2009
Home Improvement Grant	0.000	0.000	5.000	6.000	4.000	15.000	Provide money to home owners for the improvemnt of their housing structures	Tobago House of Assembly	Ongoing
Home Improvement Subsidy	0.000	0.000	5.000	4.500	3.000	12.500	Provide financial assistance to home owners for the improvment of their housing structures	Tobago House of Assembly	Ongoing
Lighting of Playing Fields	0.000	0.000	1.000	4.800	1.200	7.000	Provide adequate lighting of sporting arenas	Tobago House of Assembly	2010
Refurbishment of Buildings of Youth Training Centre	0.000	0.000	0.500	2.760	1.840	5.100	Maintain the building structures of the Youth Training Centre	Ministry of National Security	2010

NURTURING A CARING SOCIETY									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 4: All citizens will be empowered to lead long, healthy lifestyles and have adequate access to an efficient health care delivery system									
Special Programme - Chronic Diseases	4.000	6.000	1.000	8.500	8.500	24.000	Improve the administration of the CDAP	Ministry of Health	Ongoing
Special Programme - Treatment of Adult Cardiac Disease	21.000	21.000	16.000	22.000	23.000	82.000	Increase access to adult cardiac surgery services	Ministry of Health	Ongoing
Special Programme - Renal Dialysis	5.500	16.000	7.000	28.500	28.500	80.000	Increase access to renal dialysis services	Ministry of Health	Ongoing
Community Outreach Family Medicine Programme	0.500	1.200	1.000	3.000	2.800	8.000	Improve health care services to people living in remote communities	Ministry of Health	Ongoing
Human Resources Strategy	37.000	43.380	30.000	42.652	0.000	116.032	Implement transfer options and/or VSEP for monthly paid public health care workers	Ministry of Health	2009
Training of health care personnel	7.000	14.000	13.000	18.000	9.819	54.819	Upgrade skills and expertise of health care personnel	Ministry of Health	Ongoing
Technical Assistance to Ministry of Health and Regional Health Authorities	15.000	15.000	11.000	24.816	0.000	50.816	Provide technical support to MOH and RHAs for improved service delivery	Ministry of Health	2009
Physical Investments (Hospitals, District Health Facilities and Health Centres	70.000	70.000	80.000	241.000	227.025	618.025	Undertake upgrading, construction and refurbishment works at hospitals, health facilities and health centres nationwide; continue construction of the new wing of the San Fernando General Hospital; construct Point Fortin and Sangre Grande Hospitals	Ministry of Health	Ongoing
Information Systems Equipment and Software	5.500	9.000	35.000	31.000	30.990	105.990	Establish an information network throughout the health system	Ministry of Health	Ongoing
Hospitals Commissioning and Decommissioning	0.000	2.000	1.000	5.000	4.000	12.000	Improve health care delivery systems at the secondary and tertiary levels to make them more effective and responsive to the health needs of the population	Ministry of Health	Ongoing

NURTURING A CARING SOCIETY									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 4: All citizens will be empowered to lead long, healthy lifestyles and have adequate access to an efficient health care delivery system									
National Community Care Programme	2.000	3.000	8.000	2.000	1.998	14.998	To manage, support and transfer the elderly and disabled children who have been discharged but remain in public health institutions to centres established within the community for providing housing and care	Ministry of Health	Ongoing
Trinidad and Tobago Health Science Initiative	Project being developed						Upgrade health sector and institutionally strengthen health institutions	Ministry of Health	
Establishment of Psychiatric Unit, Port of Spain General Hospital	0.500	1.000	0.300	23.137	0.000	24.437	Improve psychiatric services at the Port of Spain General Hospital	Ministry of Health	2009
Tissue Transplant Programme	3.500	5.000	1.400	8.800	8.800	24.000	Provide organ transplant services	Ministry of Health	Ongoing
Waiting List for Surgery	24.000	24.000	15.000	15.000	15.000	69.000	Reduce the backlog of persons awaiting surgery such as urological, gynaecological, hernias and fibroids	Ministry of Health	Ongoing
Construction of Oncology Centre	28.000	28.000	35.000	58.185	0.000	121.185	Build a modern facility for the treatment of cancer	Ministry of Health	2009
Hospital Enhancement and Development Programme	40.000	70.000	50.000	90.000	88.777	298.777	Refurbish and upgrade facilities in Health Care Institutions	Ministry of Health	Ongoing
Purchase and installation of equipment and machinery at Hospital in Tobago	6.000	6.000	5.000	6.217	6.000	23.217	Upgrade the facilities at the existing Tobago Regional Hospital	Tobago House of Assembly	Ongoing
Improvement works to Tobago Hospital	1.500	1.500	2.000	20.000	11.318	34.818	Repair laboratory, mortuary, operating theatre, surgical and psychiatric wards at the Tobago Hospital	Tobago House of Assembly	Ongoing

NURTURING A CARING SOCIETY									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
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Goal 4: All citizens will be empowered to lead long, healthy lifestyles and have adequate access to an efficient health care delivery system									
School Health Project	0.000	0.000	0.400	0.862	0.574	1.836	Improve the health service in the nations schools	Tobago House of Assembly	2010
Establishment of an Oncology Unit	0.000	0.000	0.900	1.528	1.019	3.447	Provide a facility where studies of tumors (cancer) can be conducted	Tobago House of Assembly	2010
Strategies for Management of Avian Influenza	0.000	0.000	1.000	23.578	15.719	40.297	limit the introduction of the Avian Influenza disease through protocols and measures that includes surveillance, communications, training and technological improvements.	Ministry of Agriculture, Land and Marine Affairs	2010
Goal 5: The HIV/AIDS epidemic will be contained and care will be provided for those infected and affected									
HIV/AIDS Prevention and Control Programme (IBRD Loan: Implementation of Priorities under National Strategic Plan)	25.000	30.000	50.000	0.000	0.000	80.000	Implement initiatives related to Prevention Treatment and Care, Advocacy, surveillance and research and continue the operation of the National AIDS Coordination Committee and the Project Coordinating Unit	Office of the Prime Minister	2008
Special Programme for HIV/AIDS	14.000	14.000	9.000	13.200	13.800	50.000	Improve health care to AIDS patients	Ministry of Health	Ongoing
Support to World Bank funded Loan for HIV/AIDS	8.000	5.500	5.000	0.000	0.000	10.500	Provide funding for the implementation of the HIV/AIDS National Strategic Plan	Ministry of Health	2008
HIV/AIDS and Substance Abuse Programme in Tobago	13.000	13.000	8.000	37.698	37.000	95.698	Provide for the continuation of Aids Awareness Testing and Treatment Programme	Tobago House of Assembly	Ongoing

NURTURING A CARING SOCIETY									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 5: The HIV/AIDS epidemic will be contained and care will be provided for those infected and affected									
HIV/AIDS and Substance Abuse Programme in Tobago	13.000	13.000	8.000	37.698	37.000	95.698	Provide for the continuation of Aids Awareness Testing and Treatment Programme	Tobago House of Assembly	Ongoing
Support for HIV/AIDS Strategic Plan (EU Grant)	10.535	10.535	7.000	12.000	0.000	29.535	Reduce the incidence of HIV/AIDS and mitigating its negative impact on infected and affected persons	Office of the Prime Minister	2009
Goal 6: All citizens will have access to and participate in a sporting or recreational activity in keeping with our "Sport For All" philosophy									
Construction of Multi Purpose Sporting Complex- Tarouba (Brian Lara Stadium)	148.482	148.482	0.000	0.000	0.000	148.482	Provide improved sporting facilities to encourage greater participation in sports	Ministry of Sport and Youth Affairs	2007
Development of Regional and Sub Regional Recreation Grounds	2.000	10.000	8.000	103.500	0.000	121.500	Upgrade existing community/sub regional grounds into larger, recreation grounds with improved sporting facilities	Ministry of Sport and Youth Affairs	2009
Upgrade of Dwight Yorke Stadium and Other Multipurpose Complexes	0.600	1.000	3.000	3.250	0.000	7.250	Upgrade these facilities in keeping with the Ministry of Sport's strategic thrust of providing modern, safe and well equipped facilities	Ministry of Sport and Youth Affairs	2009
Haseley Crawford Stadium Upgrade of Facilities	8.500	10.000	5.050	0.000	0.000	15.050	Ensure proper maintainence of the Haseley Crawford Stadium	Ministry of Sport and Youth Affairs	2008
Community Sport Education	Project funded recurrent expenditure						Improve club structure administration and management at the community level	Ministry of Sport and Youth Affairs	Ongoing
Construction of Bacolet Aquatic Complex	1.500	2.000	1.000	0.000	0.000	3.000	Increase access to modern aquatic sporting facilities	Tobago House of Assembly	2008
Upgrading of Regional Corporation Grounds	28.726	32.000	22.000	77.196	77.202	208.398	Upgrade Regional Corporation grounds to facilitate greater participation in sports	Ministry of Sport and Youth Affairs	2010

NURTURING A CARING SOCIETY									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
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Goal 6: All citizens will have access to and participate in a sporting or recreational activity in keeping with our "Sport For All" philosophy									
Development of Sporting Facilities	19.360	19.360	0.000	0.000	0.000	19.360	Construct and upgrade hard courts in selected areas in support of youth and sport development	Ministry of Sport and Youth Affairs	2007
Development of Recreation Grounds, Parks and Spaces	57.482	57.482	0.000	0.000	0.000	57.482	Develop national and regional grounds as well as sporting facilities in new areas	Ministry of Sport and Youth Affairs	2007
Refurbishment of Youth Training Facilities	2.100	5.000	3.300	0.000	0.000	8.300	Upgrade Youth Centres in Los Banjos and Woodbrook	Ministry of Sport and Youth Affairs	2008
Reconstruction Works at Youth Centres	6.000	6.000	0.000	0.000	0.000	6.000	Facilitate the diversification of the programme mix offered by the Youth Division, Ministry of Sport and Youth Affairs	Ministry of Sport and Youth Affairs	2007
Hard Surface Sport Programme	0.000	2.600	0.650	0.000	0.000	3.250	Refurbish and upgrade selected netball and basketball courts throughout Trinidad and Tobago into hard surfaces	Ministry of Sport and Youth Affairs	2008
Coach Education	Project funded recurrent expenditure						Expose coaches to modern scientific principles, methods and practices in order to upgrade their technical, administrative and organisational knowledge and coaching abilities	Ministry of Sport and Youth Affairs	Ongoing
Assistance to National Youth NGOs	3.000	3.000	2.000	0.000	0.000	5.000	Increase the investment in young people in NGOs (Scouts, Girl Guides and President's Award)	Ministry of Sport and Youth Affairs	2008
Youth Health Programme/Implementation of National Strategic Plan for HIV/AIDS	2.500	4.000	6.000	0.000	0.000	10.000	Introduce and sustain behaviour change among young people	Ministry of Sport and Youth Affairs	2008

NURTURING A CARING SOCIETY									
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Goal 6: All citizens will have access to and participate in a sporting or recreational activity in keeping with our "Sport For All" philosophy									
Implementation of a National Youth Policy - Establishment of a Project Implementation Unit	3.000	4.000	10.000	30.772	0.000	44.772	Facilitate the process of implementing the course of action presented in the Strategic Implementation Plan of the National Youth Policy.	Ministry of Sport and Youth Affairs	2009
TOTAL	1,810.653	1,909.997	1,486.740	3,187.462	2,916.643	9,500.842			

ENABLING COMPETITIVE BUSINESS									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 1: Macroeconomic stability will be maintained									
Financial Sector Reform Initiative	Project funded under recurrent expenditure						Improve the efficiency and stability of the financial system	Ministry of Finance	Ongoing
Goal 2: A business climate that attracts investors and encourages competitive businesses to start and grow will be created									
Establishment of a Research and Development Facility	1.300	2.500	1.000	11.000	10.500	25.000	Facilitate investment in new and advanced technology and innovation in the non-oil manufacturing and services sectors	Ministry of Trade and Industry	Ongoing
Investment Promotion Initiatives and Development of Investment Promotion Material	4.000	4.000	4.000	6.500	6.500	21.000	Develop and implement a comprehensive programme for Investment Promotion (targeting Foreign Direct Investment)	Ministry of Trade and Industry	Ongoing
International Market Development - Country Promotion & Marketing Assistance to Exporters	0.740	1.040	0.500	1.700	1.580	4.820	Assist businesses to increase exports and penetrate new markets	Ministry of Trade and Industry	Ongoing
Creation of a Trade Information Network	0.300	0.300	0.100	0.500	0.600	1.500	Provide an information hub for trade data and market intelligence for firms seeking to penetrate international markets	Ministry of Trade and Industry	Ongoing
Development of a Human Resource Management Information System (HRMIS)	0.000	1.500	1.500	0.000	0.000	3.000	Develop a centralised data source on the labour market that facilitates the integration of Labour Market Information (LMI)	Ministry of Labour, Small and Micro Enterprise Development	2008
Establishment of an Occupational Safety and Health Agency	3.000	4.000	7.000	0.000	0.000	11.000	Establish a centralised coordination institution to manage occupational safety and health in the workplace	Ministry of Labour, Small and Micro Enterprise Development	2008
Women's Entrepreneurship Resources Centre	0.000	0.000	1.000	1.749	1.166	3.915	Provide a facility to house the Women's Entrepreneurship Resources Centre which will provide an integrated comprehensive and holistic approach to creating and growing women-owned enterprises(W SME)	Ministry of Labour and Small and Micro Enterprise Development	2010

ENABLING COMPETITIVE BUSINESS									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
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Goal 2: A business climate that attracts investors and encourages competitive businesses to start and grow will be created									
National Productivity Centre	0.000	0.000	1.000	2.545	1.697	5.242	Provide a facility to house the National Productivity Centre	Ministry of Labour and Small and Micro Enterprise Development	2010
Wallerfield Industrial and Technology Park	100.000	200.000	200.000	200.000	100.000	700.000	Establish a platform for the development of new industries	Ministry of Trade and Industry	2010
Development of a Small Business Programme (Business Incubator Programme)	0.050	1.000	0.700	4.050	4.000	9.750	Increase the international competitiveness of local enterprises in particular small and medium sized enterprises and make them more sustainable	Ministry of Labour, Small and Micro Enterprise Development	Ongoing
Development of Industrial Sites	10.000	100.000	100.000	787.000	777.000	1,764.000	Develop estates to accommodate downstream gas-based industries	Ministry of Energy and Energy Industries	2010
CARICOM Trade Support Programme	4.000	5.000	7.000	41.500	41.500	95.000	Provide Technical Assistance Loans to firms in CARICOM States	Ministry and Trade and Industry	Ongoing
Goal 3: Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities									
Petrotrin Gasoline Optimisation Programme	1,324.300	1,324.300	2,700.200	1,015.400	0.000	5,039.900	Upgrade refinery to produce higher quality and quantities of petroleum products	Ministry of Energy and Energy Industries	2009
Gas-To-Liquids Project	302.600	302.600	63.000	0.000	0.000	365.600	Produce diesel and hydrogen for the local market	Ministry of Energy and Energy Industries	2008
Construction of Natural Gas Pipeline to Tobago	40.950	70.000	40.000	105.840	0.000	215.840	Supply natural gas to light industry in Tobago	Ministry of Energy and Energy Industries	2009
Natural Gas Refinery	Project being developed						Lower energy costs for methanol, ammonia and urea producers	Ministry of Energy and Energy Industries	
Establishment of ANSA McAL UAN Complex*	Project being developed						Produce urea ammonium nitrate	Ministry of Energy and Energy Industries	
Establishment of La Brea Nitrogen Limited*	2,126.836	2,126.836	1,654.206	945.261	0.000	4,726.303	Produce ammonia and urea ammonium nitrate	Ministry of Energy and Energy Industries	2009

ENABLING COMPETITIVE BUSINESS									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
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Goal 3: Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities									
Trinidad Energy Investments Limited (TEIL) Ammonia/ Urea Complex*	3,308.412	3,308.412	1,102.804	0.000	0.000	4,411.216	Produce ammonia and urea ammonium nitrate	Ministry of Energy and Energy Industries	2008
Ammonia/Urea/Melamine Project (AUM)*	Project being developed						Produce, urea, acetic acid and formaldehyde	Ministry of Energy and Energy Industries	
Methanol/Propylene/Polypropylene (MTP) Project*	4,253.672	4,253.672	3,308.412	1,890.521	0.000	9,452.605	Produce methanol, propylene and polypropylene	Ministry of Energy and Energy Industries	2009
Ammonia/Urea/Melamine Project (AUM)*	Project being developed						Produce urea ammonium nitrate and melamine	Ministry of Energy and Energy Industries	
Construction of Essar Steel Iron and Steel Integrated Complex*	3,402.938	3,402.938	2,646.730	1,512.417	0.000	7,562.084	Establish an integrated steel complex producing hot briquette iron (HBI) and hot rolled coils	Ministry of Energy and Energy Industries	2009
Construction of Westlake Ethylene Complex*	1,890.521	1,890.521	2,835.782	2,835.782	1,890.521	9,452.605	Construct an integrated complex comprising an ethylene cracker and polyethylene plant complex	Ministry of Energy and Energy Industries	2010
Construction of ALCOA Smelter Plant*	1,741.978	1,741.978	2,612.967	2,612.967	1,741.978	8,709.889	Provision of a modern aluminium smelter facility	Ministry of Energy and Energy Industries	2010
Construction of ALUTRINT Smelter	530.000	530.000	980.000	980.000	975.000	3,465.000	Provision of a modern aluminium smelter facility	Ministry of Energy and Energy Industries	2010
Construction and Upgrade of Service Stations	39.180	76.000	46.900	56.600	56.500	236.000	Upgrade of Gasoline Stations and retail marketing facilities	Ministry of Energy and Energy Industries	Ongoing
Laying of Pipeline from Phoenix Park Intermediate Station to Wallerfield	0.000	269.000	0.000	0.000	0.000	269.000	Construct pipeline connecting Phoenix Park to Wallerfield	Ministry of Energy and Energy Industries	2007
Construction of New Administration Building for Petrotrin	7.300	7.300	200.000	157.700	0.000	365.000	Provide adequate accommodation	Ministry of Energy and Energy Industries	2009
Upgrade of National Petroleum Marketing Company Limited Facilities	80.900	80.900	50.800	0.000	0.000	131.700	Upgrade of dealer sites, warehouses, testing facilities, fuel dispensers, bulk storage and discharge system	Ministry of Energy and Energy Industries	2008
Nucor Hot Briquetted Iron (HBI) Plant*	1,417.891	1,417.891	0.000	0.000	0.000	1,417.891	Produce hot briquetted iron	Ministry of Energy and Energy Industries	2007

ENABLING COMPETITIVE BUSINESS									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 3: Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities									
Trinidad and Tobago Entertainment Company	0.000	1.000	9.675	13.708	14.377	38.760	Facilitate the development and promotion of the Trinidad and Tobago Entertainment Industry	Ministry of Trade and Industry	Ongoing
Trinidad and Tobago Film Company Ltd.	6.000	6.000	6.000	25.524	25.000	62.524	Develop a vibrant international film production industry	Ministry of Trade and Industry	Ongoing
Creation of Large Agricultural Estates	Project being developed						Increase food production and food security	Ministry of Agriculture, Land and Marine Resources	
Establishment of a Praedial Larceny Unit	Project being developed						Reduce disincentive effects of praedial larceny on food production	Ministry of National Security	
Support to Agribusiness Activities	2.500	5.000	5.000	11.000	10.000	31.000	Improve the regulatory, institutional and competitiveness of the food and beverage and fish and fish processing industries	Ministry of Trade and Industry	Ongoing
Agriculture Access Roads Programme	35.000	35.000	40.000	30.000	20.000	125.000	Upgrade and expand the road network to farm lands throughout the country.	Ministry of Agriculture, Land and Marine Resources	Ongoing
Agriculture Land Information System and Inventory of State Lands	2.200	2.200	0.500	3.000	3.000	8.700	Update the database related to agricultural lands	Ministry of Agriculture, Land and Marine Resources	Ongoing
Development of Fishing Centres and Related Facilities	2.500	4.000	4.000	28.000	0.000	36.000	Provide modern infrastructure at Las Cuevas and King's Wharf, San Fernando, which are designated sites for the landing of fish	Ministry of Agriculture, Land and Marine Resources	2009
Youth Apprenticeship Programme in Agriculture (YAPA)	3.000	3.000	3.000	4.000	4.000	14.000	Encourage young people to become agricultural entrepreneurs through training and internships	Ministry of Agriculture, Land and Marine Resources	Ongoing
Expansion and Strengthening of the Sanitary, Phytosanitary (SPS) and Food Safety Capabilities of T&T	0.900	1.000	0.600	2.745	0.800	5.145	Achieve international standards in food safety and quality assurance	Ministry of Agriculture, Land and Marine Resources	Ongoing
Rehabilitation of the Cocoa Industry	0.450	1.000	1.000	0.500	0.368	2.868	Develop commercial varieties of cocoa	Ministry of Agriculture, Land and Marine Resources	Ongoing

ENABLING COMPETITIVE BUSINESS									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 3: Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities									
Water Management and Flood Control Programme	1.000	17.000	15.000	30.000	24.693	86.693	Improve water management infrastructure for agriculture	Ministry of Agriculture, Land and Marine Resources	Ongoing
Caribbean Fisheries Training and Development - Upgrade of Facilities	0.000	0.000	0.000	9.480	6.320	15.800	Upgrade of facilities for the Caribbean Fisheries Training and Development Centres	Ministry of Agriculture, Land and Marine Resources	2010
Business Investment	10.000	10.000	8.000	10.000	10.000	38.000	Facilitate the diversification thrust of the Government by sourcing, analysing, developing and implementing businesses	Ministry of Trade and Industry	Ongoing
Business Incubator Programme in Tobago	1.000	1.000	1.000	1.500	1.500	5.000	Encourage entrepreneurship by assisting business start-ups and facilitating access to credit and training.	Tobago House of Assembly	2010
Development of Cove Industrial Estate in Tobago	5.000	5.000	5.000	11.000	7.000	28.000	Provide facilities for industrial development in Tobago	Tobago House of Assembly	2010
Enterprise Development in Tobago	2.000	2.000	2.000	3.000	3.000	10.000	Provide assistance and promotion of private sector industrial activity in Tobago	Tobago House of Assembly	Ongoing
Goldsborough Irrigation Project	5.000	5.000	0.500	3.500	3.000	12.000	Provide irrigation system to improve agricultural output	Tobago House of Assembly	Ongoing
Construction of Fishing Facilities at Pigeon Point and Delaford	2.000	2.000	2.000	2.400	2.400	8.800	Provide improved facilities for the fishing industry	Tobago House of Assembly	Ongoing
Construction of a Market and Plaza in Roxborough	2.000	2.000	2.000	12.000	8.000	24.000	Improve infrastructure in Tobago	Tobago House of Assembly	2010
Construction of Scarborough Vendors Mall	0.000	0.000	1.000	7.800	0.000	8.800	Improve facilities for vendors in Tobago	Tobago House of Assembly	2009
Development of New State Land for Food Production at Richmond	0.000	0.000	0.500	0.540	0.360	1.400	Acquire state land at Richmond for the purpose of food production	Tobago House of Assembly	2010

ENABLING COMPETITIVE BUSINESS									
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Goal 3: Competitive businesses will transform Trinidad and Tobago into a diversified economy with exciting growth opportunities									
Pigeon Point Enterprise Initiative	0.000	0.000	1.500	6.000	4.000	11.500	Implement the plans of the Pigeon Point Enterprise	Tobago House of Assembly	2010
Purchase of Fishing Boat for Enterprise Assistance Fund	0.000	0.000	2.000	6.000	4.000	12.000	Provide a fishing vessel for the Enterprise Assistance Fund	Tobago House of Assembly	2010
Scarborough Esplanade Phase II	0.000	0.000	2.000	6.000	4.000	12.000	Provide a facility for persons to to promenade via the Scarborough Esplanade	Tobago House of Assembly	2010
Additional Tourism Support Programme	2.750	2.750	2.800	2.800	2.800	11.150	Increase public awareness and understanding of the tourism sector and enhance the tourism product	Ministry of Tourism	Ongoing
Tourism Development Support Programme	2.400	3.600	2.600	2.600	2.600	11.400	Strengthen the performance, viability and sustainability of tourism enterprises	Ministry of Tourism	Ongoing
Tourism Action Programme	4.500	4.500	3.300	1.500	1.100	10.400	Upgrade, maintenance and operation of beaches and other related tourism sites and attractions throughout Trinidad	Ministry of Tourism	Ongoing
Tourism Action Programme - Redevelopment of Maracas Beach	3.000	10.000	11.374	10.000	8.626	40.000	Upgrade the Maracas Beach facility to meet international standards for a tourist site	Ministry of Tourism	Ongoing
Inward Investment Non-Petroleum Initiatives	2.500	2.500	2.000	12.000	11.825	28.325	Establish institutional, regulatory and commercial framework for the development of the following target industries: printing and packaging; merchant marine; and yachting industries	Ministry of Trade and Industry	Ongoing
TOTAL	20,686.568	21,247.238	18,699.949	13,425.628	5,791.311	59,164.126			

\* Private sector/off budget financing, allocations of expenditure are estimated

SOUND INFRASTRUCTURE AND ENVIRONMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 1: Our development efforts will be supported by modern physical infrastructure that embodies the highest standards of quality, aesthetics and functionality									
Modernisation of the Transport Division - Computerisation of the Records of the Transport Division	0.100	2.000	10.000	41.600	26.400	80.000	Improve efficiency and effectiveness of the Transport Division	Ministry of Works and Transport	2010
Comprehensive Drainage Development Programme - Mamoral Dam and Reservoir Construction Project	9.600	9.600	35.000	70.000	46.000	160.600	Construct dam, spillway and embankments. Acquire land, and relocate residents	Ministry of Works and Transport	2010
Major-Drainage Works - Major River Clearing Programme	6.000	13.000	23.000	0.000	0.000	36.000	Arrest erosion of coastline, alleviate flooding along water courses	Ministry of Works and Transport	2008
Major Drainage Works - Infrastructure Rehabilitation and Flood Mitigation Programme	10.000	17.695	18.000	0.000	0.000	35.695	Construct an embankment, and install gates and pump station	Ministry of Works and Transport	2008
Caroni River Improvement Works Phase II	7.000	7.000	0.000	0.000	0.000	7.000	Construct embankment to alleviate flooding in low lying areas, and provide water to farmers	Ministry of Works and Transport	2007
Drainage and Irrigation Programme, Tobago	7.000	8.900	8.800	8.800	8.800	35.300	Undertake drainage and irrigation works	Tobago House of Assembly	2010
Drainage and Irrigation Programme	9.398	10.560	31.900	29.540	28.000	100.000	Conduct drainage and irrigation works	Ministry of Local Government	2010
Comprehensive National Drainage Study	6.000	6.000	8.000	46.000	5.000	65.000	Conduct studies to determine most feasible and economical alternative to protect areas from erosion and flooding	Ministry of Works and Transport	2010
Comprehensive National Drainage Programme Phase I	0.000	0.000	0.000	150.000	150.000	300.000	Ongoing programme to dredge and desilt Arima River, Guaico River, North Oropouche River, Cunapo River, Diana River, Cunupia River, Cuche River, St. Anns River and South Oropouche River, and many other rivers	Ministry of Works and Transport	Ongoing
National Programme for the Upgrade of Drainage Channels	6.000	6.000	15.000	141.000	105.000	267.000	Upgrade and maintain critical watercourses throughout Trinidad	Ministry of Works and Transport	2010

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Roads and Bridges Development, Tobago - Milford Road Bridges	2.000	2.000	2.000	2.000	2.000	8.000	Reconstruct two bridges on the Old Milford Road	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Windward Road Special Development Programme	7.050	7.050	5.000	1.500	1.450	15.000	Construct retaining walls, curb and slipper and box drains	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Northside Road Tobago	2.000	2.000	2.000	1.600	0.000	5.600	Construct gabion retaining walls. Realign road and repair Castara Depression	Tobago House of Assembly	2009
Roads and Bridges Development, Tobago - Construction of Charlotteville - L'Anse Fourmi Road	3.000	3.000	3.000	3.000	3.000	12.000	Conduct road improvement works	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Windward Road	1.000	1.000	2.000	1.500	1.500	6.000	Construct several retaining walls realign road at Charlotteville	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Store Bay Local Road	0.100	0.100	1.000	4.000	3.900	9.000	Conduct road improvement works	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Major Improvement Works on Secondary Roads Tobago	7.500	7.500	10.000	6.500	6.000	30.000	Improve major secondary roads in Tobago	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Rehabilitation of the Claude Noel Highway	2.000	2.000	1.500	6.500	5.000	15.000	Conduct feasibility study and designs for extension of highway eastwards to Roxborough	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Roxborough/Bloody Bay Road	1.000	1.000	1.000	4.000	4.000	10.000	Construct retaining walls and conduct drainage works	Tobago House of Assembly	2010
Roads and Bridges Development, Tobago - Roads and Bridges Rehabilitation (NHP) Tobago	0.000	7.500	3.000	0.000	0.000	10.500	Develop selected roads and bridges under IDB Programme	Ministry of Works and Transport / Tobago House of Assembly	2008
Roads and Bridges Development, Tobago - Resurfacing Programme in Tobago	7.000	7.000	5.000	40.000	38.000	90.000	Resurface main and secondary roads throughout the island	Tobago House of Assembly	2010
National Highway Programme	191.000	191.000	90.000	70.000	66.980	417.980	Upgrade road network system, as well as, decrease traffic congestion	Ministry of Works and Transport	2010

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Road Infrastructure Improvement Programme - Improvement to Maraval Access Road (Saddle Road from Rapsey to Valleton Avenue)	0.000	2.500	2.000	8.000	7.500	20.000	Ensure efficient road network and reduce commuting time	Ministry of Works and Transport	2010
Road Infrastructure Improvement Programme - Wrightson Road Improvements	2.500	5.000	0.000	0.000	0.000	5.000	Ensure efficient road network and reduce commuting time	Ministry of Works and Transport	2007
Road Infrastructure Improvement Programme - Redefinition of Highway Reserves	0.000	0.000	4.500	7.848	5.232	17.580	To establish a database on a major component of real estate vested in the Division, namely the extensive highway reserve that spans the length and breadth	Ministry of Works and Transport	2010
Road Infrastructure Improvement Programme - Port of Spain East/West Corridor Transportation project	110.000	110.000	70.000	491.720	0.000	671.720	Construct ramp overpass at Bamboo Village #1, Interchange, culverts. Install surveillance and lighting systems. Widen Caroni Bridge and Beetham Highway	Ministry of Works and Transport	2009
Road Infrastructure Improvement Programme - Extension of Solomon Hochoy Highway - Golconda to Debe	0.000	0.000	40.000	185.000	0.000	225.000	Ensure efficient road network and reduce commuting time	Ministry of Works and Transport	2009
Road Infrastructure Improvement Programme - Widening of South Trunk Road - Dumfries Road to Paria Suites	0.000	0.000	0.000	70.150	2.000	72.150	Ensure efficient road network and reduce commuting time	Ministry of Works and Transport	2010
Road Infrastructure Improvement Programme - Improvements to Western Main Road (Morne Coco Road to Tucker Valley Road)	1.000	10.000	18.000	82.690	0.000	110.690	Ensure efficient road network and reduce commuting time	Ministry of Works and Transport	2009
Road Infrastructure Improvement Programme - San Fernando to Princes Town Highway	0.000	0.000	0.000	356.100	322.800	678.900	Conduct highway infrastructure improvement works	Ministry of Works and Transport	2010

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Road Infrastructure Improvement Programme - Princes Town to Mayaro Highway	0.000	0.000	0.000	140.700	140.000	280.700	Conduct highway infrastructure improvement works	Ministry of Works and Transport	2010
Road Infrastructure Improvement Programme - Churchill Roosevelt Highway Extension to Manzanilla	0.000	30.000	40.000	210.700	0.000	280.700	Conduct highway infrastructure improvement works	Ministry of Works and Transport	2009
Programme for Upgrading Road Efficiency (PURE) Trinidad / Road Construction/Major Road Rehabilitation	600.000	600.000	157.000	500.000	500.000	1,757.000	Maintenance and rehabilitation of roads, landslips and drainage	Ministry of Works and Transport	Ongoing
Construction of Public Buildings, Trinidad and Tobago - Prime Minister's Residence	171.699	171.699	0.000	0.000	0.000	171.699	Improve the accommodation for the Prime Minister	Office of the Prime Minister	2007
Construction of Public Buildings, Trinidad and Tobago - Prime Minister's Residence in Tobago	0.500	0.500	1.000	0.000	0.000	1.500	Improve the accommodation for the Prime Minister	Tobago House of Assembly	2008
Construction of Public Buildings, Trinidad and Tobago - President's Office and Residence	1.580	4.000	2.900	24.500	24.000	55.400	Improve the accommodation for the President	Ministry of Works and Transport	2010
Construction of Public Buildings, Trinidad and Tobago - Arima Borough Corporation Administrative Complex	0.000	0.000	71.400	0.000	0.000	71.400	Improve services as well as the efficiency and effectiveness of Local Government	Ministry of Local Government	2008
Construction of Public Buildings, Trinidad and Tobago - Chaguanas Borough Corporation Administrative Complex	0.000	0.000	71.400	0.000	0.000	71.400	Improve services as well as the efficiency and effectiveness of Local Government	Ministry of Local Government	2008
Construction of Public Buildings, Trinidad and Tobago - Diego Martin Regional Corporation Administrative Complex	0.000	0.000	71.300	0.000	0.000	71.300	Improve services as well as the efficiency and effectiveness of Local Government	Ministry of Local Government	2008

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Rehabilitation of Public Buildings, Trinidad and Tobago - Improvement to Infrastructure, Cipriani Labour College	10.850	10.850	18.000	2.000	0.000	30.850	Improve and expand facilities at Cipriani Labour College	Ministry of Labour and Small and Micro Enterprise Development	2009
Rehabilitation of Public Buildings, Trinidad and Tobago - Eric Williams Plaza	2.000	2.000	0.000	0.000	0.000	2.000	Effect structural repairs to Eric Williams Plaza	Ministry of Finance	2007
Rehabilitation of Public Buildings, Trinidad and Tobago - Riverside Plaza	5.100	5.100	5.000	4.000	3.900	18.000	Upgrade offices at Riverside Plaza	Ministry of Labour and Small and Micro Enterprise Development	2010
Restoration of the Red House	9.200	9.200	40.000	50.800	0.000	100.000	Modernise facilities as well as preserve a historical monument	Ministry of Public Administration and Information	2009
Airport Infrastructure Development - Crown Point Expansion and Modification	0.000	0.000	0.000	250.000	150.000	400.000	Design and construct ramp and terminal facilities	Ministry of Works and Transport / Tobago House of Assembly	2010
Airport Infrastructure Development - Repairs to Perimeter Road and Fenceline Crown Point	0.173	1.000	1.000	2.000	2.000	6.000	Improve Airport Security	Ministry of Works and Transport	2010
Airport Infrastructure Development - North Terminal Food and Beverage Facility Reconfiguration Crown Point	0.000	0.000	4.500	25.000	15.500	45.000	Terminal Upgrade	Ministry of Works and Transport	2010
Airport Infrastructure Development - Upgrade of electrical sub-station (Piarco)	1.000	1.000	2.200	1.080	0.720	5.000	Upgrade of sub-station to accommodate new high speed taxiway	Ministry of Works and Transport	2010
Airport Infrastructure Development - Airport Landside Transit mall	1.000	1.000	1.500	1.250	1.250	5.000	Develop landside arrival concourse to provide parking for bona fide airport taxis and facilities for local food vendors	Ministry of Works and Transport	2010
Relocation of the Port of Port of Spain	Project being developed						Improve Port operations	Ministry of Works and Transport	

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Upgrade of Government Shipping Service facilities	12.640	12.640	4.200	0.000	0.000	16.840	Establish and provide adequate facilities and services for customers, vessels and cargo	Ministry of Works and Transport	2008
Development of Terminal Facilities-Scarborough	0.232	2.100	2.000	5.900	0.000	10.000	Improve Port operations in Tobago	Ministry of Works and Transport / Tobago House of Assembly	2009
National Transportation and Mass Transit System Study	6.500	26.500	10.000	0.000	0.000	36.500	Conduct Mass Transit System Study for Phases I, II and III	Ministry of Works and Transport	2008
Development of a Mass Transit System (Rapid Rail Project)	16.583	16.583	907.000	907.000	436.917	2,267.500	Provide alternative transportation choices, reduce traffic congestion and plan for future growth in traffic throughout Trinidad	Ministry of Works and Transport	Ongoing
Establishment of a North-South Water Taxi Service	28.287	28.287	50.000	0.000	0.000	78.287	Provide alternative transportation choices and reduce traffic congestion	Ministry of Works and Transport	2008
Development of Terminal Facilities - Sangre Grande	0.232	2.100	2.000	65.450	65.450	135.000	Construct a Transit Hub with commercial space allocation	Ministry of Works and Transport	2010
Fleet Renewal Programme / Fleet Improvement	44.238	36.650	30.000	35.000	30.000	131.650	Acquire new buses	Ministry of Works and Transport	2010
Planning Studies and Land Use Surveys in Trinidad and Tobago - National Physical Development Plan	1.000	1.000	1.000	0.000	0.000	2.000	Prepare National Physical Development Plan for Trinidad and Tobago	Ministry of Planning and Development	2008
Physical Planning Studies and Designs - Local Area Plans	1.000	1.000	1.000	0.000	0.000	2.000	Update local area plans for Couva/Tabaquite/Talparo, Arima, Chaguanas, Scarborough, St. Helena and Chaguaramas	Ministry of Planning and Development	2008
Development of New Industrial Parks and Upgrading and Expansion of Certain Existing Parks	40.000	40.000	40.000	120.000	90.000	290.000	Develop infrastructure for industrial parks	Ministry of Trade and Industry	Ongoing

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Alternative Access Routes Linking Key Population Centres	0.000	0.000	0.000	120.000	126.000	246.000	Upgrade alternative access routes to ensure efficient road network and reduce commuting time	Ministry of Works and Transport	Ongoing
Construction of New Licensing Main Office Tobago	0.500	0.500	1.000	2.250	2.250	6.000	Improve the efficiency and effectiveness of Licensing Office	Tobago House of Assembly	2010
Construction of Jetty at Charlotteville	3.000	3.000	2.000	4.000	4.000	13.000	Prepare feasibility study and designs for Port development	Tobago House of Assembly	2010
Scarborough Transit Hub	9.700	9.700	0.000	0.000	0.000	9.700	Improve transport infrastructure	Tobago House of Assembly	2007
Security systems (CCTV and Access Control Systems)	0.000	0.000	3.000	3.500	3.500	10.000	Enhance the security system	Ministry of Works and Transport	2010
Refurbishment of Work Areas at PTSC Compound	1.430	2.630	3.000	2.305	2.304	10.239	Repair building housing the Engineering Department and Related facilities	Ministry of Works and Transport	2010
New Jersey Type Safety Barriers on Highway Medians	1.000	1.000	4.500	24.007	24.007	53.514	Improve road safety	Ministry of Works and Transport	2010
Supply and Installation of Gantry Overhead Directional Signs on Highways	0.500	0.500	1.200	7.350	7.350	16.400	Improve road safety	Ministry of Works and Transport	2010
Purchase of a Fast Ferry	0.000	0.000	0.000	132.750	103.250	236.000	Improve inter-island transportation	Ministry of Works and Transport	2010
Reconstruction of berths at CARICOM Wharves	0.000	1.000	1.400	1.300	1.300	5.000	Upgrade of electrical system and construction of new accommodation for Customs, PATT and Plant Quarantine	Ministry of Works and Transport	2010
Upgrade of Facilities at the Port of POS for Cricket World Cup 2007	2.000	2.000	0.000	0.000	0.000	2.000	Improve the existing Port facilities	Ministry of Works and Transport	2007
Purchase of Two Rubber Tyred Gantry RTG Cranes	18.000	18.000	9.000	0.650	0.650	28.300	Improve cargo handling operations	Ministry of Works and Transport	2010

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Construction and Development of Industrial Port Facilities - Galeota Port, Guayaguayare (PLIPDECO)	110.000	110.000	260.000	0.000	0.000	370.000	Develop modern port facilities with 5 berths offering year round service for managing supply logistics for oil and gas production.	Ministry of Energy and Energy Industries	2008
Construction and Development of Industrial Port Facilities - Brighton Ports Pier and Wharf facilities	100.000	100.000	0.000	0.000	0.000	100.000	Accommodate incoming plant components, raw material and provide terminal facilities for the ALUTRINT Complex.	Ministry of Energy and Energy Industries	2007
Construction and Development of Industrial Port Facilities - Chatham Port	0.900	0.900	159.300	169.800	0.000	330.000	Establish a multi-user facility that will serve a large gas-based sector	Ministry of Energy and Energy Industries	2009
Construction and Development of Industrial Port Facilities - Point Lisas Port	1.000	1.000	428.400	121.200	0.000	550.600	Develop facilities for ESSAR Iron and Steel Complex and an Ethylene Complex and other petrochemicals industries.	Ministry of Energy and Energy Industries	2009
Development of an Information System for PTSC	1.500	1.500	1.500	3.055	3.056	9.111	Expand the Information System Network to Bus Operations. Upgrade of web based system and HR Management.	Ministry of Works and Transport	2010
Construction of South Regional Head Office Tarouba	0.000	2.000	2.000	29.160	19.440	52.600	Construct administrative complex to accommodate new division in south to treat with special vehicles	Ministry of Works and Transport	2010
Rehabilitation of South Terminal-Relocation of AATT Headquarters	3.845	2.000	5.000	2.000	2.000	11.000	Refurbish property to accommodate Traffic Cargo	Ministry of Works and Transport	2010
Procurement of Critical Heavy Equipment for Emergency Response and Flood Relief	21.000	21.000	22.000	21.000	21.000	85.000	Purchase of heavy equipment to be used to clear roads and water courses after natural disasters	Ministry of Works and Transport	2010
Construction of a Transport Depot, Princes Town	0.000	0.000	3.000	1.260	1.040	5.300	Construct a new building to house the transport depot	Ministry of Works and Transport	2010

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Construction of New Mechanical Services Workshop, Woodford Lodge	0.000	0.000	2.000	29.639	23.052	54.691	Construct and refurbish building to accommodate the immediate relocation of the Mechanical Services Complex. Continue works on permanent complex	Ministry of Works and Transport	2010
Construction of Central Licensing Division, Chaguanas	0.000	0.000	1.000	103.324	79.585	183.909	Design and construct an office for the Licensing Division	Ministry of Works and Transport	2010
Construction of a New Licensing Administrative Complex, Wrightson Road	0.000	0.000	1.000	139.805	108.737	249.542	Design and construct a new Licensing Administrative Complex at Wrightson Road.	Ministry of Works and Transport	2010
Establishment of a Central Bus Terminal, Chaguanas	0.280	0.280	0.750	26.000	22.970	50.000	Improve public transportation	Ministry of Works and Transport	2010
Development of Arima Passenger Facility	0.000	0.000	2.000	9.000	6.000	17.000	To develop a Passenger Facility for the commuters in Arima	Ministry of Works and Transport	2010
Port of Spain International Waterfront Complex	850.100	850.100	393.500	421.400	0.000	1,665.000	Construct conference and meeting facilities including the office for the Association of Caribbean States and an 1,200 space parking facility. Construct Hyatt Hotel	Ministry of Works and Transport	2009
Construction of Piarco International Airport Runway Overlay	69.500	69.500	0.000	0.000	0.000	69.500	Construct HMA overlay to controlled profile and cross slope and upgrade of the airfield lighting	Ministry of Works and Transport	2007

SOUND INFRASTRUCTURE AND ENVIRONMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 2: Trinidad and Tobago will be an inter-connected, technologically advanced society with modern information and communications systems driving innovation, growth and social progress									
Implementation of the ICT Plan - Public Service Communication - e-Government Portal - e-Government and Knowledge Project - National Broadband Action Plan - Community Connection Programme - SME B2B Marketplace Project - e-Legislative Project - e-National Security and Justice Programme - Establishment of the Office of the Data Commissioner - LibraryNet Programme	19.035	19.035	40.000	226.649	151.099	436.783	Improve operations in the public sector and access to Government information services	Ministry of Public Administration & Information	2010
Establishment of Regional Internet Exchange Points	Project being developed						Reduce Internet costs to the region	Ministry of Public Administration & Information	2011
Goal 3: The utility sector (water, sewerage and electricity) will be modern, customer oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens									
Replacement of Navet Trunk Main and Meters	70.040	70.040	44.000	372.433	246.618	733.091	Upgrade water distribution network	Ministry of Public Utilities and the Environment	2010
Three-year Water Sector Modernization Programme	95.000	95.000	41.200	0.000	0.000	136.200	Develop major water sources, expand the water distribution system, undertake leak detection programmes, replace pipelines and refurbish sewage treatment plants.	Ministry of Public Utilities and the Environment	2008
Improvement of the Moruga Water Supply	0.000	0.000	6.000	6.480	4.320	16.800	To upgrade the Moruga Water Supply system	Ministry of Public Utilities and the Environment	2010
Upgrade of Water Distribution Systems - Improvement of Water Quality	2.000	2.000	2.000	1.500	1.500	7.000	Improve water quality at Aripo, Caura, Lleungo Naranjo	Ministry of Public Utilities and the Environment	2010
Upgrade of Water Distribution Systems - Rehabilitation of Service Reservoirs	5.000	5.000	4.000	10.500	10.500	30.000	Construct reservoir at Matura	Ministry of Public Utilities and the Environment	2010

SOUND INFRASTRUCTURE AND ENVIRONMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 3: The utility sector (water, sewerage and electricity) will be modern, customer oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens									
Upgrade of Water Distribution Systems - Rehabilitation of Booster Pumping Stations	2.000	2.000	3.000	5.000	5.000	15.000	Rehabilitate Booster Pumping Stations at Biche and Talparo	Ministry of Public Utilities and the Environment	2010
Upgrade of Water Distribution Systems - Refurbishment of Water Treatment Facilities	5.000	5.000	0.000	0.000	0.000	5.000	Provide one mobile plant for the Dry Season and emergencies	Ministry of Public Utilities and the Environment	2007
Upgrade of Water Distribution Systems - Leak Management Programme	2.000	2.000	2.000	5.500	5.500	15.000	Conduct of a pilot project in Gulf City and Chaguanas	Ministry of Public Utilities and the Environment	2010
Upgrade of Water Distribution Systems - Priority Pipeline Projects, North and South	11.400	11.400	4.000	8.760	5.840	30.000	Laying of pipelines from Maracas Valley and from Vessigny to Point Fortin	Ministry of Public Utilities and the Environment	2010
Short-term Water Investment Programme, Trinidad	11.400	11.400	3.000	5.300	5.300	25.000	Replace, install and rehabilitate/construct booster stations throughout Trinidad and Tobago	Ministry of Public Utilities and the Environment	2010
Rehabilitation of the San Fernando Waste Water Treatment Plant and Integration of Sewerage Areas	6.000	6.000	1.000	70.800	47.200	125.000	Upgrade Wastewater Treatment Facilities in San Fernando	Ministry of Public Utilities and the Environment	2010
South West Environment and Wastewater Project - Scarborough Wastewater Collection System	5.000	5.000	2.000	4.000	4.000	15.000	Improve the Wastewater Collection system in Scarborough	Tobago House of Assembly	2010
Redevelopment of Water and Sewerage Infrastructure	0.000	0.000	0.000	93.000	62.000	155.000	To redevelop the Infrastructure of the Water and Sewerage System	Ministry of Planning and Development	2010
Bulk Metering	0.000	0.000	0.000	8.400	5.600	14.000	To introduce the system of Bulk flow meters for the purpose of monitoring large flows of water for water system management and commercial billing purposes.	Ministry of Public Utilities and the Environment	2010
National Street Lighting Programme	90.000	90.000	90.000	39.796	26.531	246.327	Improve public safety	Ministry of Public Utilities and the Environment	2009

SOUND INFRASTRUCTURE AND ENVIRONMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
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Goal 3: The utility sector (water, sewerage and electricity) will be modern, customer oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens									
Development of Disaster Preparedness Capabilities - T&TEC	0.000	0.000	10.000	39.600	26.400	76.000	Develop contingency plans to ensure a continuous and or early restoration of an electricity supply in the event of natural and man-made disasters	Ministry of Public Utilities and the Environment	2010
Illumination of Parks and Recreational Grounds	0.500	15.000	10.000	5.000	0.000	30.000	Improve security and public safety	Ministry of Public Utilities and the Environment	2009
National Social Development Programme	Project funded under recurrent expenditure						Improve supply of public utilities to rural communities	Ministry of Public Utilities and the Environment	Ongoing
Rehabilitation of wells	6.000	6.000	5.000	5.000	5.000	21.000	Improve water quality and supply	Ministry of Public Utilities and the Environment	2010
Rehabilitation of Private WWTTPs	2.000	2.000	1.000	7.000	7.000	17.000	Conduct of a detailed engineering analysis based on Safege Study	Tobago House of Assembly	2010
Development of a Management Information System at Ministry of Public Utilities and the Environment	0.600	1.000	0.200	13.939	9.292	24.431	Improve organisational efficiency and effectiveness	Ministry of Public Utilities and the Environment	2010
Special Electrification Programme	10.000	10.000	5.000	0.000	0.000	15.000	Supply electricity to rural areas	Ministry of Public Utilities and the Environment	2008
Postal Sector Reform Project - Mail Processing, Transport/Courier and Delivery Upgrade - Retail Network System Upgrade - Security System Upgrade - Disaster Preparedness - Study on Commercialisation of Properties	15.604	15.604	6.000	0.000	0.000	21.604	Improve the processing and delivery of mail as well as the level of services being offered	Ministry of Public Utilities and the Environment	2008
Upgrade and Enhance Vehicle Fleet	27.000	27.000	0.000	66.750	22.250	116.000	Continue fleet upgrades of 7 Boring Trucks, 9 4x4 Vehicles and 9 Line Trucks	Ministry of Public Utilities and the Environment	2010
Provide Underground Transmission and Distribution System	44.000	44.000	0.000	177.000	59.000	280.000	Improve electricity supply	Ministry of Public Utilities and the Environment	2010

SOUND INFRASTRUCTURE AND ENVIRONMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
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Goal 3: The utility sector (water, sewerage and electricity) will be modern, customer oriented and technologically enabled to provide efficient, cost effective, quality services to all citizens									
Upgrade of Substations	24.000	24.000	19.100	26.900	0.000	70.000	Purchase and order equipment to upgrade substations	Ministry of Public Utilities and the Environment	2009
Information System Upgrade and Associated Management Systems	11.000	11.000	0.000	77.025	25.675	113.700	Deploy GIS throughout the country. Complete design works and start the mapping process	Ministry of Public Utilities and the Environment	2010
Pole Replacement Programme	20.000	20.000	41.700	20.000	0.000	81.700	Order new poles and replace defective ones	Ministry of Public Utilities and the Environment	2009
Automate the Distribution System and Install Remotely Operated Switches for Greater Control in Distribution Management	2.000	2.000	0.000	49.000	0.000	51.000	Initiate procurement process for the pilot project in Malabar	Ministry of Public Utilities and the Environment	2009
Overhead Line Upgrade	12.000	12.000	0.000	18.000	0.000	30.000	Upgrade lines in areas with increases in electricity loads.	Ministry of Public Utilities and the Environment	2009
Establish the Charlieville 66kV Substation and Upgrade the Transmission Network and Increase the Transformer Capacity at the Central 66kV Substation	15.400	15.400	0.000	0.000	0.000	15.400	Conduct civil and electrical works and install one transformer and circuit breaker	Ministry of Public Utilities and the Environment	2007
Upgrades of Power Distribution Infrastructure	20.000	20.000	45.900	239.400	100.700	406.000	Replace obsolete components and redesign the system to achieve increased carrying load capacity.	Ministry of Public Utilities and the Environment	Ongoing
Improved Customer Relations Management	6.000	6.000	0.000	0.000	0.000	6.000	Establish Call Centres and introduce more convenient payment methods	Ministry of Public Utilities and the Environment	2007
Substation Load Monitoring and Load Research Programme	5.900	5.900	0.000	0.000	0.000	5.900	Procure equipment and commence installation for Phase II	Ministry of Public Utilities and the Environment	2007
Upgrade and Expand the Supervisory Control and Data Acquisition System	12.000	12.000	0.000	27.200	0.000	39.200	Improve operational efficiency through reform of systems, processes and procedures	Ministry of Public Utilities and the Environment	2009
Installation of a Trunk Radio Network	15.000	15.000	0.000	16.000	0.000	31.000	Improve the operations of T&TEC	Ministry of Public Utilities and the Environment	2009

SOUND INFRASTRUCTURE AND ENVIRONMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 4: The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community									
Study for the Rehabilitation of Closed Landfills	0.000	1.500	2.000	32.700	21.800	58.000	Develop best practices for remediation of Closed Landfills	Ministry of Public Utilities and the Environment	2010
Environmental Management Authority - Creation of Ambient Air Quality Monitoring Network in Trinidad and Tobago - Drafting of Waste Management Rules - Database on Marine Environment - Management Recovery Plan - Lead Remediation - Biodiversity Assessment of Trinidad and Tobago - Education and Public Awareness Campaign	8.000	8.000	11.576	21.957	14.638	56.171	Conduct activities based on the Agency's 5 strategic priorities, clean air, clean water, waste and noise management and healthy eco-system	Ministry of Public Utilities and the Environment	2010
Sustainable Management of the Wildlife Resources in Trinidad and Tobago	0.500	0.500	0.400	3.610	2.407	6.917	Ensure protection and conservation of wildlife resources	Ministry of Public Utilities and the Environment	Ongoing
National Reforestation and Watershed Rehabilitation Programme	Project funded under recurrent expenditure						Watershed rehabilitation and protection	Ministry of Public Utilities and the Environment	
Reafforestation of the Denuded Northern Range	0.500	0.500	0.500	0.590	0.000	1.590	Restore watershed area to reduce flooding and landslides	Ministry of Public Utilities and the Environment	2009
Improvement of Forest Fire Protection Capability	0.500	0.500	0.400	2.166	2.165	5.231	Reduce and/or eliminate illicit activities in the country's forested areas	Ministry of Public Utilities and the Environment	2010
Establishment of a Statistical Database	0.000	0.200	0.200	0.310	0.000	0.710	Develop an Environmental GIS	Ministry of Public Utilities and the Environment	2009
National Parks and Watershed Management	1.300	1.500	3.500	7.022	4.684	16.706	Upgrade and improve recreational and environmental sites	Ministry of Public Utilities and the Environment	2010
Community Based Environmental Protection and Enhancement Programme	Project being developed						Environmental enhancement	Ministry of Public Utilities and the Environment	Ongoing
Feasibility Study - Used Oil Management in Tobago	0.050	0.050	0.200	0.000	0.000	0.250	Conduct study on collecting, storing and transporting used oil from Tobago	Tobago House of Assembly	2008

SOUND INFRASTRUCTURE AND ENVIRONMENT									
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Goal 4: The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community									
Closure and Rehabilitation of Beetham Landfill and Establishment of a New Disposal System/Facility	Project being developed						Implement system to address the closure of the Beetham Landfill.	Ministry of Public Utilities and the Environment	
Preparation of a Forest Cover Map for Trinidad and Tobago	Project being developed						Illustrate land use and natural vegetation across the country	Ministry of Public Utilities and the Environment	
Northern Range Watershed Management Protection Research and Planning Project	0.750	0.200	0.250	0.000	0.000	0.450	Conduct watershed studies, a management plan, hydrological research, soil and water conservation, a trial plot and purchase vehicles and equipment	Ministry of Public Utilities and the Environment	2008
Establishment of the National Parks and Wildlife Conservation Authority	0.400	0.400	0.150	3.434	2.290	6.274	Redraft policy and public consultations	Ministry of Public Utilities and the Environment	2010
Forestry Access Roads	2.000	2.000	8.000	3.042	3.041	16.083	Rehabilitate and upgrade forestry access roads	Ministry of Public Utilities and the Environment	2010
Outreach, Community Empowerment and Mobilisation	1.250	1.250	0.600	3.945	3.945	9.740	Strengthen institutional capacity in the areas of private and community forestry. Combine the elements of education and community outreach	Ministry of Public Utilities and the Environment	2010
National Forest Inventory of Trinidad & Tobago	0.200	0.750	0.600	6.870	4.580	12.800	Establish a comprehensive forestry database	Ministry of Public Utilities and the Environment	2010
Coastal Zone Management: Beach Profile Monitoring Environment Sensitivity Mapping	0.100	0.100	0.334	0.000	0.000	0.434	Develop environmental feasibility maps of coastal areas of Tobago and supply and lay water breakers.	Tobago House of Assembly	2008
Oil Spill Contingency Management	1.500	1.500	0.500	0.000	0.000	2.000	Purchase specialised oil spill containment and cleaning equipment and the mounting of simulation exercises.	Tobago House of Assembly	2008

SOUND INFRASTRUCTURE AND ENVIRONMENT									
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Goal 4: The environment will be valued as a national asset and conserved for the benefit of future generations and the wider international community									
Wildlife Research and Education	0.100	0.100	0.600	0.000	0.000	0.700	Research into the population dynamics of the cocrico, orange winged parrot and nesting marine turtles. Conduct public education on the sabre winged hummingbird	Tobago House of Assembly	2008
Development of Caura River Facilities	0.505	0.505	1.133	1.704	1.703	5.045	Improve existing facilities at Caura River	Ministry of Public Utilities and the Environment	2010
Rehabilitation/ Construction of North and South Offices (Forestry)	1.800	2.000	5.000	11.575	7.717	26.292	Upgrade the existing facilities for forestry offices	Ministry of Public Utilities and the Environment	2010
Biomedical Waste Collection System	0.500	1.000	2.000	0.000	0.000	3.000	Ensure proper disposal of biomedical waste	Ministry of Public Utilities and the Environment	2008
Pilot Project for Waste Characterisation	0.000	0.000	0.200	0.300	0.200	0.700	To conduct a pilot project to determine the composition of different waste streams.	Tobago House of Assembly	2010
TOTAL	3,139.151	3,249.558	3,674.893	7,294.340	3,765.285	17,984.076			

PROMOTING EFFECTIVE GOVERNMENT									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
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Goal 1: Our society and our Government will adhere to good governance principles and practices									
Local Government Reform and Decentralisation	10.000	10.000	5.000	2.225	2.000	19.225	Engage in a process of Local Government reform	Ministry of Local Government	2010
Strengthening of the Office of the Parliament	0.000	0.000	2.500	6.300	4.200	13.000	Strengthen the Office of the Parliament to become a premier institution and build its image as an institution of integrity, efficiency and effectiveness	Parliament	2010
Introduction of a New Public Procurement Regime	Project being developed						Establish improved Public Sector Procurement Regime	Ministry of Finance	
Strengthening the Integrity Commission	Project being developed						Promote a culture of openness, transparency and accountability. Address the issue of corruption and integrity in public life	Integrity Commission	
Televising and Broadcasting of Parliamentary Proceedings	1.500	18.000	18.500	2.800	2.800	42.100	Televises and broadcast parliamentary proceedings to the public	Parliament	Ongoing
Reengineering of the Service Commissions Department	1.000	2.000	4.000	0.000	0.000	6.000	Improve the efficiency of the Service Commissions Department	Service Commissions Department	2008
Upgrade of Electronic Voter Registration and Election Management System	1.000	5.000	3.000	0.000	0.000	8.000	Efficiently manage the election system	Elections & Boundaries Commission	2008
Household Budgetary Survey	2.000	2.000	7.000	0.000	0.000	9.000	Provide information on household income and expenditure	Ministry of Planning and Development	2008
Institutional strengthening of the Ministry of Planning and Development	0.400	0.500	0.500	0.500	0.500	2.000	Upgrade the human resource base of the Ministry of Planning and Development.	Ministry of Planning and Development	Ongoing
Goal 2: Our Public Institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients									
Public Sector Reform Initiation Programme	7.800	10.000	5.000	22.281	14.884	52.165	Reform the Public Sector to become a modern, efficient, effective and customer-based, service-oriented organization	Ministry of Public Administration and Information	2010

PROMOTING EFFECTIVE GOVERNMENT									
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Goal 2: Our Public Institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients									
Introduction of Common Service Counters	Project being developed						Establish common service counters throughout the country to provide Government information and services	Ministry of Public Administration and Information	
Mail In / Mail Out Service	Project funded under recurrent expenditure						Improve efficiency of Registry Services, e.g. birth certificates	Ministry of Legal Affairs	Ongoing
Creation of a Socio-Economic Database and Strengthening the capacity of the Ministry of Planning and Development to monitor development indicators	Project being developed						Development of a Quality of Life Index and strengthening of the monitoring function of the Ministry of Planning and Development	Ministry of Planning and Development	
Establishment of a National GIS / Spatial Infrastructure	Project being developed						Design and develop a national spatial data infrastructure for Trinidad and Tobago which will support planning and decision making	Ministry of Planning and Development	
Establishment of an Integrated Financial Management System	0.000	15.000	62.269	22.249	20.673	120.191	Develop IT management tool to integrate best practices in accounting and budgetary systems	Ministry of Finance	2010
Review of the Classification and Compensation System in the Public Service and Statutory Authorities	0.105	3.000	6.000	0.000	0.000	9.000	Upgrade the Compensation Management System in the Public Service and Statutory Authorities	Ministry of Public Administration and Information	2008
Establishment of the Trinidad and Tobago Revenue Authority	Project being developed						Improve the effectiveness of revenue collection	Ministry of Finance	
Strengthening Capacity to Manage for Results	Project being developed						Strengthen the results based management systems and procedures in the Public Service	Ministry of Planning and Development	
Specialised Training Programme for Public Officers	Project funded under recurrent expenditure						Train Public Officers in leadership and management capability	Ministry of Public Administration and Information	Ongoing

PROMOTING EFFECTIVE GOVERNMENT									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
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Goal 2: Our Public Institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients									
New Systems Facilitators	Project funded under recurrent expenditure						Design, deliver and implement change management activities in Government Ministries and Government agencies	Ministry of Public Administration and Information	Ongoing
Establishment of the Government Information Services (GIS) Limited	0.830	3.000	5.000	0.000	0.000	8.000	Enhance the production and transmission/dissemination of public information	Ministry of Public Administration and Information	2008
Enhanced Career and Succession Management Processes in the Public Service	1.000	1.000	1.200	17.340	0.000	19.540	Select best candidates for filling senior management and executive level positions in the public service	Ministry of Public Administration and Information	2009
Roll out of Electronic Document Management System	0.500	3.500	0.500	0.000	0.000	4.000	Provide on-line access to Cabinet Notes and Minutes by Ministries and Departments	Ministry of Public Administration and Information	2008
Enhancement of IT Infrastructure and Systems of the Ministry of Public Administration and Information	3.000	3.000	4.000	4.000	4.395	15.395	Improve IT infrastructure in support of MPAI's process improvement initiatives, including intranet expansion, establishment of E-mail systems and an infrastructure upgrade	Ministry of Public Administration and Information	2010
Construction of New Building for National Archives	1.000	3.000	43.000	40.000	0.000	86.000	Provide a suitable environment for preservation and exhibition of historical records	Ministry of Public Administration and Information	2009
Construction of New Building for Government Printery	0.000	0.000	10.000	30.000	20.000	60.000	Provide accommodation for modern Government printing facility	Ministry of Public Administration and Information	2010
Construction of New Building at Alcazar Street	5.000	5.000	0.000	0.000	0.000	5.000	Provide accommodation for the Caribbean New Media Group (CNMG) Administrative Headquarters	Ministry of Public Administration and Information	2007

PROMOTING EFFECTIVE GOVERNMENT									
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Goal 2: Our Public Institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients									
Refurbishment of Government owned Information Channel Building for GIS	5.243	5.000	0.000	0.000	0.000	5.000	Provide better accommodation for the Government Information Services Division	Ministry of Public Administration and Information	2007
Refurbishment of Abercromby Street NBN Building	4.123	17.000	0.000	0.000	0.000	17.000	Provide offices for the Ministry of Public Administration and Information	Ministry of Public Administration and Information	2007
Relocation of National Information Systems Centre (NISC)	0.000	0.000	1.000	6.000	4.000	11.000	Provide another location for the National Information Systems Centre (NISC)	Ministry of Public Administration and Information	2010
Upgrading of Information Technology - Inland Revenue Division	74.600	74.600	25.000	32.105	0.000	131.705	Improve processing capabilities through the acquisition of new processing system, network infrastructure and expansion of services	Ministry of Finance	2009
Information Technology infrastructure improvement - migration from ASYCUDA Vers. 2.7 to ASYCUDA ++	2.808	3.000	3.000	0.000	0.000	6.000	Improve revenue collection capability	Ministry of Finance	2008
Information Technology Infrastructure Development, MP&D	2.000	2.000	2.000	2.335	2.335	8.670	Enhance network infrastructure and re-engineer network processes at the CSO	Ministry of Planning and Development	2010
Computerisation of National Security - Head Office	1.500	1.500	2.000	2.428	2.000	7.928	Improve effectiveness by developing inventory asset management, project management and LAN network	Ministry of National Security	2010
Computerisation of the Ministry of Legal Affairs - Head Office	1.000	1.000	0.500	2.500	0.000	4.000	Develop a testing environment, network upgrade, E-Govt portal, web-services, training and conferences, hardware upgrade, IT infrastructure for Consumer Affairs Division	Ministry of Legal Affairs	2009
Computerisation of records in the Ministry of Agriculture, Land and Marine Resources	2.084	2.084	2.000	3.160	0.625	7.869	Improve the efficiency of record keeping in the Ministry	Ministry of Agriculture, Land and Marine Resources	2010

PROMOTING EFFECTIVE GOVERNMENT									
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Goal 2: Our Public Institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients									
Computerisation of the Ministry of Labour and Small and Micro Enterprise Development	4.875	7.000	5.000	35.185	35.185	82.370	Improve the efficiency and effectiveness of the Ministry	Ministry of Labour and Small and Micro Enterprise Development	2010
Computerisation of Head Office - Public Utilities	0.600	1.000	0.200	6.300	0.000	7.500	Improve the delivery of utility services as well as organisational efficiency	Ministry of Public Utilities and the Environment	2009
Computerisation of the Ministry of Local Government	1.000	1.000	1.000	3.695	0.000	5.695	Improve efficiency and effectiveness of the Ministry of Local Government	Ministry of Local Government	2009
Networking of Business Development Company Offices	0.500	0.500	0.800	24.360	16.240	41.900	Improve communication and efficiency among offices of the BDC	Ministry of Trade and Industry	2010
Upgrade of Information Technology and Information Systems at the Ministry of Trade and Industry	1.000	1.000	1.000	7.806	5.204	15.010	Develop a document management system including, contingency planning and disaster recovery	Ministry of Trade and Industry	2010
Computerisation of the Social Welfare Division	0.800	1.000	0.200	2.966	1.961	6.127	Modernise new departments by upgrading technology	Ministry of Social Development	2010
Computerisation of Social Services Delivery	0.800	2.365	2.000	6.911	4.608	15.884	Improve delivery of Social Services	Ministry of Social Development	2010
Establishment of Chancery Lane Complex	254.400	264.400	215.100	0.000	0.000	479.500	Provide administrative accommodation as well as, government offices and a library	Ministry of Planning and Development (UDeCOTT)	2008
Establishment of Government Campus Plaza	645.300	957.200	720.200	0.000	0.000	1,677.400	Provide accommodation for Customs and Excise Division and Board of Inland Revenue	Ministry of Planning and Development (UDeCOTT)	2008
Construction of Scarborough Financial Complex	2.250	3.000	8.000	30.800	0.000	41.800	Construct a building for the Complex	Tobago House of Assembly	2009
Acquisition of Educational Administrative Complex	0.000	0.000	0.500	12.000	8.000	20.500	Provide a facility to house the Educational Administrative Complex	Tobago House of Assembly	2010

PROMOTING EFFECTIVE GOVERNMENT									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
	to June 2007	FY 2007	2008	2009	2010	Period			
Goal 2: Our Public Institutions will be high performance professional entities effectively and efficiently meeting the needs of all their clients									
Ministry of Education formerly Construction of Social Development Tower	190.600	190.600	188.300	0.000	0.000	378.900	Provide accommodation for the Ministry of Education	Ministry of Social Development	2008
Goal 3: Trinidad and Tobago will have modern, technologically advanced, legal, regulatory and enforcement systems									
Establishment of a Population Registration System	5.000	5.000	8.000	0.000	0.000	13.000	Create a civil database as well as valid listings on each member of the population	Ministry of Legal Affairs	2008
Modernisation of the Companies Registry	2.000	2.000	2.000	3.000	0.600	7.600	Develop a record of all companies and businesses in the country	Ministry of Legal Affairs	2010
Development of New Consumer Legislation	1.000	3.000	1.000	0.000	0.000	4.000	Develop new legislation on consumer protection and restructure the Consumer Affairs Division	Consumer Affairs Division	2008
Establishment of the Legal and Institutional Framework for Secured Transactions of Moveable Property	1.000	1.000	1.000	0.500	0.000	2.500	Develop an electronic registry where notices of all secured transactions on moveable property are registered	Ministry of Legal Affairs	2009
Land Tenure Rationalisation	1.000	1.500	1.000	3.000	2.860	8.360	Improve land tenure security and implement a system of property registration	Ministry of Legal Affairs	2010
Provision of Accommodation - Modernisation of Tax Appeal Board	0.600	1.000	2.000	0.640	0.000	3.640	Provide safe and suitable offices and facilities for the Tax Appeal Board	Ministry of the Attorney General	2008
Construction of the New South Office for the DPP	0.000	12.000	14.800	18.000	20.000	64.800	Ensure timely and efficient management of cases	Ministry of the Attorney General	2010
Construction of a Building for Criminal Law Department and other Divisions (North Office of DPP)	6.000	6.000	0.000	0.000	0.000	6.000	Ensure timely and efficient management of cases	Ministry of the Attorney General	2007
Revision and Printing of Laws of Trinidad and Tobago	26.000	26.000	2.000	0.000	0.000	28.000	Update all laws with amendments	Ministry of Legal Affairs	2008

PROMOTING EFFECTIVE GOVERNMENT									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 3: Trinidad and Tobago will have modern, technologically advanced, legal, regulatory and enforcement systems									
Infrastructure Modernisation Programme - Construction of the Arima Magistrate's Court	0.400	4.400	2.200	67.740	45.660	120.000	Create modern court facilities and ensure timely and efficient management of cases	Ministry of the Attorney General	2010
Preparation of a Suitable Accommodation for the Anti-Corruption for the Anti-Corruption Investigations Bureau	0.000	0.000	0.800	2.400	1.600	4.800	Provide suitable accommodation for the Anti-Corruption Investigations Bureau	Ministry of the Attorney General	2010
Goal 4: All citizens will be assured of fair and equal justice									
Infrastructure Modernisation Programme - Construction of the Sangre Grande Magistrate's Court	0.000	3.000	5.000	24.000	21.000	53.000	Create modern court facilities and ensure timely and efficient, management of cases	Ministry of the Attorney General	2010
Computerisation of the Judiciary	3.500	3.500	6.000	3.109	0.000	12.609	Upgrade technology to provide superior service to clientele	Judiciary	2009
Transformation of the Court Recording Service in the Judiciary	2.000	2.000	4.000	0.500	0.000	6.500	Implement Court reporting service plan and install Audio Digital Court recording system	Judiciary	2009
Development of Operating Performance Standards	Project being developed						Develop operating systems, on the basis of performance standards, protocols and case flow management principles	Judiciary	
Strengthening of Records Management in the Judiciary	3.000	3.000	5.000	0.500	0.000	8.500	Improve records management in the Judiciary	Judiciary	2009
Establishment of a Multi-Door Courthouse System	Project being developed						Establish multi-door court system for handling family and civil disputes	Judiciary	
Provision of Accommodation for the Special Criminal Court	0.000	1.000	3.000	11.700	0.000	15.700	Provide appropriate facilities for the Special Criminal Court	Ministry of the Attorney General	2009
Family Court - Institutional Strengthening of the Judiciary	15.000	17.500	18.000	0.000	0.000	35.500	Facilitate the large scale implementation of the Family Court	Judiciary	2008

PROMOTING EFFECTIVE GOVERNMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
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Goal 4: All citizens will be assured of fair and equal justice									
Construction of Judges' and Magistrates' Housing in Tobago	3.000	3.000	3.500	5.800	0.000	12.300	Improve accommodation for Judges and Magistrates	Judiciary	2009
Rehabilitation of the Hall of Justice, Port of Spain	4.500	6.000	5.600	6.300	0.000	17.900	Improve and upgrade the facilities in the Hall of Justice	Judiciary	2009
Rehabilitation of the Hall of Justice, Tobago	0.750	1.000	0.600	2.400	0.000	4.000	Improve and upgrade the facilities in the Hall of Justice	Judiciary	2009
Provision of Accommodation for Five (5) Civil Court Rooms-Cor. Duke and Pembroke Streets, P.O.S	0.000	0.000	0.100	7.200	4.800	12.100	Provide Accommodation for Five (5) Civil Court Rooms-Cor. Duke and Pembroke Streets, P.O.S	Judiciary	2010
Provision of Accommodation for the Court Administration Building-Henry and Frederick Streets, P.O.S.	0.000	0.000	0.100	6.525	4.350	10.975	Provide Accommodation for the Court Administration Building-Henry and Frederick Streets, P.O.S.	Judiciary	2010
Goal 5: Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families									
Citizen Security Programme	3.800	3.000	4.000	13.600	9.900	30.500	Mobilise community support for public safety matters	Ministry of National Security	2010
Organisational Development Project in the Trinidad and Tobago Police Service - Phase III (Transformation of the Police Service)	28.550	28.550	16.000	17.699	0.000	62.249	Improve the efficiency and effectiveness of the Police Service	Ministry of National Security	2009
Strategic Communication Programme for Public Education	7.800	7.800	5.000	0.000	0.000	12.800	Develop a strategic public communication programme	Ministry of National Security	2008
Construction of Maracas/St. Joseph Police Station	0.000	3.000	3.000	2.000	0.000	8.000	Improve security to the community of Maracas/St. Joseph and environs	Ministry of National Security	2009
Construction of Cumuto Police Station	0.000	3.000	3.000	2.000	0.000	8.000	Improve security to the community of Cumuto and environs	Ministry of National Security	2009
Construction of Matura Police Station	0.000	3.000	3.000	2.000	0.000	8.000	Improve security to the community of Matura and environs	Ministry of National Security	2009

PROMOTING EFFECTIVE GOVERNMENT									
Project	Costing TT\$ M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 5: Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families									
Construction of Oropouche Police Station	0.000	3.000	3.000	2.000	0.000	8.000	Improve security to the community of Oropouche and environs	Ministry of National Security	2009
Improvement Works to Police Stations	19.000	19.000	14.000	0.000	0.000	33.000	Upgrade the physical infrastructure of existing Police Stations	Ministry of National Security	2008
Reconstruction Works at Police Training College Phase II & III	4.516	9.700	2.000	10.000	8.300	30.000	Improve accommodation for Officers in training	Ministry of National Security	2010
Purchase of Surveillance Equipment for Police Service Buildings	Project being developed						Strengthen existing surveillance systems to enhance security at all Police stations and administrative buildings	Ministry of National Security	
Establishment of an Anti-Terrorism Unit	Project being developed						Collaboration with international community in the fight against terrorism at the national, regional and international levels	Ministry of National Security	
Acquisition of Close Circuit Television System	0.000	2.000	16.000	10.000	0.000	28.000	Develop proper surveillance system in downtown Port-of-Spain	Ministry of National Security	2009
Construction and Improvement Works to Coast Guard Buildings and Facilities - Improvement Works to Coast Guard Buildings	12.000	25.000	0.000	0.000	0.000	25.000	Improve accommodation and upgrade dormitory facilities for the Coast Guard	Ministry of National Security	2007
Construction and Improvement Works to Coast Guard Buildings and Facilities - Construction of Jetty at Staubles Bay	30.200	30.200	7.700	0.000	0.000	37.900	Improve the capabilities of the Coast Guard and upgrade facilities	Ministry of National Security	2008
Construction and Improvement Works to Coast Guard Buildings and Facilities - Establishment of a Marine Ship Safety & Port Facility Security Unit	0.370	0.370	5.000	10.630	0.000	16.000	Improve the security of the nation's ports	Ministry of National Security	2009

PROMOTING EFFECTIVE GOVERNMENT									
Project	Costing TTS M						Objective	Champion Agency	Expected Completion Date
	Expenditure	Estimated Expenditure	FY	FY	FY	Plan			
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Goal 5: Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families									
Construction and Improvement Works to Coast Guard Buildings and Facilities - Construction of a Multi-Purpose Facility at Hart's Cut Chaguaramas	15.000	15.000	0.000	0.000	0.000	15.000	Provide improved accommodation for the Coast Guard	Ministry of National Security	2007
Construction and Improvement Works to Coast Guard Buildings and Facilities - Construction of Coast Guard Facility at Point Galeota	1.600	1.600	0.800	0.500	0.500	3.400	Provide improved accommodation for the Coast Guard	Ministry of National Security	2010
Purchase of Vehicles and Equipment for the Coast Guard	1.000	3.500	3.000	1.050	1.000	8.550	Improve the effectiveness of the Coast Guard	Ministry of National Security	2010
Refurbishment of Coast Guard Aircraft - C26	20.000	20.000	7.300	0.000	0.000	27.300	Enhance the capabilities of the Coast Guard	Ministry of National Security	2008
Purchase of Vessels for the Coast Guard	3.000	12.000	12.000	12.000	2.000	38.000	Improve maritime security	Ministry of National Security	2010
Improvement Works to Defence Force Headquarters	2.000	3.000	13.200	9.700	0.000	25.900	Upgrade the physical infrastructure of the Defence Force Headquarters	Ministry of National Security	2009
Refurbishment Works and Equipping of Second Battalion	1.100	2.000	0.000	0.000	0.000	2.000	Upgrade the facilities of the Regiment	Ministry of National Security	2007
Refurbishment Works to Regimental Headquarters	1.500	1.500	0.000	0.000	0.000	1.500	Upgrade the existing structure and provide department with modern equipment	Ministry of National Security	2007
Construction Works at Camp Cumuto	3.000	3.000	2.000	17.600	0.000	22.600	Construct barracks for the Regiment	Ministry of National Security	2009
Improvement Works at Camp Ogden	0.000	1.800	1.000	9.700	0.000	12.500	Improve accommodation for Regimental Officers	Ministry of National Security	2009
Construction of Facilities at Teteron Bay	2.000	2.000	3.500	16.100	0.000	21.600	Provide the necessary accommodation for Regimental Officers	Ministry of National Security	2009
Refurbishment Works at Camp Cumuto	1.000	1.000	2.000	10.800	0.000	13.800	Upgrade the physical infrastructure of Camp Cumuto	Ministry of National Security	2009

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Goal 5: Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families									
Construction of New Fire Stations	5.500	16.200	6.000	0.000	0.000	22.200	Construct and equip fire stations at Sangre Grande, Couva, San Fernando, Rio Claro, Mayaro, Arouca, Black Rock, Plymouth, Tunapuna, Four Roads, Point Fortin, Siparia, Princes Town, Belmont, Chaguanas	Ministry of National Security	2008
Improvement Works to Fire Services Building	3.000	9.000	5.000	9.000	0.000	23.000	Upgrade the physical infrastructure of Fire Stations	Ministry of National Security	2009
Purchase of Vehicles and Equipment for the Fire Services	0.500	15.000	50.000	36.152	0.000	101.152	Equip Fire Stations specifically the Couva South Fire Station to improve reliability and efficiency	Ministry of National Security	2009
Computerization of the Fire Services	2.200	3.000	3.000	4.684	0.000	10.684	Improve efficiency in the Fire Services	Ministry of National Security	2009
Upgrade of Salt Water System	4.000	10.000	5.000	35.000	0.000	50.000	Improve fire fighting capabilities	Ministry of National Security	2009
Construction / Refurbishment of Prison Services Facilities - Upgrading of Carrera Convict Prison	0.500	1.000	2.000	4.688	0.000	7.688	Improve the prison facilities at Carrera	Ministry of National Security	2009
Construction / Refurbishment of Prison Services Facilities - Improvement Works to Prisons Buildings	3.750	2.000	4.000	10.685	0.000	16.685	Upgrade accommodation for prisoners, prison officers and reduce overcrowding	Ministry of National Security	2009
Upgrading of Maximum Security Prison Complex	2.000	2.000	3.000	3.600	0.000	8.600	Improve the facilities of the Maximum Security Prison Complex	Ministry of National Security	2009
Reconstruction of the Vocational Workshops - Golden Grove Prison	0.500	0.500	0.800	0.000	0.000	1.300	Construct vocational workshop for inmates	Ministry of National Security	2008
Computer System - Establishment of a Corrections Information System	Project being developed						Establish a Management Information System to improve data capture, storage and retrieval to improve criminal profiling	Ministry of National Security	

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Goal 5: Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families									
Institutional Strengthening of the Forensic Science Centre	7.000	7.000	1.500	0.000	0.000	8.500			
Institutional Capacity Strengthening - Office of Disaster Preparedness and Management (ODPM)	Project being developed						Improve national disaster preparedness	Ministry of National Security	
Provision of Training for Partners of the ODPM	Project being developed						Improve national disaster preparedness	Ministry of National Security	
Preparation of a National Disaster Management Policy	Project funded under recurrent expenditure						Improve national disaster preparedness	Ministry of National Security	Ongoing
Revision of the National Disaster Plan	Project being developed						Improve national disaster preparedness	Ministry of National Security	
Strengthening of the National Disaster Management System	Project being developed						Improve national disaster preparedness	Ministry of National Security	
Establishment of Early Public Warning System	Project being developed						Provide an early warning system to the public	Ministry of National Security	
Public Education Campaign	Project being developed						Educate the public though different media on hazards and disaster preparedness	Ministry of National Security	
Creation of an Information Database for Disaster Mitigation	Project being developed						Develop database for the design of disaster mitigation measures, to assist in the coordinating efforts of the ODPM	Ministry of National Security	
Automation of Passport Preparation	39.920	39.920	16.000	10.000	0.000	65.920	Introduce Machine Readable Passports in keeping with international requirements	Ministry of National Security	2009
Electronic Scanning of Passports and Other Travel Documents	Project being developed						Introduce electronic scanning of passports and other travel documents	Ministry of National Security	
Retooling and Modernisation of the Immigration Department	0.298	1.000	0.700	1.300	1.000	4.000	Improve border control and protection measures around Trinidad and Tobago and train staff	Ministry of National Security	2010

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Goal 5: Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families									
Upgrade of Roadways and Drainage at Teteron	0.000	0.300	7.000	0.000	0.000	7.300	Upgrade the main carriageway and drainage systems at Teteron	Ministry of National Security	2008
Refurbishment of Vehicles and Equipment for the Police Service	1.6950	1.5000	4.2000	0.0000	0.0000	5.700	Improve reliability and effectiveness of the Fire Services Division	Ministry of National Security	2008
Purchase of Vehicles and Equipment for the Police Service	5.000	5.000	5.000	0.000	0.000	10.000	Improve safety and security for downtown Port of Spain.	Ministry of National Security	2008
Establishment of a Refurbishment Unit for the Police Stations	0.000	2.000	0.200	0.000	0.000	2.200	Improve the physical infrastructure of Police Stations	Ministry of National Security	2008
Purchase of Launch for the Immigration Division	0.000	1.100	1.000	18.900	0.000	21.000	Improve effectiveness of the Immigration Division	Ministry of National Security	2009
Development of a Computer System for the Police Service	8.200	10.000	16.700	23.000	0.000	49.700	Improve efficiency and effectiveness of the Police by the use of GIS, mobile computing units	Ministry of National Security	2009
Development of a Computer System for the Coast Guard	1.300	1.500	0.500	4.000	0.000	6.000	Provide electronic communication to connect Headquarters at Staubles Bay	Ministry of National Security	2009
Computerisation of Defence Force	1.000	1.000	1.400	2.500	0.000	4.900	Develop a networking infrastructure	Ministry of National Security	2009
Training of Coast Guard Personnel	2.500	3.000	1.000	6.000	6.000	16.000	Improve skills of officers by providing overseas training	Ministry of National Security	2010
Management Structure for Regional Security	7.000	7.000	0.500	0.000	0.000	7.500	Establish a Unit to develop strategies for regional security	Ministry of National Security	2008
Cricket World Cup 2007	12.800	12.800	0.000	0.000	0.000	12.800	Provide security support for Cricket World Cup 2007	Ministry of National Security	2007
Improvement Works to Coast Guard Buildings	12.000	25.000	0.000	0.000	0.000	25.000	Provide an Administration building and upgrade dormitories	Ministry of National Security	2007
Upgrade of Piarco Air-Wing to Air Guard Base	3.500	3.500	5.000	31.900	0.000	40.400	Continue refurbishment of the Air Wing	Ministry of National Security	2009
Construction of Besson Street Police Station	0.000	5.000	5.000	5.000	0.000	15.000	Improve security to the community of Besson Street and environs	Ministry of National Security	2009

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Goal 5: Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families									
Refurbishment of Property - Boss Building	4.000	4.000	2.000	5.615	0.000	11.615	Provide accommodation for the Ministry of National Security	Ministry of National Security	2009
Extension and Modernization of Facilities - Forensic Science Centre	0.000	0.000	0.500	0.000	0.000	0.500	Modernise the Forensic Science Facility - DNA Lab	Ministry of National Security	2008
TOTAL	1,590.968	2,114.489	1,714.469	848.963	279.180	4,957.101			

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