

Republic of Trinidad and Tobago

SOCIAL & ECONOMIC POLICY FRAMEWORK



October 2002

Republic of Trinidad and Tobago



Social and Economic Policy Framework

The Social and Economic Policy Framework marks the beginning of a process of setting the policy agenda to take Trinidad and Tobago to developed country status by the year 2020. In the upcoming months, this document will be reviewed in consultation with stakeholders.

TRINIDAD AND TOBAGO SOCIAL AND ECONOMIC POLICY FRAMEWORK

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1. INTRODUCTION

Trinidad and Tobago is faced with a bright and challenging future. For almost a decade now, the economy has demonstrated remarkable strength and resilience in the face of an uncertain global environment that is characterised by rapid and far-reaching economic, social and technological change. As the pace of global change intensifies, Trinidad and Tobago must consolidate on the success it has achieved thus far to effectively manage the risks and take advantage of the opportunities as they arise.

With the imminent expansion in the oil and gas sector, the prospects for continued success on the economic front are extremely positive. However, the experience of many countries has shown that economic growth, while necessary, is insufficient to ensure sustained improvement in the quality of life enjoyed by the majority of the people. Consequently, the key to sustained development is the creation of enabling conditions for the optimum realisation of a country's human capital potential.

As Trinidad and Tobago enters a new phase of industrialisation, there will be increased demand for high-level technical skills, managerial and entrepreneurial capabilities as well as competence in the utilisation of sophisticated technologies. This demand must be supported and sustained by a disciplined, multi-skilled workforce imbued with a positive work ethic. This facet of human development must be accompanied by the provision of opportunities for all citizens to participate actively and equitably in the social and economic life of the nation.

It is in recognition of this challenge that the Social and Economic Policy Framework (SEPF) places the highest priority on human development and the creation of economic, social and environmental conditions that nurture and advance the well being of all the peoples of Trinidad and Tobago.

The SEPF sets out the essential elements of national policy in a comprehensive and integrated agenda that places people at the centre of the development process.

The policy framework is cast in the vision of transforming Trinidad and Tobago into a developed country by 2020. To facilitate this transformation, special attention is placed on the creation of a knowledge-based society, enhancement of the quality and delivery of public services, strengthening of the infrastructure base of the country and modernisation of the system of law and justice.

At the heart of the policy agenda is the issue of human development – education and training, health, housing, basic amenities such as water and electricity, employment, equity ownership, and personal safety and security. High priority is placed on poverty alleviation, the generation of sustainable employment opportunities and the creation of a harmonious society.

In order to achieve developed country status, a robust and diversified economic base is a prerequisite. Accordingly, the energy, manufacturing, services, agriculture, small business and micro-enterprise sectors have been targeted as the key sectors to drive the growth process.

The thrust towards a higher level of growth and human development must take place within a framework that ensures environmental sustainability. As a consequence, equal priority is given to the preservation and conservation of the environment.

The developmental objectives, strategies and programmes of the SEPF, for the period 2003-2005, are summarised in an implementation matrix, which will serve as a key policy management tool to monitor progress towards the attainment of developed country status by 2020.

2. VISION: DEVELOPED COUNTRY STATUS BY 2020

The Government has a clear vision for the transformation of Trinidad and Tobago into a developed society by the year 2020.

Vision 2020 places Trinidad and Tobago as a fully developed nation in every sense, in terms of the strength and resilience of its economy, the level of human development, its social and institutional structures, the quality of governance, as well as, the state of the natural environment.

The Trinidad and Tobago of 2020 will be a prosperous and progressive society catering to the needs of its citizens, a preferred place to live, raise children, invest, do business, work and go to school.

The economy will cross the threshold into a new era of growth, driven by globally competitive, knowledge-intensive economic sectors and supported by fully engaged, highly skilled human resources as well as a modern infrastructure base.

Economic growth will be inclusive and socially responsive to the needs of all segments of the society. It will be based on full participation of the population and promote wealth creation among all income groups.

Trinidad and Tobago will be a society of creative thinkers, innovators and entrepreneurs engaged in a process of lifelong learning. All citizens, particularly, women, youth, the poor, the elderly and persons with disabilities will be given equal opportunities for personal growth, self-expression and active participation in their own development. Poverty and unemployment will be progressively reduced.

Indeed, by 2020, the citizens of Trinidad and Tobago will be enjoying a high quality of life based on the highest standards of modern human development in the areas of education, health, housing, transportation, basic amenities such as water and electricity, telecommunications, personal security, social services and the environment.

The society will be cohesive and caring, with strong spiritual and ethical values and a deep sense of nationalism. It will celebrate the diversity of its people and function on the principles of democracy, human rights and social justice. Crime, violence and corruption will not be tolerated.

New and improved standards of governance will provide the context for all public and private sector undertakings. The Government will be effective and close to the people and function in accordance with the highest standards of public accountability and integrity. Public sector agencies will be re-engineered to be more efficient, results-oriented and customer-focussed.

In achieving developed country status, Trinidad and Tobago will acknowledge and celebrate its cultural diversity and continue to nurture and preserve the natural environment.

By 2020, Trinidad and Tobago will be a developed country in its own unique mould, on par with the standards of the developed world but set apart by the distinctive quality of its people and their culture.

3. THE CHALLENGES OF THE GLOBAL ECONOMY

The realisation of Vision 2020 depends to a large extent on the performance of the global economy and Trinidad and Tobago's ability to successfully capitalise on and adapt to dynamic external changes.

Imbalances in the global economy continue to present risks and uncertainties for the growth prospects of developing countries like Trinidad and Tobago. Many economies face instability arising from fluctuations in external demand and in the prices of their exports and imports as well as inflows of foreign investment.

Global trends over the medium-term will warrant close scrutiny to allow economies to best position themselves to successfully navigate the international environment. Since the last quarter of 2001, a global recovery has been underway led by the United States and emerging markets in Asia. However, after a strong first quarter in 2002 based on an increase in global trade and industrial production the pace of recovery has slowed. Global financial markets have weakened considerably, equity markets in industrial countries have declined and the U.S. dollar has depreciated against the euro and the yen. Notwithstanding these developments, the recovery is still expected to continue with the most recent economic projections from the International Monetary Fund estimating global growth at 2.8 percent and 3.7 percent in 2002 and 2003, respectively.¹

In the United States, there was an acceleration of economic activity in the first quarter of 2002 after a mild recession in 2001. However, weakened financial markets, falling consumer demand and concerns over corporate governance combined to constrain economic activity. As a consequence, growth is expected to be positive in the medium-term, albeit lower than earlier estimates.

Economic growth in the euro area is likely to lag behind that of the United States. The modest recovery evident thus far has been led by the external sector but has been hindered by restrained domestic demand and investment.

Japan also showed signs of recovery after its third recession in the past ten years. Modest growth is projected for the rest of the year and in 2003. With domestic demand remaining weak there are downside risks given the appreciation of the yen and the weak global recovery. The underlying issue for the Japanese economy remains the achievement of rapid and sustained expansion in output in order to break the pattern of mediocre economic performance interspersed with periods of recession.

The emerging economies of Asia have recorded a marked increase in economic activity since the beginning of the year, with production and exports responding to the global upturn. However, their economic performance continues to be dependent on external developments, including the slower than expected growth in economic activity in the United States and Europe.

¹ International Monetary Fund: World Economic Outlook, September 2002

In contrast to the rest of the world, economic conditions in Latin America worsened in the first half of 2002. The Argentinean economic crisis highlighted the underlying structural weaknesses in the Latin American Region and contributed to the overall deterioration in economic conditions in the first half of 2002. The prospects for Latin America remain tenuous, as economic relationships with advanced economies through trade links and financial flows will determine to a large extent how this region fares.

What has been clear in the global downturn is the degree of similarity of shocks experienced by individual countries. Volatile oil prices, the crash in the high-tech sector and the tightening of monetary policy in the second half of 1999 to the end of 2000 emphasised the increasing linkages across countries, particularly, in the corporate and financial sphere. Those countries with greater scope for policy flexibility were able to manage the downturn considerably easier. Trinidad and Tobago is one such country and, notwithstanding, volatile oil prices earlier in the year, has been able to generate positive growth of 2.7 percent in 2002.

The process of globalisation and liberalisation continues to integrate economies through trade, financial flows, technology spill-over, information networks and cross-cultural activities. It also presents several challenges and opportunities for economies, the most important of which is market penetration on a global scale. To meet this challenge, Trinidad and Tobago must be able to successfully integrate and compete in these markets with high quality and competitively priced products. This will involve the continued development of products and services for which the country has a clear competitive advantage. Both the private and public sectors must have adequate infrastructure and technological capability necessary for national competitiveness. Links between industry, and research and educational institutions will also increase domestic adaptive capability and encourage the development and commercialisation of local innovation.

Liberalisation has also introduced several international trading protocols which impose stringent international quality standards on local producers. Trinidad and Tobago, along with other countries around the world has adopted the ISO 9000 Series on quality management standards and the ISO 14000 Series on environmental management systems, which have been officially issued by the International Standards Organisation.

In tandem with the process of globalisation, regionalism assumes added significance as nations seek to guarantee their markets. Apart from trade and investment issues, the region is delving into matters of regional and national security, common regulatory systems, employment and labour standards, institution building and even the administration of justice under the umbrella of CARICOM and the CARICOM Single Market and Economy (CSME). Through the CSME more investment capital is likely to be attracted both internationally and within the region (Box 3.1).

Central to the effective functioning of the CSME is the establishment of a new institutional structure which will include: the Caribbean Court of Justice (CCJ); the Fair Trading Commission, a Regional Standards and Quality Organisation (CROSQ), a Regional Intellectual Property Office and a Development Fund.

Box 3.1

The CSME

The CSME is an arrangement among the CARICOM States for the creation of a single enlarged economic space through the removal of cross-border restrictions resulting in the free movement of goods, services, persons, capital and technology. It also confers the right on CARICOM nationals to establish business in any CARICOM Member State and to be treated in the same manner as a national of that State.

Source: www.caricom.org

As a member of the Association of Caribbean States (ACS), Trinidad and Tobago also has the opportunity to forge greater trade and investment links to provide new markets and improve competitiveness globally.

Greater efforts are also being made to increase trade and investment and to extend linkages with new partners through bilateral and multilateral initiatives. The Government is also working towards the ratification of the Cotonou Agreement, which covers the next twenty years of the relationship between the African, Caribbean and Pacific (ACP) Grouping and the European Union (EU). This Agreement allows for a new trade arrangement between the EU and the ACP States that is consistent with the mandates of the World Trade Organisation (Box 3.2).

Membership in the Free Trade Area of the Americas (FTAA), which comprises a total population of 757 million people with a combined Gross Domestic Product (GDP) of US\$7 trillion will not only increase trade with the removal of trade barriers but also boost investment, employment and income for all participating countries. The FTAA also provides opportunities for Trinidad and Tobago to expand and diversify its export capacity into higher value-added manufactures and knowledge-based

Box 3.2

The Cotonou Agreement

The Cotonou Agreement is the new ACP-EU Partnership Agreement that was signed on June 23, 2000 in Benin. It replaces the Lomé Conventions that have framed the cooperation between African, Caribbean and Pacific (ACP) Countries and member States of the European Union (EU) for the past 25 years.

The former Lomé Agreement basically constituted a one-way preferential free trade agreement, under which the products of ACP countries entered the European Union free of duty.

The Cotonou Agreement, which has a timeframe of 20 years, is not only focussed on trade but also links compliance with conditionalities in the areas of political stability, good governance and respect for human rights to the grant of market access into the European Union.

The central objective of the Agreement is to reduce and eventually eradicate poverty while at the same time contributing to sustainable development and the gradual integration of ACP countries into the world economy.

services. The Government will, therefore, place emphasis on the development of the following sectors: high-tech manufacturing, financial services, information technology and other professional services. Potential also exists for profitable industries in food and beverages, petrochemicals, including plastics, leisure and marine activities, metal processing, printing and packaging and specialty tourism.

Although the Trinidad and Tobago economy is fundamentally strong and its prospects for growth are bright, the economy through its integration in the global economic system remains vulnerable to external shocks.

Given the pace of globalisation, the Government is committed to increasing the economy's resilience to meet the external challenges. Further, with increasing competition around the world for foreign capital and investment, the Government will maintain an economic environment conducive to attracting high levels of foreign direct investment and robust growth.

4. REVIEW OF DOMESTIC CONDITIONS

The review of the opportunities and challenges of the international environment is complemented by an assessment of domestic conditions to form the contextual framework for the design of policy interventions. Selected social statistics, key economic indicators and an overview of environmental conditions are highlighted as part of the analysis to determine the basic parameters and scope of policy initiatives required to achieve developed country status by 2020.

4.1 Social Conditions

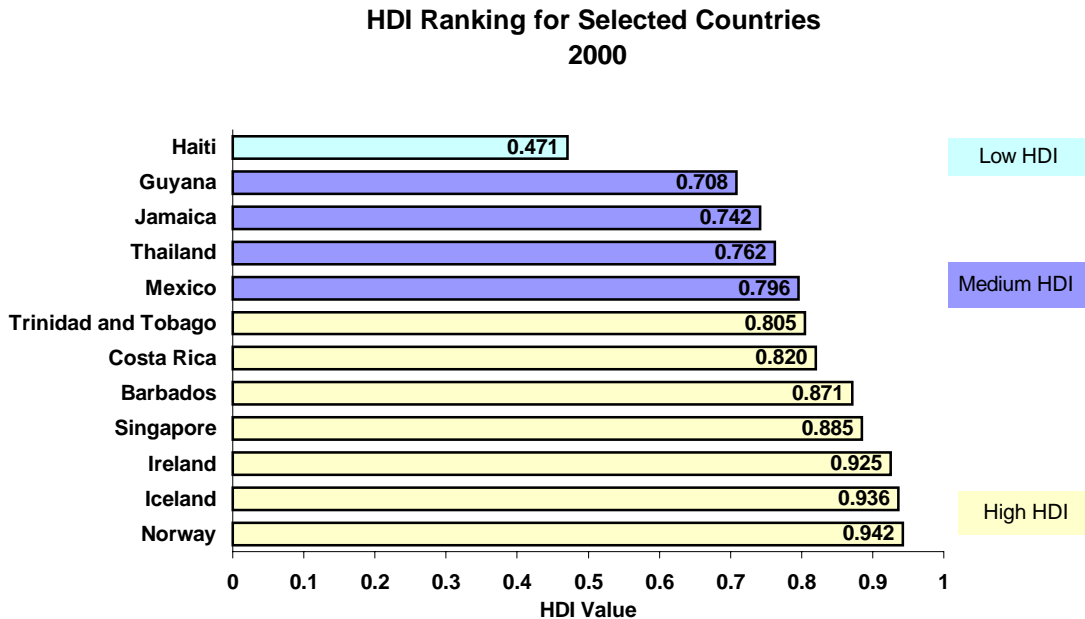
An internationally comparable indicator of the overall social progress in a country is the Human Development Index (HDI) (Box 4.1). In the 2000 HDI, Trinidad and Tobago was ranked as the 50th most developed country among 173 countries. This ranking placed Trinidad and Tobago in the group of countries with a high level of human development, which also includes Singapore, Norway and Barbados (Figure 4.1).

Box 4.1

Human Development Index (HDI)

- HDI is a summary measure of three dimensions of human development, which was created by UNDP in 1990
- It is developed from data on life expectancy, school enrolment and literacy, and income (Gross Domestic Product per capita).

Figure 4.1

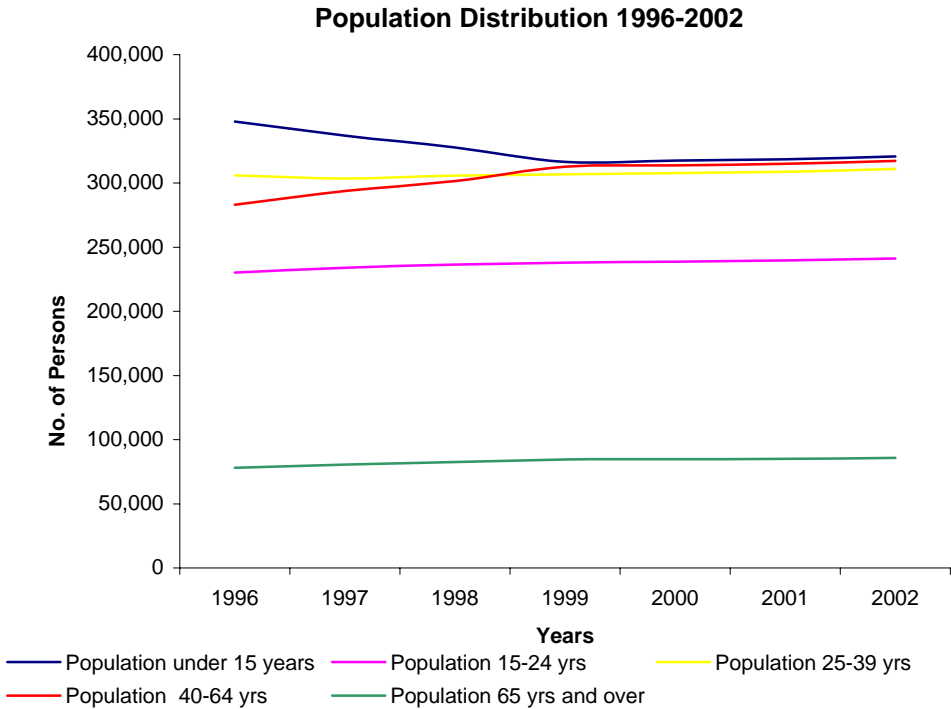


Source: Human Development Report 2002

Underlying this ranking has been the failure to fully transform economic gains into a higher quality of life for all citizens. This is illustrated by several factors signalling potential threats to the country’s social fabric as the incidence of violent crime, deviant behaviour, drug abuse and irresponsible sexual conduct continues to rise.

Population. Over the last seven years, population growth has averaged less than one percent. The statistics indicate a declining rate of growth in the over 65 years age group and negative growth in the less than 15 years age group. In contrast, there has been consistent growth in the 25-39 and 40-64 age groups. This translates into increasing demands on the country’s resources over the next two decades especially in the areas of health, employment, education, housing and social security (Figure 4.2).

Figure 4.2



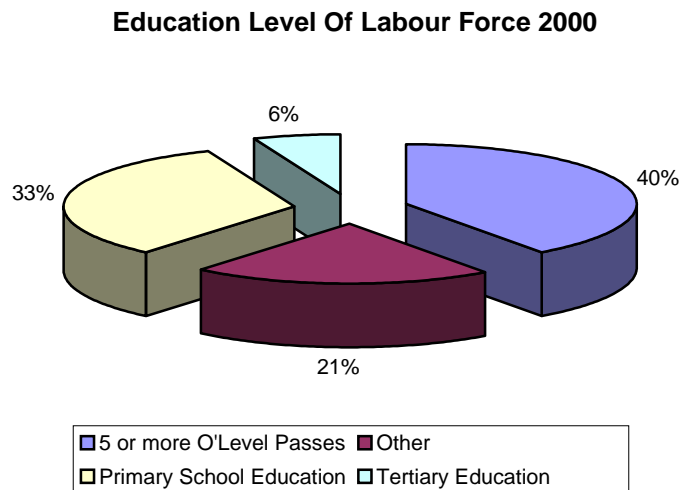
Source: Central Statistical Office

Poverty. While the national poverty level is estimated at 21 percent, there are communities for which the poverty rate averages 35 percent². Despite universal enrolment in primary and secondary schools, and increases in life expectancy, a large section of the population does not have access to regular supplies of potable water, adequate housing, tertiary education or quality health care.

² The World Bank. Trinidad and Tobago - Poverty and Unemployment in an Oil Based Economy, October 1995 based on data from the 1992 Survey of Living Conditions.

Education. Trinidad and Tobago currently enjoys an adult literacy rate of 93.8 percent and a youth literacy rate of 97.5 percent. However, in 2000, while more than 40 percent of the labour force possessed secondary education with certification in more than five subjects at the Ordinary Level, some 33 percent had only primary education and only about 6 percent had some form of tertiary education. As much as 21 percent of the labour force had little or no formal education (Figure 4.3).

Figure 4.3



Source: Central Statistical Office

Public spending on the sector is currently estimated at 4.4 percent of GDP. For the period 1995-1997, this expenditure was skewed in favour of non-tertiary as opposed to tertiary education. These rates are significant when compared to developed countries, which exhibit a more even distribution in enrolment across all educational levels. At the local primary, secondary and pre-primary levels, gross enrolment rates average 99 percent, 74 percent and 45 percent, respectively. In contrast, gross enrolment in tertiary education averages 8 percent, which is significantly lower than the average for high income developed countries of over 30 percent³.

Employment and Wages.⁴ Except for the years 1995-1997 and 2000, real wages continued its downward trend over the period 1991-2001. Job creation, after increasing from 26,900 in 1991, declined to 14,000 in 2000 and to 10,700 in 2001. Over the period 1991-2001, the labour force increased by 17.1 percent with over 84,000 new entrants. Participation rates did not record any significant changes over the period as the overall rate fluctuated between 59 percent and 61 percent. The participation rate for women continued to be lower than that of men, fluctuating between 42.0 and 46.4 percent, while for males the rate was between 75.8 and 75.0 percent.

³ The World Bank, World Development Indicators 2002; UNDP, Human Development Report 2002

⁴ Data for this section obtained from the Central Statistical Office and the Central Bank.

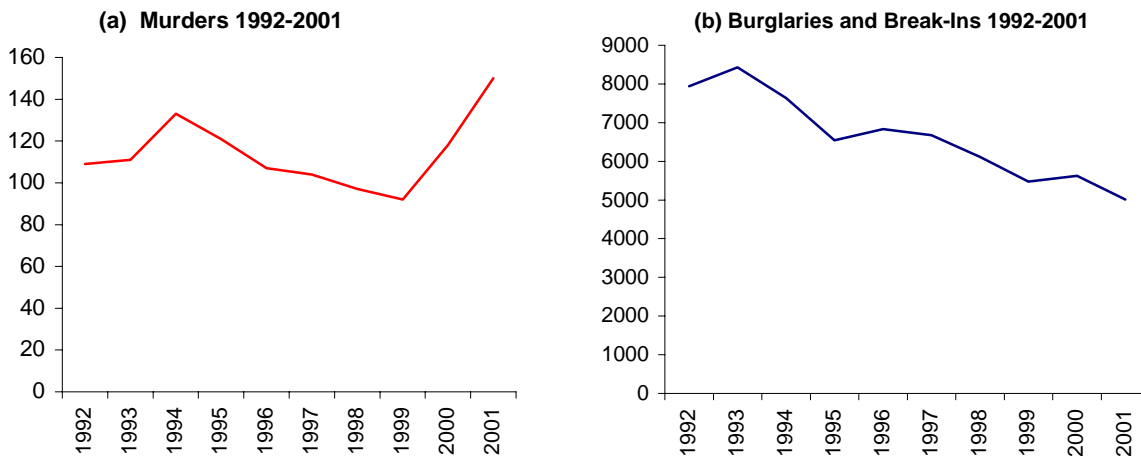
Further, the number of employed persons increased by almost 113,100 over the period. Significantly, persons in elementary, unskilled jobs accounted for 20 percent of employed persons in 2000.

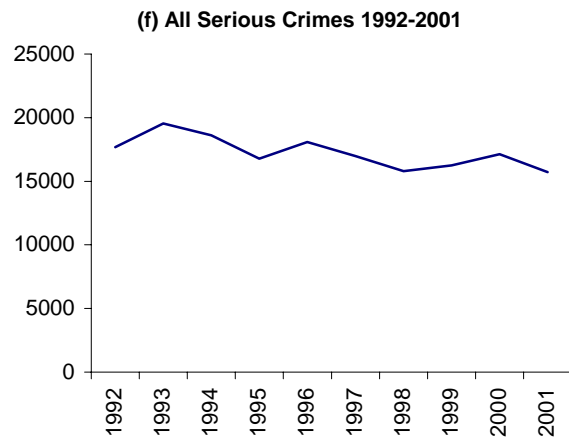
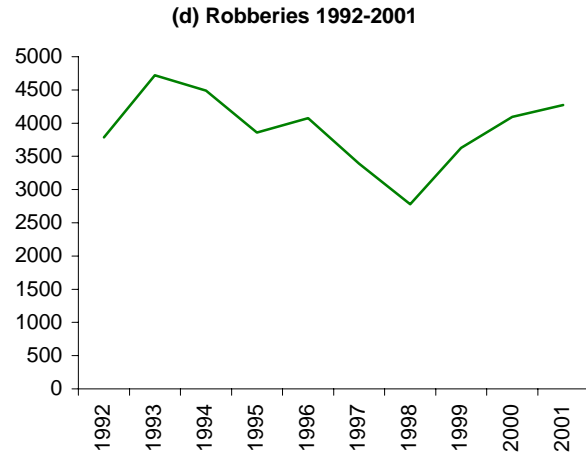
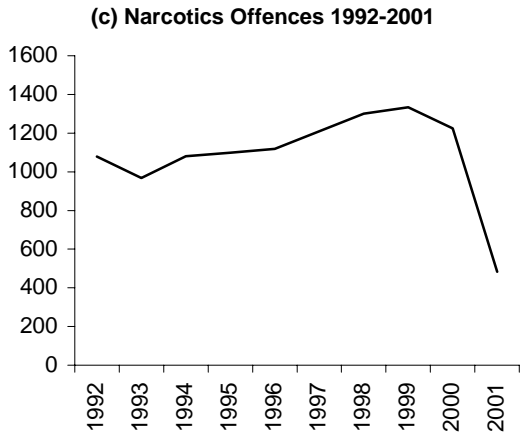
Total unemployment averaged 19 percent for the early 1990's, but for 2001 was 10.8 percent of the labour force. When this figure is disaggregated by sex, the rate for males is 8.6 percent compared to 14.4 percent for females, despite higher educational achievements by females at all levels of the school system. For some communities, unemployment is over 20 percent, and as much as 30 percent. Amongst youths and females, single female-headed households, the homeless and substance abusers, unemployment remains significantly higher than the national level. For the 15-19 age group, unemployment continued to be high for the period 1991-2001, peaking at 43.8 percent in 1993 and declining to its lowest level of 29.5 percent in 2001.

Crime. In 2001, the overall number of serious crimes committed in the country was at its lowest level in ten years. A total of 15,722 serious crimes were recorded last year in comparison to a peak of 19,547 crimes in 1993 and an annual average of almost 17,200 crimes for the remaining eight years.

Further analysis of the various categories of serious crimes reveals that in recent years, murders, robberies and woundings have been increasing while narcotic offences, larceny and burglaries are on the decline (Figure 4.4).

Figure 4.4 Trends in Serious Crimes





Source: Central Statistical Office
 Modus Operandi and Records Bureau, Trinidad and Tobago Police Service.

An analysis of the data for 1999 reveals that there were a total of 57,379 crimes (excluding traffic offences) reported to the police of which 16,260 were categorised as serious, 18,229 were minor crimes and 22,890 were minor offences. Of the total amount, prosecutions were instituted in 18,802 cases, consisting of 5,371, 6,699 and 6,732 cases in serious crimes, minor crimes and minor offences, respectively. Further, the number of persons committed to prison annually has risen steadily from 18,909 in 1994 to 36,437 in 1999. Of this figure, 31,538 persons were released during the same year with 4,899 being wards of the penal system at the end of the year.

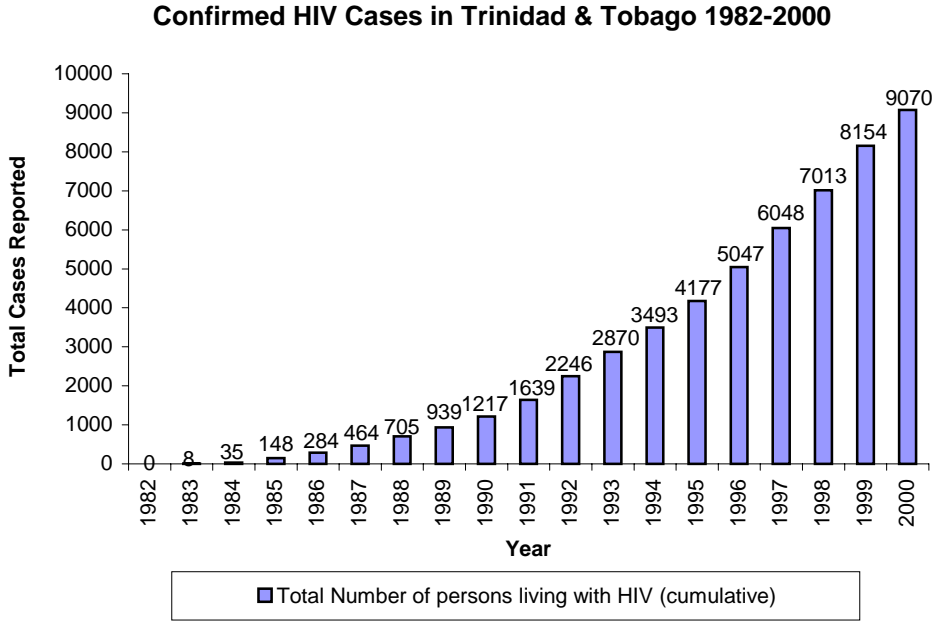
HIV/AIDS.⁵ AIDS is currently the leading cause of death among young adults with increasing numbers of young women and children at risk of contracting the virus. It is estimated that there are 17,000 persons affected with the virus in Trinidad and Tobago. The actual number may be higher due to under-reporting. Even without under-

⁵ Data for this Section obtained from the Five-Year National HIV/AIDS Strategic Plan: January, 2003 – December, 2007. UWI, Health Economics Unit, St. Augustine and the National Surveillance Unit, Ministry of Health

reporting, HIV has exhibited an unrelenting and exponential trend, particularly over the last decade.

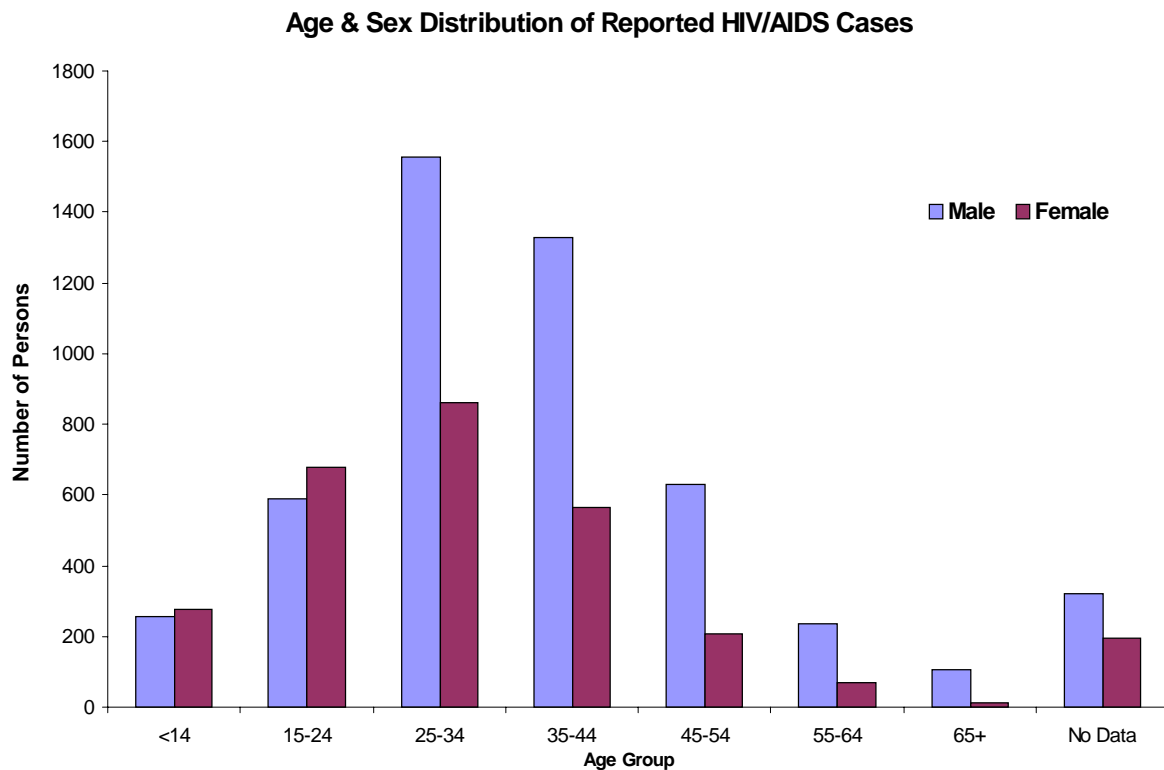
Figure 4.5 shows that, as at the end of 2000, there were 9,070 confirmed HIV cases in comparison to eight (8) cases and 1,217 cases in 1983 and 1990, respectively.

Figure 4.5



Source: Ministry of Health, National Surveillance Unit

The national prevalence rate for HIV is 2.5 percent. However, in the 15-19 age group this figure rises to 7 percent. It is estimated that at least 3% of the sexually active population 15-49 years is living with HIV/AIDS. The percentage of females infected has increased significantly from zero percent in 1983 to 37 percent in 2000 with some 82 percent of HIV infected women falling in the age group 15-45 years. The disease currently exhibits a male to female infection ratio of 2.4:1. However, in the age group 15-24 years, the number of infected females outstrips that of males (Figure 4.6).

Figure 4.6

Source: Ministry of Health, National Surveillance Unit

Fifty (50) percent of new AIDS cases occur in the age group 15-24 years, where it has become the leading cause of death. About 70 percent of all cases occur in the age group 15-44 years. The disease is fuelled mainly by heterosexual contact. The demographic profile of the disease indicates that all geographical regions of the countries are affected. However, the highest incidence can be found in the St. George County and in Tobago.

According to Nicholls *et al.* (1997), by the year 2005, the Gross National Product (GNP) of Trinidad and Tobago will be at least 4.2 percent lower as a result of the impact of HIV/AIDS, with a consequential fall in employment in key sectors such as agriculture and manufacturing by 20 percent if the disease is left unchecked. In addition, national savings could fall by as much as 10.3 percent and investment by 15.6 percent.

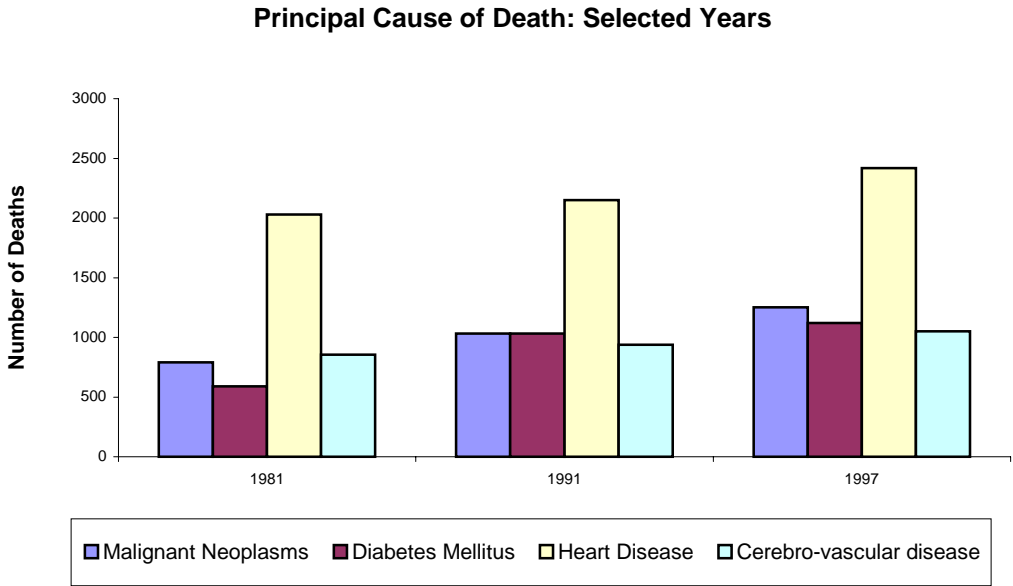
In society, individuals face the heavy burden of the illness which includes the high cost of treatment and care and the stigma and discrimination associated with the disease. Further, households are forced to divert resources to caring for ill family members and to replace foregone income. The situation is exacerbated by marginalisation, poverty, and violence.

Health. Broad indicators of population health status have been steadily improving over the past ten years. With success in reducing the incidence of common communicable

diseases as causes of illness and death and with improvement in general economic levels, life expectancy increased for the population to 71.9 years for males and 76.5 years for females in 1999. Currently, infant mortality per every 1,000 births stands at 16 percent and trained health personnel attend 98 percent of all births. These figures are quite favourable when compared to international benchmarks.

Although the statistics point to a good health status of the overall population, medical conditions associated with lifestyles and longevity are beginning to emerge as health issues. Diabetes, hypertension, cancers and heart disease are the major conditions affecting the population (Figure 4.7).

Figure 4.7



Sources: Inter-American Development Bank. An Overview of Social Sector Conditions in Trinidad and Tobago, Dr. Karl Theodore, University of the West Indies. Annual Statistical Digest 1998/99 No.44 CSO, Trinidad and Tobago

Housing. Currently, there are approximately 50,000 squatters, half of whom live on state lands. In addition, there are 31,000 applicants for low cost housing, and approximately 23,000 applications for plot regularisation. The estimated annual demand for new low and lower-middle income housing units is 10,000.

The under-supply of housing for low and lower-middle income groups has had implications for the quality of life of a large number of citizens and for overall social conditions in the society.

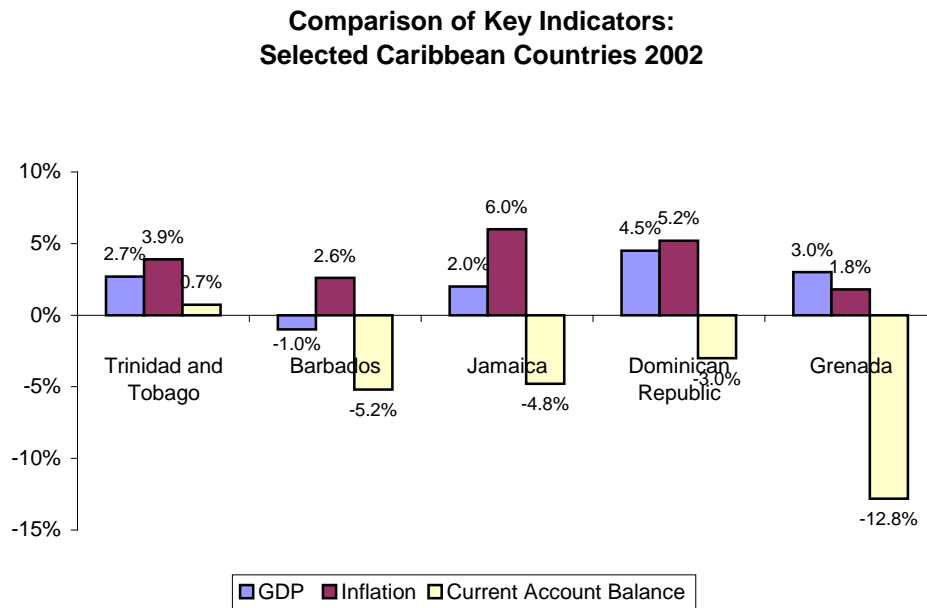
Over the years, the State has provided rental units for lower income groups. Most of these 6,800 units are now old, dilapidated, badly maintained and no longer cost-effective.

Information. While traditional indicators of the level of penetration in the information economy such as the use of radios, telephones, televisions and newspapers have remained fairly constant, new technologies such as mobile phones, personal computers and internet hosting have experienced phenomenal growth. Since 1998, the use of mobile phones, personal computers and internet host (per 1,000 persons) has risen from 10, 20 and 1.52, respectively to 103, 61.8 and 7.7 in 2000. These figures, while promising by international standards, are not fully representative of the level of access, since factors such as location, income, education, age and gender, all play a significant role in the digital divide within countries.

4.2 Economic Conditions

Trinidad and Tobago continues to be one of the strongest economies in the Caribbean with all of its key economic indicators being positive (Figure 4.8).

Figure 4.8

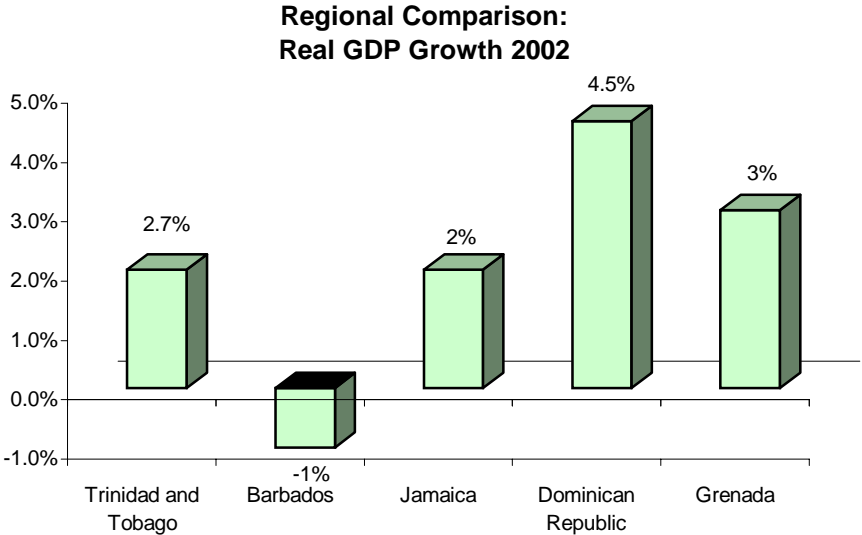


Sources: IMF, World Bank, IDB and Central Banks of Trinidad & Tobago, Barbados, Jamaica, Dominican Republic and Grenada

Growth. By the end of 2002, it is projected that the economy will grow by 2.7 percent – the ninth consecutive year of expansion (Figure 4.9). Contributing to this positive growth, will be the operationalisation of Atlantic LNG’s Train II in the last quarter of 2002, which will impact significantly on output from the energy sector.

The non-energy sector is also expected to contribute to this performance. Of particular interest is the agricultural sector, which is expected to grow by some 11.1 percent in 2002 as compared to the decline of 2.7 percent in 2001.

Figure 4.9



Source: Business Monitor International

Unemployment. At the end of June 2002, the level of unemployment was 10.1 percent. This compares with a rate of 11.7 percent at the end of fourth quarter of 2001. The non-energy sector, which accounts for 75 percent of all economic activity, continues to create job opportunities particularly, in the construction, manufacturing, distribution and services sectors.

Inflation. The inflation rate is expected to decline to 3.9 percent in 2002, from 5.6 percent in 2001. The reduction will be primarily as a result of the stabilisation of prices of food items in 2002.⁶

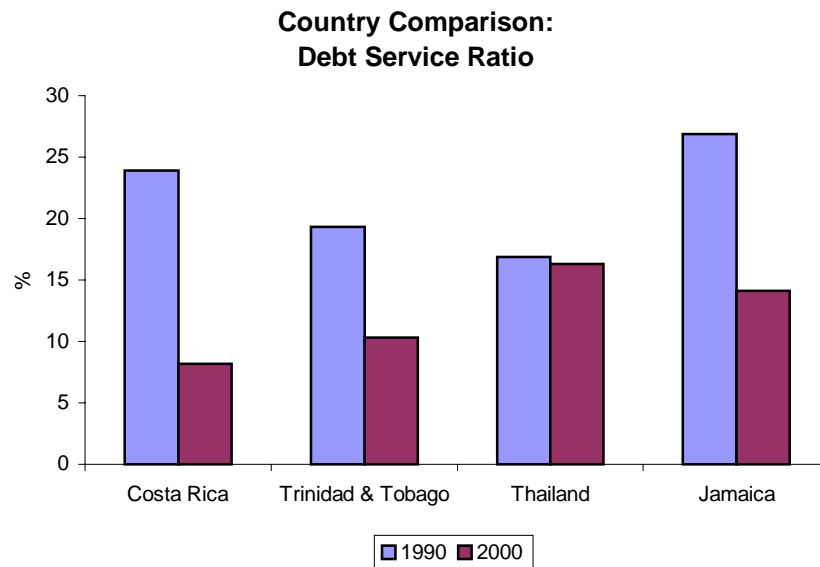
Fiscal Operations. During fiscal 2001/2002, the Government was faced with revenue shortfalls as a result of lower than budgeted oil prices. The loss of revenue arose from lower petroleum taxation and earnings of state-owned energy companies, as well as, unplanned write-offs of expenditure from drilling dry wells. In addition, collections from the petrochemicals sector are expected to be lower as a result of declining commodity prices.

Given lower than expected revenue, the Government has prudently managed its fiscal operations to ensure that fiscal sustainability is maintained. As a result, expenditure

⁶ Food items account for the largest sub-section in the Cost of Living Index

was reduced in non-critical areas. Capital expenditure, which was initially allocated approximately \$1.4 billion for the 2001/2002 fiscal year, was reduced to just over \$900 million – a level consistent with the trend in the implementation rate of the Capital Programme. In addition, adjustments were made to the provisions for goods and services and minor equipment purchases. As a consequence, for fiscal 2001/2002, it is estimated that there will be a small surplus equivalent to 0.1 percent of GDP.

Figure 4.10



Source: UN Human Development Report 2002

Debt. The ratio of external debt to exports of goods and services is projected to be 4.4 percent at the end of 2002. This compares to a debt service ratio of 3.9 percent in 2001.

External Accounts. Trinidad and Tobago's trade with the rest of the world continued to be positive in 2001, with the country recording a balance of payments surplus of US\$470.5 million despite the softening of commodity prices.

Total imports increased by almost 12 percent over 2000, mainly due to capital imports for new investment projects in the energy sector. In total, imports for 2001 were valued at US\$3,693.5 million. Total exports fell nearly four (4) percent from the previous year to US\$4,124 million in 2001, due in large part to a decline in export earnings from mineral fuels and lubricants on account of lower oil prices. Although prices of petrochemicals also declined in 2001, increased export volumes of ammonia and methanol led to higher export earnings from these commodities. Exports of manufactured goods showed resilience in 2001, increasing by almost 16 percent.

In the first quarter of 2002, the merchandise trade balance continued to register a surplus, however, due to a deficit of US\$151.8 million on the capital account, the overall balance of payments recorded a deficit of US\$3.7 million or 0.04 percent of GDP. This notwithstanding, the international reserves position remained healthy at approximately US\$2.5 billion, equivalent to 8 months of import cover.

Monetary Policy Management. The year 2002 was characterised by high liquidity conditions in the monetary system as a result of the reduction in the reserve requirement in 2001, coupled with a slowdown in consumer borrowing and fiscal injections arising out of Government expenditures. The Central Bank of Trinidad and Tobago managed the liquidity problem through open market operations by issuing traditional government bonds. In 2001, Central Bank Notes⁷ were introduced as a new liquidity management tool. Similar in nature to Treasury Bills, these securities were initially created to solve the technical deficiency caused by limits to Central Government debt, which restricted the Central Bank’s ability to absorb excess liquidity.

In addition to these two instruments to manage liquidity, repurchase orders or repos were introduced (Box 4.2).

Beginning in May 2002, the repo rate was set at 5.75 percent with the reverse repo rate 50 basis points lower. However, the excess liquidity conditions experienced throughout the year led to the Central Bank reducing the repo rate in August 2002 to 5.25 percent.

Box 4.2

The Repo Rate

A repo is an overnight sale or purchase of securities by the Central Bank to Primary Dealers to reduce upward or downward pressure on overnight market rates. The repo rate is announced on the first Thursday of each month.

The excess liquidity condition led to downward pressure on domestic interest rates. The commercial banks’ prime lending rate was reduced by 3 percent, from 15 percent in September 2001 to under 12 percent by September 2002.

4.3 Environmental Conditions

As the most industrialised country in the Commonwealth Caribbean Region, Trinidad and Tobago experiences the attendant environmental problems associated with the production of petroleum products, nitrogen, ammonia, urea and methanol in addition to rum, soap, paint and wood products.

The growing demand for goods and services in an island state of relatively small size has led to negative impacts on the physical characteristics and natural resource base of the country. Resource exploitation has not been consistent with long-term

⁷ Central Bank Notes have a three-month maturity and can be issued up to a limit of 25 percent of Bank assets.

sustainability. Consequently, environmental problems result from poor use of land in unplanned settlements especially on steep hill slopes, indiscriminate quarrying, undesirable agricultural practices, and excessive logging. These practices result in secondary problems such as soil erosion and land degradation, loss of soil productivity, loss of species, siltation of waterways and flash flooding.

Environmental pollution is also a significant problem particularly from petroleum exploitation and exploration operations in South Trinidad. In addition, contamination of watercourses by pesticides and herbicides, and atmospheric pollution from industrial and vehicle emissions also aggravate a deteriorating environmental condition.

5. THE POLICY OBJECTIVES FOR 2003-2005

In line with its vision of transforming Trinidad and Tobago into a developed society and after reviewing conditions in the external and domestic environment, the Government has developed a number of mutually reinforcing policy objectives for the period 2003-2005. Together, these objectives define the nature and scope of the social and economic transformation that will take place over the medium-term. Essentially, the focus will be on promoting human development, enhancing social and environmental conditions, improving social equity and harmony, increasing potential growth by targeting key sectors, accelerating structural transformation within the manufacturing and services sectors, and revitalising the agricultural sector.

Specifically, the policy objectives for the period 2003-2005 are to:

- Enhance the quality of life by expanding the provision of and improving accessibility to social services;
- Promote an equitable society by eradicating poverty and reducing imbalances in the society;
- Develop a human resource base to produce a competent, productive and knowledgeable workforce;
- Sustain strong economic growth by pursuing sound macroeconomic management and targeting key economic sectors towards higher value-added activities;
- Enhance competitiveness to meet the challenges of globalisation and liberalisation;
- Adopt environmentally sustainable development strategies to ensure long-term growth and development; and
- Promote a more cohesive, tolerant and harmonious society.

6. THE 2003-2005 POLICY AGENDA

In order to achieve the policy objectives for the period 2003-2005, Government has developed a comprehensive, integrated and co-ordinated policy agenda that provides the overall framework for the design and implementation of effective measures, programmes and projects. In the elaboration of this policy agenda, the Government will continue to adopt a pragmatic and flexible approach.

6.1 Social Policy

Economic growth, while necessary, will not be sufficient for achieving Vision 2020. In reality, progress on the economic front must be accompanied by simultaneous and significant advancements in social development.

Consequently, the Government's social policy focusses on achieving the goals of a high level of human development and an improved quality of life for the population. It, therefore, embraces a broad spectrum of initiatives and interventions across all sectors of the economy, and is intimately integrated with the policy agenda to achieve economic progress and to protect the natural environment.

The overarching philosophy for social development embraces the concepts of equity, equality, participation, individual responsibility, empowerment, sustainability and dignity of the person.

In the design and formulation of its social policy, the Government has adopted a two-pronged approach. One approach recognises the importance of providing direct and immediate relief to the impoverished and vulnerable groups in the society. As a consequence, priority is being placed on the provision of effective social intervention programmes that protect the human dignity of these individuals and their families.

The other is based on the view that social policy must be more preventive and developmental in its intent in order to secure sustainable advances in human and social conditions. In this regard, high priority has been placed on the fundamental pillars of human development, particularly education and training, healthcare, shelter and the provision of basic amenities, as well as economic security through sustainable employment.

The Government is determined to develop the appropriate mix of social protection and preventive, developmental interventions.

Against this background, the objectives of social policy are to:

- satisfy the basic human needs and protect the human rights of the entire population, especially the vulnerable groups;
- eradicate poverty through the promotion of greater opportunities for the poor to enhance their productive capacity and accumulate wealth;
- create a society based on equity and social justice;
- facilitate the full and meaningful participation of individuals and communities in the development process;
- stimulate creativity and provide opportunities for all citizens to achieve their full potential in all fields of human endeavour;
- foster social cohesion among all ethnic and religious groups;
- promote a positive value system that is supported by strong social institutions such as the family; and
- promote a greater sense of national identity and civic pride.

Accordingly, a multi-faceted strategy for social development is being implemented which involves the following:

- (i) providing a well-targeted, integrated programme of social protection services to vulnerable groups, such as the poor, the elderly, persons with disabilities and the youth population;
- (ii) improving the quality of, and equity of access to, education and training, healthcare, shelter, water and sanitation and other basic amenities;
- (iii) increasing opportunities for employment and wealth creation;
- (iv) promoting greater entrepreneurship among all income groups;
- (v) enhancing public safety and security by reducing the levels of crime, juvenile delinquency and drug related activity;
- (vi) strengthening the family unit and communities;
- (vii) developing strong partnerships between Government and communities including private and non-governmental organisations in promoting social sector initiatives;
- (viii) increasing opportunities for social integration through recreation, sports and culture;
- (ix) mainstreaming major issues such as poverty, HIV/AIDS and gender equity into the design of sector programmes;

- (x) improving the institutional and organisational arrangements for achieving efficiency and cost-effectiveness in the social sector; and
- (xi) developing an appropriate information base on social sectors through greater research and analysis of social issues.

Social policy, therefore, encompasses initiatives in the education, health, and housing sectors as well as other areas of activity that promote individual and collective well-being including public utility services, national security, culture and the creative arts, sports and youth development, personal and family social services, social stability, and community development.

In this context, the participation and co-ordination of all Government Ministries and the wider and deeper involvement of the private sector, non-governmental organisations, special interest groups and the wider civil society are of critical importance. As a consequence, new and streamlined processes will be introduced within the public sector, and measures will be taken to ensure continuous, high-level communication between civil society groups and the Government. Moreover, the Government will support institutional strengthening of civil society organisations and provide incentives for increased private sector involvement.

From the social protection perspective, the Government is in the process of reviewing and upgrading its public assistance programmes that provide direct financial assistance to the most needy in the society including persons with disabilities. These programmes are complemented by a comprehensive slate of initiatives to enhance short-term employment prospects, provide emergency relief in the form of food hampers and improve community infrastructure and housing conditions.

As part of the effort to improve the effectiveness of social sector interventions, the system for the delivery of social services is being restructured. The objective is to achieve greater effectiveness through improved targeting and by addressing the issues of duplication and overlap of services. Mechanisms will be put in place to provide for greater co-ordination and communication among social sector Ministries and to deepen the partnership between civil society and government in the delivery systems.

From the developmental perspective, the Government is committed to helping people to help themselves. The most significant aspect of this approach is the emphasis on human resource development through education and skills training. Indeed, the creation of a modern, highly adaptable education and skills-training system will serve as the catalyst for achieving improvements in labour productivity and competitiveness of the economy as well as reducing income inequity and poverty.

Emphasis is also being placed on stimulating self-help efforts that either directly improve social conditions or are income and employment generating. In this regard, active support is being given to the National Commission for Self-help (NCSH) as well as community-based/private sector initiatives. In addition, the development of the small

and micro-enterprise sector is being actively promoted as a means of reducing poverty, increasing sustainable employment and promoting wealth creation.

In terms of health care, the Government will continue to adopt a holistic view that stresses healthy lifestyles and preventive measures. Health policy is focussed on providing universal, comprehensive and affordable health care for the population.

Physical living conditions will be significantly improved through the Government's housing programme, which will expand the opportunities for low-income individuals to acquire housing and improve the existing housing stock. In terms of basic amenities, emphasis will be placed on expanding and improving the supply of electricity as well as water and sanitation services.

By way of ensuring greater social inclusion, special attention is being placed on highly vulnerable groups, specifically the elderly, persons with disabilities, youth and children at risk, single parents, women, substance abusers, socially displaced persons and persons living below the poverty line.

In this regard, the Government will continue to conduct in-depth needs analyses on all vulnerable groups to ensure systematic and effective use of resources. These analyses will provide yardsticks to determine the impact of Government's social policy in improving life situations, promoting wealth creation and strengthening social institutions.

6.2 Economic Policy

Macroeconomic stability is critical to maintaining sustainable growth. The Government will, therefore, pursue prudent fiscal and monetary policies, maintain a healthy balance of payments position and adopt measures to stimulate savings and attract quality domestic and foreign investments.

Macroeconomic Management

The economy will continue to be managed for dynamic growth over the period 2003-2005. Real GDP growth will be strong over the period with a growth rate of 6 percent projected for 2005. The energy sector, particularly the natural gas sub-sector, will remain the main driver of growth in investment and exports. Employment prospects are expected to increase through emphasis on the labour intensive sectors of the economy.

Fiscal Management

The Government will pursue prudent fiscal policy aimed at ensuring long-term sustainability. Fiscal policy will focus on achieving a broadly balanced budget, registering small surpluses over the medium-term. This policy will encompass a manageable public sector debt and progressive expenditure on human development, as well as, strengthening tax administration and broadening the tax base.

Fiscal flexibility will depend on the Government's ability to manage the risks associated with lower than budgeted oil prices, spending by state enterprises and statutory boards, increased capital expenditure by oil companies and weaknesses in tax administration.

Over the period 2003-2005, measures will be put in place to manage expenditure, limit adverse debt dynamics, and resume the process of fiscal consolidation. The recommendations of the Oil and Gas Taxation Committee that was established to examine the fiscal regime in the energy sector will be reviewed and where appropriate, implemented. In addition, the functions of the Board of Inland Revenue and the Customs and Excise Division will be merged under a new entity - The Revenue Authority of Trinidad and Tobago. The Authority will be an independent, modern and sophisticated tax collection and enforcement agency that will significantly improve tax administration and promote greater economic efficiency.

With respect to state enterprises, the Government has formulated a three-part framework involving the rationalisation and review of all enterprises. The key objectives of this framework are to strengthen state governance in sectors of strategic significance, rationalise and reform inefficient enterprises, and optimise resource allocation and financing within all state enterprises (Box 6.1).

As part of this effort, the Government will promote deeper private sector involvement in state-owned enterprises. Accordingly, the reform of Caroni (1975) Limited is intended to stimulate new economic activity in light industrial manufacturing and agro-processing.

The reform will be supported by a review of the structure and operations of the Agricultural Development Bank (ADB) and the National Agricultural Marketing and Development Corporation (NAMDEVCO). This process will broaden access by the agricultural sector to

Box 6.1

Companies Wholly Owned by Government

Energy and Energy Based

National Quarries Company Ltd
Petroleum Company of Trinidad and Tobago Ltd
The National Gas Company of Trinidad and Tobago Ltd
Trinidad and Tobago National Petroleum Marketing Company Ltd

Financial Services

Export-Import Bank of Trinidad and Tobago Ltd
First Citizens Holdings Ltd
Taurus Services Ltd

Manufacturing and Agro-Based

Caroni (1975) Ltd
National Agricultural Marketing and Development Corporation
Trinidad and Tobago Forest Products Company Ltd

Services

Community Improvement Services Ltd
National Entrepreneurship Development Company Ltd
Export Centres Company Ltd
National Commission for Self-Help Ltd
National Maintenance Training and Security Company Ltd
National Schools Dietary Services Ltd
The Trinidad and Tobago Solid Waste Management Company Ltd
The Vehicle Maintenance Corporation of Trinidad and Tobago Ltd
Tourism and Industrial Development Company of T&T Ltd
Trinidad and Tobago Free Zones Company Ltd
Urban Development Corporation of Trinidad and Tobago Ltd
Youth Training and Employment Partnership Programme (YTEPP)
Business Development Company Ltd

Transport and Communication

National Broadcasting Network Ltd

competitive financing of loans for small micro-enterprise farmers within the framework of a more competitive marketing structure.

The Government will work closely with all critical players and stakeholders to coordinate and monitor state operations. As a first step, the Government will begin to review the operations of all state enterprises through the Internal Audit Unit, which was established within the Ministry of Finance. This level of transparency and accountability will ensure the efficient operation of these enterprises and allow for sustained growth and development of the private and state sectors of Trinidad and Tobago.

In order to address the weak financial management of the state enterprises and public utilities, the existing system of supervision will be further enhanced to obtain more frequent and timely financial reporting by these agencies to the Ministry of Finance.

The Government's capital expenditure programme – the Public Sector Investment Programme (PSIP) will focus on upgrading and expanding the country's social and economic infrastructure to levels that are consistent with its long-term goal of achieving developed country status by the year 2020. The focus of the PSIP will be on human development and the alleviation of poverty through the intensification of activities geared towards empowering the more impoverished and disadvantaged groups in the society. Projects will target housing, health, education and enterprise development.

Monetary and Financial Sector Policy

Monetary policy will complement fiscal policy in promoting long-term sustainable growth. Accordingly, liquidity will be judiciously managed to facilitate non-inflationary growth within the parameters for maintaining a stable exchange rate regime.

In this context, with the focus on liquidity management, the inflation rate is expected to average 3.5 percent over the period 2003-2005 while the nominal exchange rate is expected to remain stable and broadly competitive.

One of the challenges facing monetary policy is to increase and sustain the effectiveness of open market operations to include non-bank financial institutions, the National Insurance System and money brokers. In addition, effective liquidity management requires that differences in regulatory arrangements across financial institutions be narrowed. As a result, the phased reduction in the reserve requirement ratio on banks' deposits will continue as conditions in the financial system permit.

In order to manage liquidity more effectively, the ceilings on Treasury Bills and Notes will be increased. In addition, the Central Bank will continue to issue its own short-term notes as well as adjust the repo rate as prudent liquidity management dictates.

With respect to the financial sector, given the stability and the soundness of the banking system, the focus will be on adhering to international prudential standards. Consequently, the Central Bank will seek legislative approval for strengthening the framework for cross-border activities and supervision of large financial groups.

The Integrated Financial Supervision Project will be implemented over the medium-term. In addition to banks, the Central Bank will be responsible for the supervision of insurance companies as well as private pension funds. The new regulatory unit will modernise and increase the effectiveness of the supervisory regime.

A committee is also reviewing the financial sector with a view to making recommendations to ensure that the future development of the sector is consistent with and supports the growth objectives of the economy. In this connection, the review will focus on the pension system, the insurance sector, the credit union sector, the banking sector and the capital market.

Savings and Investments

The Government will continue to stimulate savings and investment in order to drive the growth process. Indeed, national savings are an important aspect of a country's future development as a source of investment funds, as well as, a source of future income. Compared to the rest of the Caribbean, Trinidad and Tobago has a well-developed and modern financial system in terms of the variety of financial institutions and instruments available to mobilise savings. Consequently, over the medium-term, the Government will employ measures aimed at increasing the country's savings from the current level of 23 percent of GDP by influencing consumption and savings patterns. These measures include: removal of the withholding tax on interest income, lowering of personal income tax rates, and reductions in the level of corporation tax.

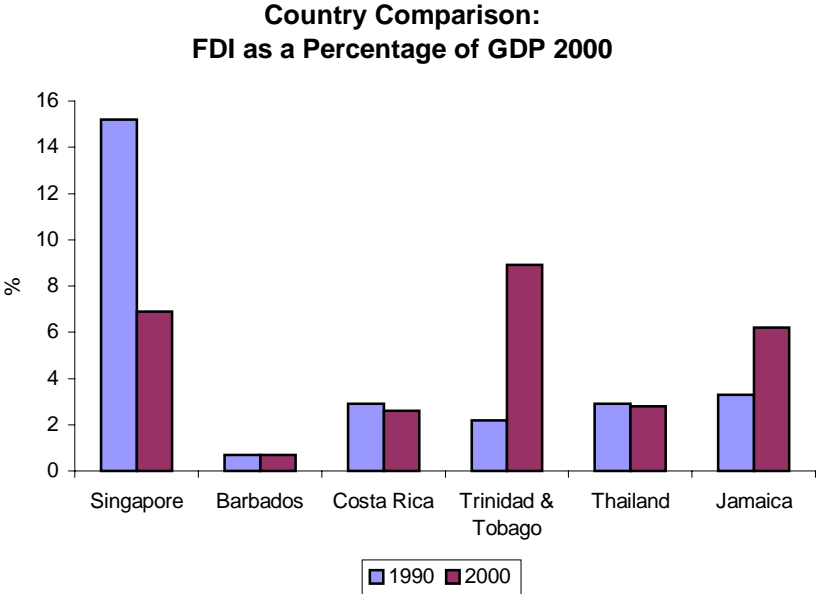
With respect to investment, Trinidad and Tobago has been one of the largest recipients of Foreign Direct Investment in the Western Hemisphere (Figure 6.1). Over the medium-term, the Government will continue to place emphasis on attracting quality foreign direct investment, particularly in the energy sector as well as in other strategic areas. Foreign direct investment that is accompanied by research and development will be encouraged, as well as, those forms that bring significant benefits in terms of human resource development, technology transfer and access to new markets.

FDI ...relative to the size of the economy is one of the highest among rated sovereigns (countries).

Standard & Poor's, February 2002

Foreign investors will also be encouraged to establish strategic linkages with local companies and the small and medium-sized sector as the Government continues to pursue a pro-business policy. The local private sector will be encouraged to raise the quality of investment and expand into higher value-added activities. Local entrepreneurship will also be encouraged through a range of initiatives.

Figure 6.1



Source: UN Human Development Report 2002.

External Sector Policies

The Government will continue to maintain a healthy balance of payments position over the period 2003-2005. The current account is expected to strengthen considerably to reflect the exports of liquefied natural gas from Atlantic LNG’s Trains II and III. Non-energy exports are expected to grow by about 5.5 percent a year over the period. In addition, the services industries will be developed further to increase foreign exchange earnings from tourism, entertainment, travel, education and finance. Consequently, gross official reserves will steady at about 8 months of import cover over the period.

The external debt stock is expected to decline over the medium-term. Debt service obligations will also be reduced significantly. In order to ensure more effective monitoring and management of the country’s debt, a Debt Management Unit will be established with responsibility for managing debt levels within sustainable limits.

Table 6.1

Selected Economic Indicators 2002-2005
(In percent unless otherwise indicated)

Indicators	2002e	2003f	2004f	2005f
Real GDP Growth	2.7	4.5	5.5	6.0
Inflation	3.9	3.5	3.5	3.5
Fiscal Balance/GDP	0.1	(0.9)	0.4	0.9
Unemployment	10.1 ¹	9.7	9.2	8.7
Net International Reserves: (in months of import cover)	8.0	8.0	8.0	8.0

e. Estimate f. forecast
1. Unemployment Rate at end June, 2002

Sources: Ministry of Finance, Central Bank of Trinidad and Tobago, Central Statistical Office

6.3 Environmental Policy

The Government is committed to the sustainable use and conservation of the environment for the promotion of social and economic development in order to improve the quality of life of all citizens.

As such, its environmental policy is based on the following basic principles:

Respect and Care For Life

An ethic based on respect and care for each other and for nature is the foundation of sustainable development. Development must not be at the expense of other groups or later generations, nor significantly threaten the survival of other species.

Improvement in the Quality of Human Life

The aim of development is to improve the quality of human life. Economic growth is an essential part of development, but it cannot be a goal in itself. Development must enable people to realise their potential and lead lives of dignity and fulfilment. The special role of women and the need for their empowerment are recognised as being integral to success in attaining sustainable development.

Conservation of the Vitality and Diversity of Trinidad and Tobago's Natural Environment

Development should be conservation-based and must protect the structure, functions and diversity of the natural systems.

Keeping within the Country's Carrying Capacity

There are finite limits to the carrying capacity of Trinidad and Tobago's ecosystems so that renewable resources must be used in a sustainable manner. This must be linked to a humane, proactive population policy, which seeks to stabilise the population.

Changes in Personal Attitudes and Practices

If the ethic for sustainable development is to be widely adopted, people must re-examine their values and alter their behaviour. Information must be widely disseminated through formal and informal education campaigns so that the required actions are widely understood.

Empowerment of Communities to Care for their own Environment

Local communities, environmental non-governmental organisations and community-based organisations provide the easiest channels for people to express their concerns and take action to create sustainable societies. However, such groups need the power to act. Communities must be given an opportunity to share in managing their local resources and the right to participate in the decision-making process. Local government bodies, communities, businesses, non-governmental and community-based organisations and other interest groups must become partners with Central Government in decisions and projects that affect them, their environment, and the resources on which they depend.

In accordance with these principles, the goal of environmental policy is the conservation and wise use of the environment of Trinidad and Tobago to provide adequately for meeting the needs of present and future generations and enhancing the quality of life.

**The Brundtland Report
UN General Assembly 1987**

Sustainable Development requires the current generation to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs.

The Government's approach to attaining this goal is to pursue a strategy of sustainable development, which basically involves improving the quality of human life while living within the carrying capacity of supporting ecosystems.

The specific objectives of environmental policy are to:

- Prevent, reduce or eliminate various forms of pollution to ensure adequate protection of the environment and consequently the health and well-being of people;
- Conserve the biological diversity of the country and the stability and resilience of the ecosystems; and
- Undertake retrospective analyses or evaluations to correct past development decisions that might be inimical to the continued environmental health of the country.

In the pursuit of these objectives, Government will focus on the following:

- establishment of systems for the protection of natural resources;
- greater pollution control;
- greater involvement of communities in improving local conditions;
- greater private sector participation in environmental management;
- strengthening of the legislative and institutional framework and enforcement mechanisms;
- greater sensitisation of the population; and
- adoption of the “Polluter Pays” Principle.

7. FACILITATING THE POLICY AGENDA

To facilitate the effective implementation of the Policy Agenda for 2003-2005, the Government will place priority on the following:

- Creating a knowledge-based society;
- Improving service delivery in the public sector;
- Enhancing the infrastructure base; and
- Ensuring observance of the Rule of Law.

7.1 Creating a knowledge-based Society

The creation of a knowledge-based society is at the core of Government's efforts to effect social and economic transformation. Key to creating a knowledge-based society is investment in Science and Technology (S&T).

The Government is committed to the development of a strong Science and Technology base to enhance industrial competence and competitiveness. Substantial investments will be made in education and training facilities and a more focussed strategy will be pursued in Research and Development (R&D).

To build a more solid foundation for the transformation of Trinidad and Tobago into a developed nation, a series of activities will be undertaken to demystify science and technology, encourage creativity and innovation, and to motivate young people to aspire to careers in science and engineering. Accordingly, a programme of instilling S&T awareness will commence at the primary school level where students will be infused with the spirit of inquiry, initiative, scientific and creative thinking and equipped with problem solving skills. Toward this end, concerted efforts will be made to enhance the teaching of Science, Mathematics, English and Communications Skills at all levels. In addition, there will be a wider dissemination of S&T information materials, books, and other educational teaching materials and aids. Complementary to these initiatives is the construction of a National Science Centre which is expected to attract over 200,000 visitors per annum.

Other specific strategies to develop a S&T literate population and a national culture of Science, Technology and Innovation are identified in Box 7.1.

Box 7.1

Specific Strategies For S&T

- Expand community outreach activities through:
 - Sci-TechKnoFest:
 - Special events in communities; and
 - Vacation camps and workshops for children and young people.
- Support improvements in primary and secondary science education through:
 - NIHERST Children's Science Magazine and Children's Science Club; and
 - Hosting short teacher training workshops on problematic areas of knowledge and teaching.
- Promote public recognition and awareness of S&T heritage through:
 - The production of documentaries on National Icons in Science, Technology and Innovation; and
 - A science communication series to help bridge the gap between scientists and the rest of society.
- Strengthen and expand the Prime Minister's Awards for Innovation and Invention.
- Increase awareness of career opportunities.

At the centre of the effort to drive the S&T revolution in Trinidad and Tobago is the National Institute for Higher Education, Research, Science and Technology (NIHERST). NIHERST will be reengineered to focus exclusively on promoting Science and Technology. The Institute will adopt and implement the National Science, Technology and Innovation (STI) Policy and Action Plan that support policy initiatives in the social and economic sectors.

Support for the development of S&T and R&D networks is critical to effective collaboration and the transfer of knowledge among researchers, government, industry and social actors. Through NIHERST, the Government will support research and development of such networks and will recommend facilitative policies and technologies where needed. Active participation in knowledge networks in S&T, nationally and internationally, will be encouraged.

Moreover, recognising that in the global market place, the best role of Government is that of a facilitator and long-term strategist, the Government will examine different measures to develop and promote a culture of innovation in industry, including incentives to business for R&D. The emphasis will be on developing an enhanced R&D capability that impacts industrial competitiveness, environmental quality and human development. Specifically, NIHERST will undertake the following:

- Establishment of a pool of funds to promote R&D;
- Initiation of a programme of research and training to foster greater innovation in industry; and
- Improvement and expansion of the stock of knowledge in S&T.

An important part of the strategy to create a knowledge-based society will be the provision of modern library facilities nationwide. The National Library and Information System (NALIS) Authority will service the population not only in terms of books and printed material, but also online access to the internet, which further increases a user's option for accessing data. The library network will be upgraded through the construction of modern library facilities in Chaguanas, Couva, Arima, Tunapuna and Rio Claro and the refurbishment of the Heritage Library. NALIS will also focus on meeting the special needs of the elderly and persons with disabilities through the acquisition of special equipment and reading aids.

7.2 Improving Service Delivery in the Public Sector

The Government will continue to enhance the efficiency and effectiveness of the public sector over the medium-term. The focus will be on improving service delivery to ensure that citizens of Trinidad and Tobago are provided with high quality, modern and responsive services. Consequently, institutions will be re-structured, a new human resource management system will be implemented, the job classification and compensation plan will be reviewed, electronic government will be expanded, and systems and processes will be re-engineered.

The Unique Identifier Number. In order to provide the public with better service as well as to integrate the various arms of government, each citizen will be given a unique identifier number similar to a social security number that is in use in North America. The Population Registration System (PRS) will serve as a means of uniquely identifying each member of the population. The Civil Registry has been automated and is being populated by data on Births, Deaths, Adoptions, Marriages and Divorces.

Human Resource Management. The public sector will continue to modernise its human resource function in order to better serve the public and to provide the knowledge-workers for Government to achieve Vision 2020. A review of the job classification system, use of human resource planning methodologies, introduction of modern recruitment and career management mechanisms and a compensation plan that will attract and retain the required skills are the initiatives that will be pursued in order to ensure that the right people are in the right jobs.

In addition, an integrated human resource information system (IHRIS) is currently being implemented in the public service. This system will automate and revolutionise the human resource management functions related to placement, performance, appraisal, promotion, and training. It will also provide consistent, accurate, timely information in a

centralised database that will support career tracking and succession planning in the public sector (Box 7.2).

Box 7.2

What Difference Will IHRIS Make?

- Improve management of job requirements and vacancies across the public service
- Reduce time, paper and work steps enabling HR professionals to focus on strategic management
- Improve records providing for easy reporting of current, relevant information
- Enable “what if” scenarios to facilitate Government’s re-organisation, restructuring and growth

Electronic Government. Advances in technology will be utilised to the fullest in making government services more accessible to a greater number of people. Consequently, over the medium-term, the Electronic Government Strategy will be formulated. To this end, full implementation of the Public Service Communications Backbone and other Electronic Government Services will be completed. The Electronic Government Unit will be made fully functional to undertake the supervision of the project and an E-readiness Assessment of various Ministries, Departments and Agencies.

Registrar General. The public service will be encouraged to use information technology to meet the needs of its clients. The implementation of the Property Management Information System in the Registrar General’s Office will allow for online registration, indexing and searching by the public, and facilitate online requests for certified copies. The focus over the medium-term will be on populating this automated system with all existing titles under the Real Property Ordinance.

Companies Registry. The Government’s policy to be a facilitator of enterprise and industry in keeping with international trends requires the Companies Registry to reduce, if not eliminate entirely, unnecessary bureaucracy and delays. With the use of its automated system, the Registry will provide same day services in all delivery aspects to the public. Over the period 2003 to 2005, the Registry will record full information in order to complete the integration of its databases. The provision of on-line access to the Tobago Sub-Office and its users will also be part of the system. This will allow the Registry to greatly increase its functionality by managing both active and archival documents, workflow routing, storage tracking and keyword searching.

Financial Management Reform. Reform of Financial Management Systems, to provide quality service to the people of Trinidad and Tobago, will also take place during the medium-term. The ever-increasing demands by the population for improved service delivery by the public authorities, the current global debate on accounting systems and the need for good corporate governance have given impetus to a fundamental reassessment of the current financial management systems. By 2003, a Green Paper on Financial Management Reform will be produced.

Regulation of the Utilities Sector. Given private sector participation in the utilities sector, the Regulated Industries Commission (RIC) was established in 1998 to monitor developments in the sector. Over the medium-term, RIC will focus on improving rate-setting in the utility sector, in particular, the Water and Sewerage Authority and the Trinidad and Tobago Electricity Commission to ensure that appropriate rates are charged and that customer satisfaction is guaranteed.

Intellectual Property Rights. The long-term economic and sustainable development of Trinidad and Tobago is dependent on the innovation and creativity of both the individuals and organisations in society. Innovation and creativity can only be sustained through the legal framework of the Intellectual Property System. This allows the investments in Research and Development to be developed and knowledge-based industries to flourish.

The Intellectual Property Rights (IPR) legislation facilitates the creation of value in innovation, in the energy, manufacturing and the agriculture sectors. Trinidad and Tobago has been a signatory to the Trade Related Aspects of Intellectual Property Rights (TRIPS) Agreement since January 1995, which makes it mandatory for all signatories to have a strong Intellectual Property System in place for continued trade. Thus, the Intellectual Property System will be strengthened and a well-structured public education programme will be implemented.

Institutional Reform Initiatives

National Information System Centre (NISC). The NISC will be restructured into a policy, standard-setting and consulting agency to strengthen the public service information management system. In so doing, the NISC will transfer all centralised data processing functions to the information technology units in Ministries and Departments, except where national security issues are involved. This restructured body will ensure that all Central Government Agencies conform to the overall Public Service Information Technology Plan.

Revenue Authority. A new structure is envisaged for merging the functions of the Board of Inland Revenue (BIR) and the Customs and Excise Division (C&ED). This new structure referred to as the Revenue Authority will be patterned after the Canadian Model. It is expected that with the establishment of the Revenue Authority, the efficiency and effectiveness of Government's revenue collection agencies will be enhanced to provide improved services to the public.

Central Statistical Office. There are significant limitations in the quality and quantity of existing statistical data which have implications for the assessment of policy effectiveness and planning exercises. In order to address some of the institutional problems at Central Statistical Office (CSO), the Government is currently engaged in preliminary discussions with the Inter-American Development Bank (IDB) for technical support that will focus on, among other things: staff development; production, analysis and coordination of statistical data; upgrading of equipment and materials; and the feasibility of restructuring the CSO into an autonomous agency. To complement this initiative, the Government will also implement a programme of activities geared towards improving the quality, timeliness and reliability of data produced by the CSO.

Local Government. In order to provide more efficient services at the level of the community, local government bodies will be strengthened. Specific attention is being placed on improving organisational performance. Consequently, the Government will focus on fostering a strategic management culture and the classification of outstanding positions of Chief Officers for each Regional Corporation. In addition, as part of the effort to give greater autonomy to the Municipal Corporations, a special unit will be set up to facilitate the decentralisation process. Further, over the medium-term, the last phase of the establishment of the Wide Area Network (WAN) to enable free flow of information and communication between the Ministry of Local Government and the municipalities will be completed.

7.3 Enhancing the Infrastructure Base

Infrastructure plays an important role in achieving social and economic development. Consequently, priority will be placed on the implementation of a planned programme of infrastructure works, which includes the development of an integrated transportation system, the upgrade of the road network, drainage infrastructural works and the construction and restoration of public buildings.

National Physical Planning. In keeping with the Government's vision of developing a diversified, globally competitive economy, the Town and Country Planning Division of the Ministry of Planning and Development will oversee the orderly and structured physical development of Trinidad and Tobago by preparing a National Physical Development Plan as well as local area concept plans for Port of Spain, San Fernando, Chaguanas, Maracas Valley and Mayaro. In addition, the Division will identify sites for new industrial estate development, given projected increased investment in energy-based industries and the requirement to incorporate environmental concerns into industrial location strategy.

Major Development Projects. In order to improve the pace and efficiency of project implementation to ensure that public service delivery is enhanced, the Urban Development Corporation (UDeCOTT) will manage the implementation of several major development projects, which includes the mobilisation of financial resources. Among the

projects to be implemented will be the construction of several Municipal Complexes to accommodate the operations of local government bodies (Box 7.3).

In Tobago, the Tobago House of Assembly (THA) will undertake several projects to upgrade public infrastructure, which includes the construction of a Financial Complex to house the Assembly (Box 7.4).

Public Infrastructure. To complement these initiatives, Government will focus its public infrastructure programme on new construction, maintenance activities and the acquisition of sites. Consequently, Queen’s Royal College, President’s Residence and Office, Prime Minister’s Residence and Office, the Mille Fleurs building and Stollmeyer’s Castle are targeted for renovation while new facilities for the Ministry of Education and the Immigration Department will be constructed.

Infrastructure development will also take place at the local level. A comprehensive programme of refurbishment of all sewerage treatment plants will be undertaken by the National Housing Authority (NHA), commencing with public housing estates. In addition, the local government bodies will undertake several projects to improve community infrastructure.

Transportation

As part of the effort to develop an integrated transportation network that supports trade and economic growth, the Ministry of Works and Transport will undertake a Comprehensive National Transportation Study.

The Study will focus on all modes of transport thereby providing the Government with a systematic decision-making tool for investment in transportation infrastructure over the next twenty (20) years.

Other projects that will facilitate the achievement of an integrated transportation system are: the modernisation of the Transport Division through the computerisation of records; the implementation of another phase of the Traffic Signal Coordination and Management Project between the areas of Port of Spain and Westmoorings; and the upgrade of the bus fleet of Public Transport Service Corporation (PTSC) for both the commercial and school transportation services.

Box 7.3

Major Projects of UDeCOTT

- Invaders Bay Project on the Mucurapo Waterfront
- Harris Promenade Project
- Transit Hub at King’s Wharf
- Government Administrative Centre (Richmond/Ajax Streets)
- Office Complex at Chancery Lane, San Fernando
- Siparia Administrative Complex
- Siparia Court House

Box 7.4

Major Development Projects of the Tobago House of Assembly

- Scarborough Vendors’ Mall
- Multipurpose Plaza in Roxborough Courtyard
- Tobago House of Assembly Financial Complex
- Scarborough Market
- Roxborough Market
- Scarborough Library
- Transit Hub in downtown Scarborough

Air Transport. With respect to air transportation, the major goal continues to be the attainment of “safe skies for all”. In the medium-term, a holistic approach will be adopted with emphasis on both the regulatory and physical aspects of air infrastructure. Consequently, a comprehensive programme of works will be implemented that will contribute to Government’s objective of establishing state-of-the-art airport facilities. Some of the main projects to be implemented include:

- Establishment of safety oversight regulation;
- Restructuring of the Aeronautical Fixed Communication System;
- Acquisition of High Frequency Single Side Band Communication Equipment to facilitate communication between aircraft and ground-based air traffic control via audio and data media;
- Rehabilitation of runways at Piarco and Crown Point International Airports;
- Upgrade of the Crown Point Terminal Building; and
- Expansion and improvement of the Civil Aviation Training Centre at Mausica.

Sea Transport. Equally significant is sea transportation. Trinidad and Tobago will be positioned as the most attractive, efficient and customer-oriented transshipment port in the region. Consequently, the maintenance and improvement of port infrastructure will be addressed by the following initiatives:

- Upgrade of facilities at the CARICOM Jetty in Port of Spain;
- Improvement of the government shipping services in order to provide a more reliable and modernised service between Scarborough and Port of Spain; and
- Acquisition of a new ferry to service the inter-island sea route between Scarborough and Port of Spain.

Road Infrastructure. High priority will be given to the development of an expanded road network that is able to contribute to a more competitive and diversified economic base. New highways and roadways will be constructed to improve and expand the road system in the following areas, among others:

- San Fernando to Point Fortin;
- San Fernando to Princes Town;
- Barataria to Chaguanas;
- O’Meara to Sangre Grande;
- St. Joseph to the North Coast; and
- Diego Martin.

The primary objectives will be to significantly decrease travel time between any two points in Trinidad and to reduce vehicle operating costs.

To further assist traffic flow, grade separated interchanges will be constructed at major intersections, where required, such as the intersection of the Uriah Butler and Churchill Roosevelt Highways. Road capacity will be increased in traffic prone areas such as Maraval and Diego Martin through the widening of existing roads. Additional lanes will

be constructed on highways and main roads along the East-West Corridor, and in South and Central Trinidad.

The Highways Division of the Ministry of Works and Transport will continue with the implementation of the National Highways Programme and the Southern Roads Development Project (Boxes 7.5 and 7.6).

In Tobago, development works will be undertaken on the L'Anse Fourmi, Charlotteville and Calder Hall Roads.

Drainage Infrastructure. The Ministry of Works and Transport will implement a Comprehensive National Drainage and Flood Control Programme in North, Central and South Trinidad. The objective of this Programme will be to improve and upgrade all major rivers, watercourses, ravines and drainage systems in Trinidad, including the Diego Martin, Maraval, St. Ann's, Malick, St. Joseph, San Juan and Vega De Oropouche Rivers in the North; the Caroni and Caparo River Basins in Central Trinidad; and the Marabella, Cipero and Vistabella Rivers in the South; as well as the Oropouche Lagoon system, among other drainage and river systems. In addition, coastal protection works will be undertaken in specific areas such as Manzanilla, Mayaro, Pt. Fortin, La Brea, La Romain and Mosquito Creek.

Complementary to the drainage infrastructure works will be the replacement of irrigation pumps and infrastructure in areas such as the Valsayn/Aranguez/El Socorro agriculture area, in order to reduce property damage, loss of personal belongings and, by extension, revenue losses.

Box 7.5

National Highways Programme

Major Components:

- Roads and Bridges Rehabilitation (195 km and 40 bridges)
- Reinstatement and stabilisation of failed slopes (50 landslips)
- Institutional strengthening of the Highways including the establishment of a Roads Agency and development of a computerised Routine Road and Bridge Maintenance Management System
- Trunk Road Expansion including:
 - dualling of the Churchill Roosevelt Highway from O'Meara Road to Demerara Road
 - extension of the Diego Martin Highway from Sierra Leone to Wendy Fitzwilliam Boulevard
 - construction of a highway from San Fernando to Point Fortin and from San Fernando to Princes Town
 - construction of a highway link from Barataria to Macoya

Box 7.6

Southern Roads Development Project

Major Activities:

- Continuation of the extension of the Solomon Hochoy Highway from Tarouba to Golconda Village
- Road Rehabilitation (60 km)
- Landslip Repairs (15 landslips)
- Bridges Reconstruction (7 bridges)

7.4 Improving Law and Justice

The achievement of Vision 2020 cannot be realised without observing the Rule of Law and ensuring that justice is served. To this end, the State's capacity to detect and prosecute offences will be strengthened in order to ensure that the principles of transparency, accountability and honesty in public office are adhered to.

Several initiatives, including the establishment of the Anti-Corruption Investigations Bureau under the Ministry of the Attorney General have already been implemented to facilitate the administration of justice. Measures are also being put in place to strengthen and improve the investigative capacity and capabilities of the relevant Government agencies.

In addition, as this country positions itself for developed country status by 2020, it will embark on a programme of law reform to ensure that legislation is *au courant* with the changing global environment in which it operates. Accordingly, legislation in the areas of finance, investment, information technology, insurance, taxation, consumer protection, planning and development and the environment will be reviewed and modernised.

High on the agenda is the issue of preservation and protection of the environment. Accordingly, the Ministry of the Attorney General will address the deficiencies in the legislative and regulatory framework to facilitate the sustainable management of renewable and non-renewable resources.

In addition, the Ministry will also focus on the strengthening of legislation to protect consumers from false representation and fraudulent advertising.

As part of the effort to strengthen the social fabric of the society and to create stronger family ties and structures, the Ministry of the Attorney General is focussing on programmes/projects to facilitate the implementation of legislation relating to family life. At present, active consideration is being given to measures for establishing a Family Court as a pilot project. The objective is to provide a mechanism whereby family disputes/conflicts can be handled in a non-adversarial environment with a view to reconciliation and, generally, to ensure the improvement and protection of family life.

Particular emphasis is being placed on promoting respect for and understanding of the Law and Justice System by implementing the programme of Law Reform through public consultation and seminars. Through this process, citizens will be provided with valuable information on topical legal issues and the Law and, in turn, the Ministry will be able to obtain feedback from communities, groups and organisations on everyday issues which can be used to improve the legislative framework in the relevant sectors.

Integral to the effort to improve the administration of justice will be the upgrading of physical infrastructure and human resources at the Ministry of the Attorney General. In respect of physical infrastructure, additional security works will be undertaken at the new wing of the Port of Spain Magistrates' Court and stakeholders' analyses will be conducted to facilitate the design and construction of new Magistrates' Courts buildings in areas identified by the Judiciary – Arima, Sangre Grande, Chaguanas, Siparia and Rio Claro. In addition, modern accommodation will be constructed for the South and North Offices of the Director of Public Prosecutions and other divisions of the Ministry of the Attorney General.

THE HUMAN DEVELOPMENT AGENDA



8. HUMAN CAPITAL DEVELOPMENT

8.1 Education and Training

- Education and Training
- Basic Education
- Skills Development
- Tertiary Education
- Technical Education
- Distance Education
- Lifelong learning

High priority is being placed on education and training to promote human development and higher levels of economic growth. Together, they are the principal means by which citizens will be empowered to participate in and contribute to economic and social development.

The focus of the Government's policy is the creation of a comprehensive, modern education system that is able to provide the training and knowledge as well as foster the skills and aptitudes relevant to the development needs of Trinidad and Tobago. Consequently, the pre-school, primary and secondary levels will be strengthened to provide a stronger foundation for the development of scientific and technical skills, and greater participation in higher and continuous learning.

The specific objectives of the educational policy are to:

- increase access to educational opportunities;
- improve the quality of education;
- promote skills development;
- expand participation in tertiary and technical education; and
- create and sustain a culture of lifelong learning.

These objectives will be promoted through a comprehensive strategy that focusses on the upgrading and expansion of educational infrastructure, the development of modern curricula, teacher training, the provision of student support services, the establishment of school-based management and institutional strengthening of the Ministry of Education. In addition, the Government will promote distance education and workplace training programmes, particularly on-the-job training.

The Government will also continue to work on strengthening its relationship with stakeholders and corporate citizens including the Trinidad and Tobago Unified Teachers' Association (TTUTA), the National Council of Parent-Teacher Association (NPTA), SERVOL and the University of the West Indies.

8.2 Basic Education

Increasing Access to Educational Opportunities

Greater access to pre-school, primary and secondary education will be facilitated through the following:

- Upgrade and expansion of educational facilities; and
- Provision of student support services

Upgrade and Expansion of Educational Facilities. In keeping with its commitment to provide all citizens with free and universal access to basic education, the Government will continue to upgrade and expand educational facilities (Box 8.1). This effort will be supported by the Fourth Basic Education Project and the Secondary Education Modernisation Programme (SEMP), funded by the World Bank and Inter-American Development Bank, respectively.

Box 8.1

Infrastructure Projects

- Construction of 23 pre-schools, 4 primary schools and 14 secondary schools
- Technical upgrade and refurbishment of 101 secondary schools

The Government will also provide access to additional secondary school places at approved private secondary schools and SERVOL Centres. Special attention will be placed on expanding the availability of Sixth Form places.

Student Support Services. A full programme of student support services will be provided (Box 8.2). The School Nutrition Programme will be expanded to provide 25,000 meals at breakfast and 92,000 meals at lunch. The School Transportation Programme will continue to provide transportation for students in rural areas through maxi taxi and bus services. In addition, the Government will provide textbooks through a textbook loan scheme, as well as free aural and visual testing for students at the primary level.

Box 8.2

Student Support Services

- Expansion of the School Nutrition Programme
- Continuation of the School Transportation Programme
- Provision of text books to primary school students
- Provision of initial book grants to secondary school students
- Development of a National Guidance and Counselling Programme
- Aural and Visual Testing
- Scholarship Programme
- Introduction of textbook rental programme at the secondary level

At the secondary level, an initial book grant was provided to all students in 2002. From 2003, a textbook rental programme will be introduced. Additionally, guidance and counselling services will be expanded and a scholarship programme will be introduced for needy students.

Improving the Quality of the Education System

Qualitative improvements in the education system will be pursued through:

- Curricula reform;
- Upgrading of educational professionals;
- Improvements in security and discipline;
- Continued computerisation of schools;
- Modernisation of libraries;
- Establishment of a school-based management system; and
- Institutional strengthening of the Ministry of Education.

Curricula Reform. The revision and development of modern curricula for both the primary and secondary levels will be a key priority of the Government. Curricula development will focus on eight (8) core subjects and involve the introduction of Technology Education, Health and Family Life Education and a Values Education Programme at all levels of the education system. Environmental and tourism studies will also be included in the primary and secondary schools' curricula. In addition, a pilot reading readiness and intervention programme will be started to help those students with severe reading problems.

Another notable initiative will be the increased application and integration of communication and information technology in the Teaching/Learning Process. The Ministry of Education will pioneer the introduction of instructional software in two subject areas – Language Arts and Mathematics in eighty-one (81) primary schools during the school year September 2002 to July 2003.

A National Curriculum Council will be established to review and recommend curriculum policy and appropriate teaching/learning strategies in order to provide learning opportunities that are relevant to the skills needs of the rapidly changing world and work environment. This will lead to the development of a Curriculum Blueprint for Secondary Education with specific policies on technical/vocational and specialised craft programmes. As a consequence, specialised craft programmes at the secondary level will be rationalised over time to allow students to focus on and gain mastery of the basic numeracy and literacy skills.

Upgrading of Educational Professionals. Specific focus will be placed on improving the quality of teachers and school librarians through the continued implementation of a programme of in-service training. This programme, which also caters to administrative and support staff, targets all subject areas and all levels of the education system. In addition, an incentive programme will be developed to acknowledge and reward industrious teachers.

A Professional Development Institute will also be established to facilitate a comprehensive training plan for teaching and other educational personnel.

Improvements in Security and Discipline. A programme of school intervention strategies has been instituted which is aimed at reducing violence and indiscipline in schools. The existing programme which comprises components such as “Changing the Culture in the Classroom” and “Homework and After School Centres” will be expanded to include additional modules including “Self-Esteem, Mentoring and Conflict Resolution”, and “Behaviour Modification Intervention”.

To complement this effort, security devices such as intercom systems, security lighting and monitoring equipment with alarm systems will be installed in all schools considered high risk. In addition, infrastructural works will be undertaken to support the stationing of security personnel at these schools.

Continued Computerisation of Schools. Over the next two years, 400 primary schools will be physically upgraded to accommodate computer equipment. A total of 200 schools per year will be equipped.

Modernisation of Libraries. The Government will continue to expand and modernise library collections and facilities at the Rudranath Capildeo Learning Resource Centre, Regional Education Divisions (REDs), Teachers’ Colleges, the Ministry of Education as well as schools across the country. On-line access to the internet by users will also be provided.

The Government will also increase the number of librarians and support staff where necessary and construct modern library facilities in Chaguanas, Couva, Arima, Tunapuna and Rio Claro.

Establishment of a School-Based Management System. A key initiative under the SEMP is the implementation of a Local School Board Pilot Project for two years in thirteen selected government secondary schools (Box 8.3).

Under this project, policy guidelines will be formulated for accepting and evaluating school-based activities. In addition, training programmes will be conducted for school supervisors, principals and teachers in the areas of planning, programming and implementation of school-based projects and activities to provide more autonomy in management at this level.

Box 8.3

Local School Boards

Duties and Responsibilities

- Assist in the management and operation of the school;
- Conduct an annual performance appraisal of the operations of the school;
- Monitor and assist with the development and implementation of school improvement plans and of a strategic plan for the school; and
- Strengthen community relations.

The development of School Improvement Plans will be a key aspect of the school-based management initiative (Box 8.4). These Plans will assist principals, teachers and parents to diagnose the needs of their schools and to design and implement measures to meet such needs.

Strengthening of the Ministry of Education.

An extensive programme of institutional strengthening will be undertaken at the Ministry of Education to improve efficiency and effectiveness of the education sector. Specifically, the Programme will focus on:

- restructuring and decentralisation of the Ministry's operations through the establishment of full-service Regional Offices;
- improving the capacity of the Ministry to plan, manage, monitor and evaluate the education system; and
- integrating technological advancements into the operations of all divisions of the Ministry which will include programmes for the administration of examinations and the processing of examination results.

Box 8.4

School-Based Management Activities

- Schools Improvement Programme
- Primary School Curriculum Facilitators' Programmes
- School Management Teams

8.3 Skills Development

The Government's investment in education has gone beyond the traditional transmission mechanisms. Through several social sector interventions, a range of informal education and training opportunities will be offered (Box 8.5).

In addition, the Government will continue to expand the National Skills Development Programme and the training provided by the Trinidad and Tobago Institute of Technology.

On-the-Job Training

The On-The-Job Training Programme (OJT) is a pre-employment training programme that offers apprentices the opportunity to acquire educational and occupational skills. Specifically, the Programme will:

- provide individuals aged 16-30 years with job skills and work-based training opportunities;
- match the academic and vocational skills of prospective apprentices with labour market needs;

Box 8.5

Social Sector Skills Development Programmes

- Craft Skills and Artisans Programme
- Geriatric Adolescent Programme
- Transformational and Development Centres Programme
- YTEPP
- Export Centres Programme
- SHARE Programme
- Community Education Support Programme
- Civilian Conservation Corps
- Adolescent Mothers Programme
- On-the-Job Training Programme
- National Apprenticeship Programme

- encourage individuals to adopt specific strategies and positive work attitudes in order to enhance their chances of successfully sustaining employment and self-employment opportunities; and
- forge strategic alliances between private and public sector employers in the creation of job opportunities and the development of human resource capacity.

Retraining of Workers

The Retraining Programme targets the age group 18-45 years and focusses on vocational skills training and job placement. The Programme will be expanded to include new skill areas and will target four cycles per year with 900 students per cycle.

National Apprenticeship Programme

The National Training Agency will establish a National Apprenticeship Programme to cover all aspects of apprenticeship in the country. As part of this effort, standards will be developed for adoption by companies in the system as well as for the award of qualifications for all programmes.

National Skills Development Programme / Metal Industries Company Limited (NSDP/ MIC)

The Metal Industries Company Limited (MIC) through the National Skills Development Programme (NSDP) will continue to provide skills training for the manufacturing and heavy industrial sectors. The model being utilised by the MIC is tripartite in nature and based on the following:

- provision of a direct link between training and job creation through the development of new manufacturing enterprises;
- establishment of a special factory-based training platform that will facilitate the creation of a special cadre of engineers and technicians with the capacity for product design and innovation; and
- establishment of a Business Incubator Unit that will provide an accelerated economic growth path for the creation of these new manufacturing enterprises.

The establishment of a Manufacturing Technology Centre and a new MIC campus will facilitate the implementation of this model.

National Energy Skills Centre (NESC)/ Trinidad and Tobago Institute of Technology

The success of the programmes provided at the existing eight (8) NESC centres will be consolidated while five (5) additional centres will be established (Box 8.6).

Box 8.6

New Technology Centres

- Tobago
- Sangre Grande
- Morvant/Laventille
- Diego Martin
- Palo Seco

The NESC Programme, which provides training in computer literacy, fabricating, electrical and mechanical engineering, wood sculpting, arts and craft and yacht repair, will be extended to provide skills training in automotive technology and construction.

The Trinidad and Tobago Institute of Technology will continue to provide advanced technical training to new entrants as well as employees of industries. A notable initiative is the Helping You to Prepare for Employment (HYPE) Programme, which offers integrated training in computer literacy and building construction trades.

8.4 Tertiary Education

The Government will focus on increasing and improving access to education and training at all post secondary level institutions. The emphasis will be on re-engineering the tertiary education sub-sector as well as improving the technological skills base of the country.

- **College of Science, Technology and Applied Arts of Trinidad and Tobago**
- **University of the West Indies**
- **Dollar For Dollar Plan**
- **National Scholarships**
- **Accreditation**

College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT)

A key initiative, in this regard, is the establishment of the College of Science, Technology and Applied Arts of Trinidad and Tobago (COSTAATT), which is based on the amalgamation, and upgrade of several public tertiary institutions into a single multi-campus college. A Development Master Plan for COSTAATT will be prepared to address the role and needs of and, the optimal output from, the various campuses to ensure the provision of enhanced educational services.

COSTAATT will be a major provider of work-force skills and middle management/technologist level training not provided by the University of the West Indies. The institution has a mandate to:

- (i) increase access to post-secondary education in general;
- (ii) diversify the range of programmes in keeping with the needs of the economy and advances in communication technologies; and
- (iii) rationalise and modernise delivery conditions and systems.

Through its focus on increasing enrolment, COSTAATT will make a major contribution to the attainment of the national participation rate in higher education of at least 20 percent of the 18-22 age cohort by the year 2005. It will also concentrate on broadening access to higher education for previously underserved groups, including persons with disabilities and academically under-prepared students who have not met the university matriculation requirements.

To enable COSTAATT to fulfill this broad mandate, the Government will upgrade existing facilities and construct and equip new facilities, including a campus in Tobago and a central campus in St. Joseph with supporting infrastructure. This initiative will include the installation of a Wide Area Network and the implementation of Software Systems for College Administration.

The University of the West Indies

The University of the West Indies will continue to modernise and re-engineer its administrative systems to achieve greater effectiveness. A maintenance management initiative has commenced which involves a structural shift from a corrective to a planned and predictive maintenance regime.

Additionally, academic programmes will be strengthened and expanded with the introduction of a new four-year undergraduate degree programme in Engineering and an advanced degree in Environmental Physics and Astronomy, as well as through enhancement of the undergraduate Agriculture degree programme. The University will also expand its Distance Education Programmes and shift to asynchronous delivery systems which will allow students to access programmes anytime and in any place.

Dollar for Dollar Education Plan

The Government is committed to providing affordable education at the tertiary level and ensuring that inability to pay does not pose a barrier to participation at this level. As such, the Dollar for Dollar Education Plan will be continued in 2003, subject to it being reviewed. The Plan provides a subsidy of 50 percent of tuition cost for programmes at the tertiary level.

National Scholarships

National Development Scholarships will be re-introduced in priority areas. The Government will work with donor agencies to ensure that training strategies and awards offered are supportive of national development objectives.

Accreditation

The establishment of a national quality assurance mechanism is a prerequisite for the country to assume a significant role in trade involving services in the area of education and training. At present, the Committee on the Recognition of Degrees (CORD) and the National Training Agency (NTA) have the responsibility for accreditation in the post-secondary sector. A National Accreditation Commission will be established to ensure quality assurance within the entire national education system.

8.5 Technical Education

Increasing emphasis will be placed on developing a Science and Technology (S&T) literate population and a national culture of Science, Technology and Innovation (STI) through science and technical education at all levels of both the formal and informal learning environment.

NIHERST will focus its attention exclusively on science popularisation by supporting improvements in primary and secondary science education including teacher training and teaching methodologies.

8.6 Distance Education

In the area of distance education, the Government will adopt the role of facilitator with responsibility for policy formulation and regulation, monitoring and evaluation, capacity building and infrastructure development.

Over the medium-term, the initiatives to be undertaken include:

- (i) development of a comprehensive framework on distance learning;
- (ii) complete revision of the existing Distance Learning Programme;
- (iii) expansion of the number of community-based distance learning centres and upgrade and maintenance of equipment across all centres;
- (iv) establishment of a distance learning secretariat as an autonomous agency;
- (v) establishment of a Distance Learning Agency; and
- (vi) development of standards of quality assurance for the Distance Learning Programme.

The establishment of Information Made Easy Through Technology (IMAT) Centres at youth facilities throughout the country will also provide the youth population with increased opportunities for training, distance learning and information and Internet access. In addition, the Tele-Centre Project of the Change Management Unit of the Office of the Prime Minister will provide communities with increased opportunities for training and internet access.

8.7 Lifelong Learning

The Government is committed to the development of a culture of continuous learning in order to build a united society, promote personal independence and encourage creativity and innovation. For communities, continuous learning will contribute to social cohesion and foster a sense of belonging, responsibility and identity. In communities

affected by rapid economic change and industrial restructuring, lifelong learning will build local capacity to respond to this change. By offering a way out of dependency and low expectations, this strategy lies at the heart of the Government's social reform.

The Government will utilise various strategies to promote lifelong learning. They include:

- Expanding further education and training;
- Investing in young people;
- Widening participation in and access to learning; and
- Increasing access to information and information technology.

Continuous education, training and retraining will be pursued through COSTAATT, the University of the West Indies, Technology Centres, community distance learning, Lifelong Learning Centres and learning partnerships. These initiatives will be harmonised with work schedules so as to permit the widest possible participation in learning career development, thus facilitating increased attainment levels, improved standards and meeting the school-to-work skills challenge.

The Adult Education Programme/Lifelong Learning Programme will deliver a range of academic, vocational and leisure activities outside the formal education system with the objectives of:

- Raising the level of literacy and numeracy;
- Developing basic skills; and
- Providing support and technical assistance to community groups to increase their capacity to design, develop and deliver their programmes.

The Programme involves the operation of forty-six (46) lifelong learning centres at various locations across the country. These Centres focus on developing skills in craft, basic education and remedial education.

9. WELLNESS AND HEALTHY LIFESTYLES

9.1 Health

Health policy is geared towards improving the health status of the population by promoting wellness and healthy lifestyles, and ensuring the availability of and access to efficient, affordable, and quality health care services for all citizens.

- Health
- HIV/AIDS
- Mental Health
- Drug Abuse: Prevention, Treatment and Rehabilitation
- Occupational Health and Safety
- Food and Nutrition

The Government's strategy will focus on:

- rationalising and upgrading of infrastructure and services;
- strengthening of human resource capabilities;
- optimising resource use in the delivery of health care;
- improving financial sustainability of the health sector; and
- strengthening of the organisation and management of the sector

Over the medium-term, the implementation of the Health Sector Reform Programme (HSRP) will be accelerated. A number of critical and strategic activities will be undertaken that are intended to boost the progress of the Programme.

Primary health care and health promotion activities will be increased to address the main health needs of the population. These activities will be directed towards health education and prevention with the goal of encouraging greater participation of citizens in the management of their own health.

In addition, over one hundred projects will be undertaken to construct and refurbish primary and secondary health care facilities over the next three years (Box 9.1).

Box 9.1

Health Infrastructure Projects

Over 100 projects will be implemented, including:

- Construction of the Siparia, St. James and St. Joseph District Health Facilities;
- Construction of an Enhanced Health Centre in Mayaro;
- Construction of the new Point Fortin Hospital;
- Completion of the 17 remaining health centres scheduled for construction/refurbishment;
- Construction of the Scarborough Regional Hospital;
- Construction of the National Oncology Centre; and
- Upgrade of the San Fernando General Hospital

A National Oncology Centre will also be established to improve the quality of oncology services provided to the population. The Centre will be the most advanced in the Caribbean and will form the nucleus of a programme of comprehensive, integrated cancer treatment in Trinidad and Tobago.

Health service delivery to the population will also be improved through the strengthening of the human resource capacity at the nation's health facilities, and in particular, nursing care. To this end, the Ministry of Health will train approximately three hundred (300) nurses per year over the next three years. Further, a Bachelor of Science Nursing Degree will be offered at the University of the West Indies and specialist training will be provided for nurses in the areas of Intensive Care, Burn Management and Oncology, from 2003.

Further, new remuneration packages and terms of reference will be provided for doctors and nurses to ensure the availability of adequate numbers of trained and motivated staff at public health facilities.

While health facilities and services are being upgraded, the Quality Programme will be accelerated with special attention being given to the accreditation of all health facilities and the introduction of a risk management system. In addition, a facilities maintenance programme will be implemented to provide preventive maintenance, as well as standards and guidelines for the procurement of machinery and other hospital and primary care inputs.

There will be greater emphasis on equipping health facilities with appropriate health technology, including haemodialysis and mammography machines, given the prevalence of such chronic conditions as kidney disease and breast cancer, and their ranking among the top causes of death in the population.

As part of the overall thrust to improve services at health facilities, and to strengthen the management and monitoring of programmes as well as continuous assessment of the country's health status, the Information System/Information Technology (IS/IT) capabilities within the public health sector are to be strengthened. An IS/IT Implementation Unit will be established to build capacity within the Ministry of Health and the Regional Health Authorities.

The issue of health sector cost and financing remains a priority of the overall health sector reform effort. Over the medium-term, the Government will develop a clear policy agenda for the establishment of a National Health Insurance System that takes cognizance of the status of the health sector reform programme, the growth in private health insurance as well as the changing health coverage needs of the population.

9.2 Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome (HIV/AIDS)

HIV/AIDS poses a serious barrier to economic and social progress and is a potential threat to the Government's goal of transforming Trinidad and Tobago into a developed nation by 2020.

The disease is a major development challenge that will be addressed through an expanded, comprehensive and co-ordinated national response, constructed on the following principles:

- **Inclusion:** The strategic response will reflect the voices of all major interest groups in particular Persons Living with HIV/AIDS, youth and women;
- **Sustainability:** The method and supply of financing for the expanded response will be in keeping with the resources required to reduce and eliminate the disease;
- **Accountability:** There will be continuous monitoring, evaluation and reporting to civil society; and
- **Respect for Human Rights:** Basic human rights for all HIV positive persons will be protected.

The objectives of Government's policy are to reduce significantly the rate of HIV infections, and to minimise the negative impact of HIV/AIDS on the population. The strategy to be pursued focusses on:

- Prevention;
- Treatment, Care and Support;
- Advocacy and Human Rights; and
- Surveillance and Research.

The Government has assumed a central role in the national response that will also require the collaboration and effort of all stakeholders and development partners. The priorities for action, the required sequencing of activities and the responsibilities of the various stakeholders have been identified in the National Strategic Plan for HIV/AIDS.

A National Aids Co-ordination Agency (NACA) will be created in the Office of the Prime Minister to direct and coordinate the expanded national response.

Initiatives to prevent the spread of HIV/AIDS will be shared by a wide range of public sector agencies, private sector organisations and non-governmental organisations. These initiatives will focus on promoting safe and healthy sexual behaviour among the general population and particularly among the more vulnerable groups, including the youth.

The Ministry of Health will play a pivotal role in delivering expanded infrastructure to support the national response. In this regard, facilities, such as, the Port-of-Spain General Hospital, San Fernando General Hospital, Sangre Grande General Hospital, Scarborough Hospital, Eric Williams Medical Sciences Complex and the Cyril Ross Home will be expanded and upgraded to provide inpatient HIV/AIDS care. Priority will also be placed on enhancing the capacity of the Queens Park Counselling Centre (QPCC), the National Public Health Laboratory System, and the biomedical waste management support systems as well as the delivery of HIV/AIDS-related community health and pharmacy services.

The Ministry of Health will also pursue the implementation of a national system for the clinical management and treatment of HIV/AIDS and will collaborate with other delivery institutions to strengthen the existing surveillance systems. In addition, the Ministry will expand its anti-retroviral and Mother-to-Child treatment programmes.

The Ministry of Sport and Youth Affairs, the Ministry of Education and the Ministry of Social Development will execute a coordinated programme of information, education and communication interventions aimed at achieving behavioural change in target communities.

The Tobago House of Assembly will directly oversee the implementation of activities in Tobago and in particular, the inclusion of a treatment facility within the new Scarborough Hospital.

The Ministry of Labour and Small and Micro Enterprise Development will adopt a lead role in dealing with the issue of HIV/AIDS in the workplace. Over the medium-term, the Ministry will:

- (i) develop and implement a National Workplace Policy on HIV/AIDS;
- (ii) encourage organisations to develop workplace policies and programmes;
- (iii) ensure appropriate legislation is enacted; and
- (iv) mobilise the social partners.

The Government is currently involved in discussions with the World Bank for a loan under the Bank's Multi-Country HIV/AIDS Prevention and Control Programme for the Caribbean Region to fund elements of the expanded national response. The loan programme will be along the lines of projects being undertaken by Jamaica, Barbados and the Dominican Republic.

9.3 Mental Health

The Government's policy objective is to improve the quality and accessibility of mental health services provided in the country. This will be achieved through efforts to streamline mental health services and decentralise the delivery mechanism.

Accordingly, the Ministry of Health will begin implementation of the Trinidad and Tobago Mental Health Plan. The Plan is intended to rationalise and reorient the provision of mental health services using a holistic and integrated approach to mental health promotion, treatment and care.

A National Mental Health Committee has been established to provide overall strategic direction in the design of specific mental health policies and plans. Additionally, Regional Mental Health Committees are being set up to guide the implementation of the National Mental Health Programme. This will be complemented by further action to regionalise mental health care provision, including the development of a human resources plan for primary and secondary mental health care service delivery. In addition, the Mental Health Act will be reviewed in 2003.

9.4 Drug Abuse: Prevention, Treatment and Rehabilitation

Through the National Drug Council, a holistic approach to both the supply and demand aspects of drug abuse will be pursued. This approach will focus on bolstering and expanding the capacity of the National Anti-Drug Programme and enhancing information sharing and collaboration among agencies involved in the anti-drug initiative.

Among the initiatives being pursued are the strengthening of the criminal justice system and broadening of the technical information and legal resources available to combat the flow of illegal drugs and ammunition. In order to effectively reduce demand, the focus will be on the implementation of primary prevention programmes, the provision of support for community-based prevention programmes and improvements in treatment and rehabilitation services.

In this regard, the Piparo Empowerment Centre will continue to provide a comprehensive long-term drug treatment and rehabilitation facility to complement existing short-term treatment services.

9.5 Occupational Safety and Health

With industrial development comes a responsibility to ensure the safety of workers and the natural environment. A safe working environment impacts on every citizen since industrial accidents can result in physical damage to surrounding communities, injury and the loss of life as well as the contamination of water supplies and air quality.

The Ministry of Labour and Small and Micro Enterprise Development, through the passage of the Occupational Safety and Health Bill 2001, will establish the Occupational Safety and Health Authority to address the needs of industry and ensure the health and safety of workers in the industrial environment. The Authority will have a mandate to deal with issues related to inspections and compliance, and to provide advice to the industries on the prevention and the management of accidents.

9.6 Food and Nutrition

The general thrust of the food and nutrition policy is to ensure that safe, nutritious and wholesome food is available to all segments of the population on a continuous basis, to educate the population on the importance of good nutrition, and to promote socio-economic conditions that allow for the attainment of optimal nutrition and health. The broad objectives are to reduce the prevalence of iron deficiency anaemia, obesity, and related diseases, cancers and food borne diseases.

The strategies for addressing these objectives include:

- (i) strengthening of food and nutrition surveillance systems;
- (ii) promotion of breastfeeding and proper weaning;
- (iii) supplementary feeding of at-risk groups; and
- (iv) implementation of public education programmes regarding food, nutrition and health.

The basic food and nutrition programme for addressing nutrition-based disease focusses primarily on preventive measures, especially the sensitisation of the public to healthy lifestyles and food and nutrition practices through education programmes.

10. LIVING CONDITIONS

10.1 Housing

- **Housing**
- **Public Utilities**

The Government's housing policy is based on the core principle that adequate housing is a fundamental right of every citizen and an essential element of the human development paradigm. As a result, the Government has a responsibility to ensure that the appropriate conditions and opportunities are created for all segments of the population to acquire adequate housing as a means to improving their quality of life.

The policy objective is to improve the housing conditions of the population, especially the low and lower middle-income groups, to a level that is commensurate with a high level of human development. In this effort, considerable emphasis is being placed on the creation of sustainable communities. Special consideration will be given to the needs of the physically and mentally challenged, female-headed households and the elderly.

In the pursuit of this objective, other development goals will be advanced simultaneously since housing development and home ownership are major strategies for employment generation and wealth creation among the lower income segments of the population.

A multidimensional strategy has been adopted that focusses on the following:

- (i) widening the range of alternatives for housing and living environments available to the different segments of the population, especially the poor and vulnerable groups;
- (ii) facilitating access of as many households as possible to housing of their choice that is within their means;
- (iii) providing direct assistance to the most needy households; and
- (iv) creating a more equitable, transparent and sustainable system for the provision of low-cost housing.

The approach being pursued involves unprecedented participation by the private sector through joint venture arrangements. The Ministry of Housing will adopt a more facilitatory role that encourages the private sector to participate directly in the low-cost segment of the market. The joint venture arrangement will involve the State providing public land and the private sector engaging in the design, finance and construction of low cost housing.

The National Housing Authority (NHA) will focus on property management and maintenance of its housing estates. NHA's involvement in the housing market will be limited to those areas not serviced by the private sector.

In keeping with the overall thrust, the Government has already embarked upon an initial phase of the Accelerated Housing Programme that will significantly augment the supply of low cost housing, upgrade squatter settlements, improve the housing conditions of NHA rental tenants and strengthen the capacity of the Ministry of Housing and its agencies (Box 10.1).

In 2002, a loan was sourced from the Inter-American Development Bank to fund a portion of the Accelerated Housing Programme (Box 10.2).

In Tobago, the Tobago House of Assembly will develop housing projects at Roxborough, Blenheim and Castara.

Over the medium-term, the Government will move toward the introduction of a rent-to-own programme through which the tenants of selected NHA rental housing projects will be given the opportunity to own their units.

In income sectors where a feasible economic return cannot be achieved by the private sector, the Government will intervene directly by providing houses/units for rent and rent-to-own schemes.

The illegal occupation of lands will not be encouraged. The Squatter Regularisation Programme will focus on families covered under the State Land (Regularisation of Tenure) Act No. 25 of 1998.

The Government recognises that even with the provision of relatively low cost housing, the issue of affordability will continue to impede access by many families.

Box 10.1

Accelerated Housing Programme

Main Components:

- Provision of low-income housing:
In 2002, 2,925, two and three bedroom units at 30 sites;
Over the next 10 years, 10,000 units per annum.
- Refurbishment of 351 NHA apartment buildings and upgrading of sewage treatment plants in 19 NHA estates.
- Squatter Upgrading
Between 2002-2004, upgrading of facilities and regularisation of tenure of 5,400 families on 17 sites.
- Institutional strengthening of the Ministry of Housing and its agencies

Box 10.2

IDB-Funded National Settlements Programme Second Stage

An Inter-American Development Bank Loan of US\$32 million will finance the first of two phases of the IDB-funded component of the **Accelerated Housing Programme**.

The entire IDB Programme will be executed over a six-year period at a total cost of US\$100 million.

Phase I will involve the following key activities:

- Regularisation of 5,400 squatter families on 17 sites
- Provision of 3,000 housing subsidies
- Provision of 1,100 home improvement grants
- Sector and institutional development

Consequently, a subsidy/grant system will be implemented for the acquisition of the new housing units and for home improvement. Subsidies for new units will cover the cost of the land and the development of infrastructure.

Home ownership will also be facilitated through negotiations with the Trinidad and Tobago Mortgage Finance Company Limited for the introduction of a tiered interest rate system and increased mortgage financing of up to 95 percent of the total value of the house and land.

In addition to the provision of housing accommodation and amenities such as electricity and water, the Accelerated Housing Programme will also focus on other aspects of the living environment that will improve the quality of life and relationships in the housing settlements. Emphasis will be placed on ensuring access to schools, community centres and recreational facilities, health centres, and social services and the creation of alliances with community-based and non-governmental organisations to promote sustainable, thriving communities. The widest participation of the community will be encouraged in the development of economic and social infrastructure through self-help projects.

Over the medium-term, the Government will also embark on a programme of urban renewal to address the infrastructure and services problems of urban centres. This will include the reconstruction of high-density residential accommodation in areas such as South East Port of Spain.

Given the increasing demands being placed on the State agencies to accelerate the delivery of housing, the Ministry of Housing and its agencies are being restructured and reorganised and staff re-tooled to ensure the right skills mix to undertake the functions of planning, coordination, strategic planning and programming. These efforts will be complemented by efforts to streamline the housing and land approval process, and standardize the Deed of the Mortgage.

10.2 Public Utilities

Integral to the effort to improve living conditions, Government is committed to providing all citizens with adequate, reliable and affordable utility services. Toward this end, the policy thrust is to ensure that all utilities perform at their optimal level. As a result, specific emphasis is being placed on the following:

- modernisation of plant and equipment;
- effective regulation of all utilities by the Regulated Industries Commission (Box 10.3); and

- **Electricity**
- **Water and Wastewater**
- **Postal Services**
- **Telecommunications**

Box 10.3

Mandate of the Regulated Industries Commission

- Protection of the interest of consumers, especially the socially disadvantaged and vulnerable groups;
- Promotion of efficient delivery of reliable and high quality services; and
- Promotion of financial sustainability of all utilities.

- strengthening of the institutional and legislative arrangements, with special attention on improving the performance of management at all levels, quality assurance, capital investments, revenue collection, customer services and public awareness.

Electricity

With respect to the electricity sector, the objectives are to:

- provide reliable and affordable electricity services to at least 98 percent of the country;
- mitigate any negative impact from transmission and distribution operations; and
- improve customer service at the Trinidad and Tobago Electricity Commission (T&TEC).

In the pursuit of these objectives, several key initiatives will be undertaken, including:

- (i) increasing the capacity of the transmission system in all geographical areas of the country;
- (ii) increasing the levels of generation capacity contracted by T&TEC through the negotiation of a new Power Purchase Agreement. In Tobago, generation capacity will be increased with the construction of the new power station in the Canoe Bay area;
- (iii) Extension of the distribution network to supply an additional 10,000 households annually over the next three years;
- (iv) Introduction of Work Order and Digital Mapping Systems to reduce customer outage times;
- (v) Establishment of renewable energy systems in isolated areas; and
- (vi) Introduction of remote meter reading for larger industrial customers.

Water and Wastewater

Over the period 2003-2005, the Government will concentrate on the following:

- promotion of water conservation;
- expansion of the water and wastewater network; and
- reduction in unaccounted for water.

In line with this focus, a programme of capital investments will be undertaken to strengthen and expand the water supply network in rural and other localised areas, as well as to increase distribution storage at reservoirs and dams. The Programme will also include the upgrading of the pipeline network, the establishment of district-metered areas and the installation of 80,000 meters.

Additionally, as part of the National Social Development Programme (NSDP), a short-term action plan has commenced which will bring relief in terms of water supply to an estimated 404,300 citizens upon completion. The major elements of the Plan are:

- (i) pipeline replacement and rehabilitation, involving the installation of approximately 391 kilometres of pipeline;
- (ii) water supply improvement projects involving rehabilitation/reconstruction of 53 pumping stations, rehabilitation of 43 wells and the provision of storage reservoirs; and
- (iii) customer support systems involving the introduction of major pipeline control systems and management information systems.

The Plan is being executed in three phases. Phase I, which is already underway involves a six-month programme of activities. Phases II and III will be conducted over 12 months and 36 months, respectively.

In terms of optimal use and management of national water resources, the Water Resources Management Unit in the Ministry of Public Utilities and the Environment will continue to implement the recommendations of the National Water Resources Management Strategy Study (Box 10.4).

Special emphasis is also being placed on the wastewater sector. In this regard, the Water and Sewerage Authority will focus on the following:

- (i) upgrade and adoption by WASA of all private wastewater systems;
- (ii) integration of all sewer systems in Trinidad, that is, all plants operated by WASA, NHA, schools, and institutions as well as private facilities;
- (iii) pollution monitoring; and
- (iv) design of new wastewater plants and collection systems in Arima, Sangre Grande, Chaguanas, Point Fortin, Siparia and Penal, and expansion of the system servicing the greater Port of Spain area and South West Tobago.

Box 10.4

Agenda for Water Resources Management

- Development of an effective legislative and financially autonomous institutional framework
- Promotion of joint ownership and collective responsibility
- Adoption of measures for the effective allocation of water for domestic, commercial, industrial, agricultural, and ecological demands.

The Government will also prepare a Master Plan for the Water Supply and Wastewater System that will detail the strategy for the future development of water supplies and wastewater for the next 25 years.

The Regulated Industries Commission will work on the continuation of the Hardship Relief Programme to provide relief to old age pensioners and persons receiving social assistance in the form of a subsidy of up to 25 percent of their total annual water bill.

Postal Services

The Government is committed to the establishment of a modern and efficient postal service. Over the next three years, the Trinidad and Tobago Postal Corporation will continue to focus on the following:

- expansion of delivery to rural, isolated and economically disadvantaged areas;
- improvements in the reliability, speed, and security of mail delivery; and
- improvements in the level of customer satisfaction.

Telecommunication Services

The policy objective is to ensure that the population benefits from low-cost, high-quality telecommunications products and services. This will be pursued through the introduction of competition in and the restructuring of the industry.

The Telecommunications sub-sector will have a key role in the creation of a learning society in which skills, innovation and knowledge creation are systematically promoted, rewarded and intensively applied to the problems of socio-economic development. It will also facilitate the empowerment of communities through distance learning programmes and other tele-educational services. The technological convergence will also allow for affordable and more accessible medical services through the advent of telemedicine.

11. POVERTY ALLEVIATION

Poverty reduction is a key development priority. In the effort to address pockets of poverty, the Government will provide the necessary short-term relief, in the form of basic social services and employment opportunities to ensure that the human dignity of the poor is maintained.

- **Social Intervention Programmes**
- **Social Services Delivery**
- **Minimum Wages**

Over the medium-term, however, the objective is to empower the poor to help themselves. This involves engendering the principles of self-reliance and self-help within a developmental approach that places heavy emphasis on:

- (i) providing increased access to quality education and training;
- (ii) creating sustainable employment opportunities, including self employment; and
- (iii) promoting greater equity ownership.

Over the period 2003-2005, therefore, the Government will:

- provide increased opportunities for the poor and vulnerable groups to obtain short-term employment and improve their social situation through well-targeted social assistance programmes;
- promote greater opportunities for sustainable employment through education and skills training as well as small and micro-enterprise development;
- intensify efforts to improve living conditions by upgrading basic amenities, such as housing and health services, community infrastructure, and public utility services; and
- facilitate greater wealth creation among the lower income groups.

11.1 Social Intervention Programmes

The current programme of social services has become fragmented among a variety of delivery systems. This has resulted in fluctuating levels of success at combating the issues of poverty, poor nutrition, and unemployment. Consequently, the Government has undertaken to review and rationalise all the services provided including the timeliness of their delivery systems.

At present, one hundred and twenty programmes exist in various portfolios under social services, education, training and entrepreneurship development. Of these, several programmes have been identified for immediate implementation (Box 11.1 and Appendix).

These programmes will target the most vulnerable groups in society – single parents, women, the elderly, the unemployed and displaced workers and the youth and will focus on the key areas of training and career enhancement, youth development, community development and poverty alleviation. Further, greater opportunities for employment and self-employment will be provided through entrepreneurial development and self-help programmes.

Box 11.1

Social Intervention Programmes

- Civilian Conservation Corps
- Adolescent Mothers
- On- the- Job Training
- Youth Training and Employment Partnership Programme (YTEPP)
- Export Centres
- Social Help and Rehabilitation Effort (SHARE)
- Community Education Support Programme
- Prime Minister's Best Village Trophy Competition
- Geriatric Adolescent Programme
- Neighbourhood Watch
- Family First Project
- Transformational and Development Centres
- Retirees Adolescent Partnership Programme
- Craft Skills and Artisans Programme
- National Youth Outreach Programme
- Youth Development Programme
- Youth Enterprise Development Programme
- National Social Development Programme
- Aural and Visual Testing Programme
- Self-Help Programme
- Hearing Aid Grant Programme

Social Help and Rehabilitation Effort (SHARE) Programme

The Social Help and Rehabilitation Effort (SHARE) is one of the programmes in the poverty alleviation effort. The Programme which provides emergency relief to the poor through the distribution of food hampers will be expanded to include skills training and the participation of additional non-governmental and community-based organisations.

Transformational and Development Centres

The Transformational and Development Centres provide direct relief to the unemployed and vulnerable in society, through a meals programme that operates on a three-month cycle. In addition, the Centres offer skills training and entrepreneurial development to these target groups.

Public Assistance Programmes

The Public Assistance Programme provides financial assistance to needy and disabled persons under three categories of payment, viz. the Public Assistance Grant, the Disability Grant and the Urgent Temporary Assistance Programme. The Government has recently completed a review of the entire programme with a view to increasing the level of financial assistance provided and revising the eligibility criteria.

Hardship Relief Programme

The Hardship Relief Programme will be continued. The Programme provides relief to old age pensioners and persons receiving social assistance in the form of a subsidy of up to 25 percent of their total annual water bill.

Micro Enterprise Social Rehabilitation Project

The Micro Enterprise Social Rehabilitation Project will also be continued. The Project is designed to wean clients off public assistance and to provide such persons, victims of domestic violence and the socially vulnerable with opportunities to become productive citizens through the provision of skills training and financial assistance to start micro enterprises.

Community Development Fund Programme

The Integrated Projects Initiatives (IPI) is a new project under the Community Development Fund Programme that is based on both a multi-disciplinary and trans-disciplinary approach to combating poverty. The IPI will set the framework for sustainable development and for the eradication of poverty in selected communities. The focus is on facilitating the development of local facilities, infrastructure and services as well as the promotion of knowledge-based communities.

Other Poverty Reduction Projects

Through the Change Management Unit for Poverty Eradication and Equity Building in the Office of the Prime Minister, community-based projects and programmes will be implemented including a micro credit programme that involves on-lending by non-governmental and community-based organisations in communities.

Additionally, the Change Management Unit will implement the following:

- a tele-centre project which will provide communities with access to information on Government's social programmes and services, computer training and internet access; and
- the European Union-sponsored Poverty Reduction Project, which entails the development and implementation of indigenous community-specific poverty reduction projects and programmes throughout the country (Box 11.2).

Box 11.2

EU-Sponsored Poverty Reduction Programme

Objectives:

- Improve the delivery of poverty reduction services;
- Strengthen the institutional framework for poverty reduction; and
- Strengthen the information systems on poverty and poverty reduction programmes

Main Projects

- Establishment of 15 regional Social and Human Development Councils;
- Micro-Project Fund;
- Micro-Lending Facility;
- Information System; and
- Survey of Living Conditions.

11.2 Social Services Delivery

In order to ensure maximum value for resources allocated to the social sector, the programme of restructuring of the social services delivery system will be accelerated. In this regard, a Family Services Centre will be established in Couva as a pilot project. Additionally, linkages between governmental, non-governmental and community-based organisations will be strengthened in order to reduce duplication and foster service integration.

11.3 Minimum Wages

In 1998, a national minimum wage was introduced at the figure of \$7.00 per hour. The Government, through the Ministry of Labour and Small and Micro Enterprise Development is in the process of reviewing the impact of this wage and its appropriateness in light of the increases in the cost of living since its introduction. In the medium-term, a mechanism will be put in place for the ongoing monitoring of the impact of the national minimum wage on the economy.

12. PEOPLE EMPOWERMENT

The Government will focus on employment, wealth creation and community development as the means of increasing economic participation, empowering individuals and communities and promoting social cohesion.

- **Employment**
- **Wealth Creation**
- **Informal Economy**
- **Consumer Rights**
- **Community Development**

12.1 Employment

The Government recognises the centrality of employment in facilitating the achievement of poverty eradication, human resource development, improved productivity and international competitiveness. Consequently, the focus of policy will be on expanding both short-term and sustainable employment opportunities.

The strategy, therefore, will be multi-dimensional and involve employment generated through public investment, private investment, self-employment, and small and micro-enterprise development. A critical aspect of this effort will be the emphasis on skills development, training and re-training as well as education to ensure the availability and range of manpower resources to match the requirements of a growing, competitive economy.

Through the Public Sector Investment Programme (PSIP) and Unemployment Relief Programme (URP), Government will take the lead in creating short-term employment. Under the PSIP, an extensive programme of construction activity will be implemented aimed at upgrading and augmenting the supply of housing, public buildings, industrial estates and public infrastructure. The Unemployment Relief Programme, which will also offer on-the-job training, will focus to a greater extent on construction-type projects and the continuation of the women's programme, which targets single mothers.

In order to create sustainable employment opportunities, Government will focus on industrial development, the promotion and development of the small business sector, and increasing foreign investment in the manufacturing and services sectors. Paramount importance will be placed on maintaining an appropriate investment environment, ensuring that macroeconomic conditions are optimal, institutional support exists at all levels, and the incentive regime is maximised. In this regard, the Ministry of Labour and Small and Micro Enterprise Development will continue to advocate and encourage mediation and conciliation systems to manage the industrial relations climate.

Additionally, the Ministry will conduct research, adopt and implement policy and strengthen the institutional framework to ensure that marginalised groups have access to productive activity.

Youth Employment

In view of the high level of unemployment amongst youth, special attention will be given to employment creation, skills development and job training in the 15-25 age group. The reintroduction of the Civilian Conservation Corps (CCC) throughout the country will serve as a vehicle for access to temporary employment for the unemployed and provide opportunities for training and skills development, which will facilitate greater participation of the youth in the work environment.

The Youth Apprenticeship Programme in Agriculture (YAPA) will be expanded to attract at least 1,000 youth in the first instance into the agricultural sector. These youth, apprenticed to specially selected farms to gain first-hand knowledge and experience in farming, will be provided with a daily stipend over a six-week period.

These initiatives will be complemented by several other programmes, such as: the On-the-Job Training Programme; the Youth Employment and Partnership Programme (YTEPP); the National Apprenticeship Programme, the Helping You to Prepare for Employment (HYPE) Programme, the Youth Enterprise Development Programme; and the Craft Skills and Artisans Programme.

Female Employment

The Government will also provide for the meaningful participation of women in the labour market. As such, several training and support programmes will be implemented to increase their productivity and income earning potential (Box 12.1).

Box 12.1

Programmes Promoting Female Employment

- Export Centres Programme
- SHARE Programme
- Community Education and Support Programme
- Adolescent Mothers Programme
- Women in Harmony Project
- Non-Traditional Skills Training for Women
- Youth Training and Employment Partnership Programme (YTEPP)

Job Placement/Employment Exchanges

The National Employment Service (NES) has been reengineered to operate as a modernised public employment service. The NES through the automated data bank will offer to job seekers an opportunity to place their job application in the public domain thus affording them an equitable chance to be selected from a cadre of similarly qualified candidates.

At the same time, it offers to employers a database of potential employees from which they can match skills available with the needs of the organisation and industry. In the medium-term, each employment exchange will be modernised to function as a One Stop Career Resource Centre.

Workers' Rights

Employment growth will be pursued within the framework of ensuring that workers' rights are respected, income is adequate, the environment is safe, and above all human dignity is respected and preserved.

Labour Market Information

The Ministry of Labour and Small and Micro Enterprise Development will continue to monitor the performance of the labour market through the National Human Resource Management Information System (NHRMIS). NHRMIS is a critical measurement tool that provides information on the behaviour of the labour market on which sound labour market policies will be constructed. In the medium-term, NHRMIS will be expanded to include education and training data from the spectrum of training providers nationwide.

Labour Administration

The Ministry of Labour and Small and Micro Enterprise Development, in keeping with the hemispheric agenda to modernise labour ministries and the labour administration functions in light of economic, social and political transformations and the implementation of the CARICOM Single Market and Economy and the Free Trade Area of the Americas by 2005, will undertake a comprehensive programme of reform to improve labour administration. This Programme will include the mapping of systems and procedures of key departments within the labour administration portfolio, namely Conciliation, Occupational Safety and Health, Labour Inspectorate, Manpower Development, and Employment Promotion and Facilitation. Through this initiative, the Ministry will embrace reformation of traditional services as well as adoption of new services to ensure that all stakeholders in the labour market practice decent work principles. A key adjunct to this will be the modernization of the Research and Planning Division so that it contributes effectively to socio-economic planning and policy formulation.

12.2 Wealth Creation

Co-operatives, Medium, Small and Micro Enterprises

The development of a well-structured, vibrant and innovative small and micro enterprise sector will serve as the main catalyst in the reduction of unemployment and poverty, and in the production of sustainable employment and wealth. Government will concentrate on stimulating entrepreneurship in order to achieve its target of creating 5,000 new small and micro enterprises per annum, over the next two years.

The strategy to achieve this target will include:

- (i) intensifying efforts to shape an environment conducive to the growth of small businesses through a combination of fiscal incentives, direct grants and other special programmes such as business incubators;
- (ii) linking poverty reduction and community development with small and micro enterprise development, particularly in rural communities;
- (iii) encouraging individual and community mobilization around specific products and/or services as income generation projects;
- (iv) widening access to micro-finance facilities for the neediest, especially women, youth, rural communities and urban enclaves; and
- (v) ensuring access to technical, vocational and craft training, supported by a full range of business advisory services.

The National Entrepreneurship Development Company (NEDCO) - a government-owned company with an initial capital base of \$10 million - will serve as the implementing agency for Government's policy on small and micro-enterprise development (Box 12.2).

In addition, a small and micro-enterprise development fund of \$30 million will be set up to support entrepreneurs.

The Government will also establish a Credit Union Development Bank under the auspices of the Ministry of Finance and in collaboration with the credit union and co-operative movement. The Bank will, among other functions, mobilise funds for the Small and Microenterprise Sector.

As part of the effort to realign responsibility within the sector, the Business Development Company (BDC) has been created to replace the existing Small Business Development Company (SBDC). The BDC will be responsible for attracting new medium-scale enterprises into the sector as well as for assisting existing small and medium-scale enterprises to become large enterprises. The Company's focus will, therefore, be on enterprises with assets between \$250,000 - \$5 million, 6 to 50 employees and an annual turnover of \$250,000 - \$10 million. The Company's mandate includes enhancing management capacity, introducing technological innovation, product development, improving productivity and quality control and accessing export markets for the enterprises.

Box 12.2

National Entrepreneurship Development Company (NEDCO)

Main Responsibilities:

- Establish and operate the Entrepreneurial Training Centre;
- Establish and operate the Small and Micro Enterprise Mentoring Programme;
- Oversee small and micro enterprise lending operations;
- Operate directly the Small Business Entrepreneurship Programme;
- Serve as a networking and information resource for the sector;
- Provide or facilitate a range of advisory services to the sector;
- Access financing for the sector and serve as its advocate; and
- Assist with or provide business plans, feasibility studies and project profiles for the sector.

As a fillip to the sector, the following measures will also be undertaken:

- (i) establishment of a quota of 10 percent of all public sector procurement and contracts for the small business sector;
- (ii) provision of State grants, low interest loans at small business windows of banks and credit unions, as well as moratoria on capital repayments;
- (iii) provision of marketing support and training to develop production and managerial skills;
- (iv) establishment of enterprise zones in various parts of the country; and
- (v) encouragement of public sector/private sector partnerships.

In terms of the provision of training to support the sector, several programmes have already been designed as part of the social sector interventions. These include: the Export Centres Programme; the Helping You to Prepare for Employment (HYPE) Programme; the Community Education Support Programme; YTEPP; and the Transformational and Development Centres Programme (Appendix).

The promotion of co-operatives and the spread of co-operative concepts will be an integral part of the effort to promote small and micro enterprise development. In this regard, the Ministry of Labour and Small and Micro Enterprise Development will implement a project on the Institutional Strengthening of the Commercial Sector in the Co-operative Movement (non-financial Co-operatives). The project will adopt a multi-pronged approach to the development of co-operatives based on labour market needs in economic areas that are being projected for growth and development. It will also include a proposal for a Co-operative Development Fund that will fulfill the capitalisation needs of new co-operatives. This Fund is proposed in the new legislation, Co-operative Societies Bill, 2000.

Property Ownership

Property ownership will be one of the main mechanisms for promoting the equitable distribution of wealth. The Government will facilitate greater home ownership among the lower income groups through its initiatives in the housing sector.

12.3 The Informal Economy

The informal economy comprises a wide range of services and skills and has the potential to contribute positively to economic development if regulated and supported in the creation of small and micro enterprises.

The recently concluded 90th International Labour Conference developed a number of proposals for the informal economy and the advancement of persons in that area. The Government will critically review these proposals with a view to developing a policy direction for the informal economy.

Additionally, the Government will conduct its own study on the area, the results of which will inform efforts to promote social inclusion through employment creation.

12.4 Consumer Rights

Over the period 2003-2005, Consumer Policy will focus on the empowerment of consumers. In this regard, an appropriate environment will be created to ensure consumer safety and equity and the development of educated and assertive consumers, fully knowledgeable of their rights and responsibilities.

Further, the educational campaign will be continued to promote responsible consumerism among adult and youth consumers and the business community. The pilot project of introducing consumerism in schools will be continued.

The Government will assist in the establishment of strategic alliances with local and international interest/consumer groups and movements; facilitate participation in lectures, symposia, panel discussions and other fora; and increase dissemination of information via the electronic and print media. Special emphasis will be placed on empowering the disadvantaged, the youth, the elderly and persons with disabilities. The Government will also advocate increased participation in the decision-making process by civic groups which will advise the private and public sectors on consumer related issues.

The redress function will be strengthened through enforcement of the Consumer Protection and Safety Act, while review of the existing legislation to ascertain effectiveness will continue over the medium-term. The system for monitoring commercial activities for breaches of legislation will also be upgraded and strengthened and compliance will be assured. Flouting of the laws will be dealt with swiftly and severely.

12.5 Community Development

The philosophical focus of community development is the full participation and involvement of the local people in community affairs and the democratization of communal institutions. This seeks to ensure that openness, transparency, equity and social justice become the main characteristics of community life and community institutions. A community organisation approach will be pursued with bona-fide community groups initiating community action, as well as being the vehicle for implementing Government programmes and projects.

The Ministry of Community Development and Gender Affairs is charged with the responsibility to effect the partnership between the state and the community. The

Ministry will oversee the implementation of a wide range of community-based, people-centred programmes, focussing on the human and physical development of the communities. In this effort, there will be increased collaboration and co-ordination with other Governmental and Non-Governmental Organisations.

The Municipal Corporations and the Public Utilities will play an important role in facilitating improvements in infrastructure and social services in targeted areas. The Corporations' infrastructure development programme includes drainage and irrigation works, beautification programmes and the construction of secondary roads and bridges.

The Government has also embarked upon the implementation of a short-term National Social Development Programme (NSDP), with an estimated expenditure of \$95 million. The NSDP will provide communities with water services, electricity, street lighting and multi-purpose social and recreational areas. The communities targeted include: Mayaro; St Joseph; Debe; Penal; Central Trinidad; Tabaquite; San Fernando East; Sipara; Barataria/San Juan; and Laventille. The Programme will be implemented by the Water and Sewerage Authority (WASA), the Trinidad and Tobago Electricity Commission (T&TEC) and the National Commission for Self-Help (NCSH).

The Community Development Fund (CDF) Programme will also be continued (Box 12.3).

The core components of the Programme are:

- the NGO/CBO Grants window;
- institutional strengthening of NGOs and CBOs; and
- funding of infrastructure projects under the National Commission for Self-Help (NCSH).

Over the medium-term, the CDF Programme will continue to provide funding for community organisations under the Grants Window, offer training to persons and technical support to community organisations and support infrastructure development in the most disadvantaged communities. In addition, a number of new projects have been included in the Programme, among them are: the Integrated Projects Initiatives, the Non-Traditional Skills Training for Women, the Transformational and Development Centres Programme and the Civilian Conservation Corps.

The Integrated Projects Initiatives (IPI) is a special programme within the CDF Grants Window that involves the establishment of a framework for the comprehensive development of human resources, infrastructure, services and facilities in the most disadvantaged communities.

Box 12.3

Community Development Fund

Objectives:

- Establish an efficient complementary mechanism for delivering basic social services and infrastructure to the poor using the initiatives of Non-Governmental Organisations (NGOs), Community-Based Organisations (CBOs) and other agencies;
- Strengthen the institutional capacity of the NGOs and CBOs; and
- Increase beneficiary participation in poverty alleviation efforts.

The IPI is designed to achieve the empowerment of communities through the creation of Local Management Organisations to spearhead local planning, community participation, change, regeneration and development. Essentially, these Organisations will ensure consultation, participation, representation and leadership within the local community. Several other initiatives are underway at the community level which target improvements in education, culture and the arts, sports as well as neighborhood security. They include: the Community Education Support Programme, the Community Concerts Programme, the Community Sports Festival, the Save the Youth in Marginalised Communities Programme, the Neighborhood Watch Programme and the Best Village Trophy Competition and Village Olympics.

13. PERSONAL SAFETY AND SECURITY

13.1 Crime

- **Crime**
- **Police Service**
- **Fire Service**
- **Coast Guard and Defence Force**
- **Prison Service**
- **Domestic Violence**

Crime is one of the most important issues on the national agenda. Indeed, a critical element of achieving Vision 2020, is the creation of a society in which all persons can live in a state of safety and security, free from fear and the risk of criminal victimisation. As a result, crime policy is directed towards significantly reducing the levels of crime in the country.

Government has adopted a pragmatic and holistic approach that combines action to improve prevention and protection mechanisms and strengthen the criminal adjudication system with measures to address the root causes of crime.

Accordingly, a comprehensive intervention strategy will be pursued that focusses on the following:

- (i) bringing immediate relief to the wider population through strategic interventions to remove those persons with criminal tendencies from the society;
- (ii) improving the infrastructure and equipment of the Defence Force and the Protective Services – Police Service, Fire Service, and Prison Service;
- (iii) introducing scientific and innovative approaches including the use of the most advanced crime detection devices;
- (iv) strengthening human resources through specialised training in modern crime fighting and detection techniques;
- (v) improving the processes for criminal adjudication;
- (vi) promoting greater participation of communities and the private sector in both crime prevention and detection;
- (vii) enhancing efforts at rehabilitation of offenders including institutional strengthening of correctional institutions;
- (viii) improving the information base through research on the behaviour of the criminal mind, focussing on youth deviance and recidivism; and
- (ix) streamlining the operations of the Ministry of National Security to improve service delivery to its clientele.

As part of its effort to bring immediate relief to the population, the Government has adopted an Aggressive Order Maintenance Policy, where all forms of lawlessness will be dealt with swiftly and severely. Integral to this effort is Operation Anaconda, which will continue to implement strategic strikes as needed. The establishment of a new Confidential Crime Unit, which will conduct short, intense raids in specially targeted areas across the country, will supplement Operation Anaconda.

The Anti-Kidnapping Unit, which was established in early September 2002, will continue to have responsibility for investigating the organisation and structure of gangs and their patterns of operation as well as for developing offensive measures.

In addition, the Government will:

- (i) Develop a modern Intelligence System to effectively counter the increasing complexity and sophistication of crimes committed; and
- (ii) Establish a new world-class Forensic Science Centre to provide scientific support to law enforcement agencies and the judiciary through full-scale crime scene investigations.

These measures will be supported by simultaneous efforts to address the root causes of crime, by providing opportunities, alternatives and incentives that encourage persons away from criminal activity. The Government, through its social sector initiatives, will address the underlying issues of unemployment, poverty, drug abuse, and hopelessness through several programmes aimed at increasing the opportunities for employment, education and training, youth development, and improvement in living conditions. At the same time, emphasis will be placed on strengthening the family and community support systems.

Specific emphasis will continue to be placed on the youth population. In this regard, the Ministry of National Security will strengthen multi-agency linkages in the formulation of programmes for youth development, such as the Craft Skills and Artisans Programme and the Civilian Conservation Corps. These Programmes will be complemented by a range of other initiatives aimed at providing training, education, and other support services toward greater youth participation and empowerment (Appendix).

The Ministry of National Security will also mobilise and build effective community partnerships through Community Policing in the context of an integrated, focussed approach to help control and prevent crime. The Community Policing Programme will be expanded to include school lectures on drugs and crime, and greater networking with community-based agencies and groups.

The Neighbourhood Watch Programme, which involves a cooperative effort between communities and key security agencies in the country, will operate within the bounds of the District Police Stations and include representatives from the Police, the Community Development Division and the community watch groups to address the incidence of crime in communities.

Additionally, work will commence on the implementation of several other community-based projects aimed at addressing various aspects of crime. These include:

- the Weed and Seed Programme which is an innovative neighbourhood transformation programme that involves the weeding out of criminal elements in the community and the “seeding” of positive values; and

- the Citizens Corps which will encourage upright citizens to donate their time to mentor groups of children within their community or within communities where children are at greater risk.

The Government will continue to fund the projects undertaken by the Centre for Criminology and Criminal Justice on Recidivism and on reducing Youth Deviance in Schools. The Recidivism Project will attempt to determine the cause of the high number of repeat offenders and, as such, will offer additional insight into the scope for rehabilitation and reform.

13.2 Police Service

In keeping with the focus on improving the operations of the protective services through the use of modern information technology, the Police Computer System and the Communication Network (E-999 Communication System) of the Ministry of National Security will be enhanced to transmit voice, data and video to police vehicles via a wireless microwave computer network. In addition, the construction of a new broadcast tower will improve even further communication within the Police Service.

The Automated Fingerprint Information System and the Mug-Shot Identification System will both be expanded to sub-divisional headquarters, allowing for greater dissemination of criminal information. This expansion will significantly enhance the capacity of the Police Service to quickly and accurately identify an alleged perpetrator.

The fleet and human resource management systems will also be upgraded to enhance the efficiency of management within the Police Service. Plans include acquiring and installing reporting and analytical tools for management, including GIS, as well as providing connectivity with the Magistracy, High Courts, Prisons and other Ministry of National Security linkages.

As a direct result of the organisational changes and efficiencies brought about by the use of technology, the focus on specialised training in modern crime fighting techniques will be of paramount importance (Box 13.1). Emphasis will be placed on local and international training of officers.

Box 13.1

Specialised Training for the Police Service

Main Areas:

- Strategic Management;
- Narcotics and Money Laundering;
- Crime Scene Technology;
- Criminal Investigations;
- Telecommunications Fraud;
- Crime Statistics;
- Firearms Handling;
- Fraud Investigations;
- Financial Crimes Investigations;
- Handling of Blood Stain Evidence;
- Advanced Hostage Negotiations;
- Drug Enforcement;
- Bomb Disposal Techniques;
- Information Technology;
- Computer Training; and
- Forensic Training.

The Government has also acquired a fleet of police vehicles, which will significantly improve the response time to distress calls and the quality of patrols. These vehicles are equipped with special on-board computers and a more secure holding bay for apprehended persons. Officers of the Police Service will be trained in the effective use and maintenance of these sophisticated vehicles.

Emphasis will also be placed on upgrading facilities to ensure that there is a police presence in every community, particularly those with a high crime rate. In this context, new police stations will be constructed and refurbishment works will be carried out in selected areas across the country (Box 13.2).

Box 13.2

Infrastructure Upgrading for the Police Service

- Construction of New Police Stations in Gasparillo, Brasso Seco, Roxborough, Arima, Belmont, Matura, Besson Street, Matelot, Manzanilla, Piarco, Oropouche, Maloney, Tunapuna, Arouca, Mayaro, Cumuto and Old Grange, Tobago;
- Refurbishment of Police Stations in Couva, Chaguanas, St.Clair, Siparia, Scarborough, as well as the Headquarters of the Guard and Emergency Branch (South) and the Mounted Branch;
- Restoration of the San Fernando Police Station (Phase II);
- Completion of the Old Police Headquarters at St. Vincent Street; and
- Construction of a new Command Centre for the E999.

High visibility is considered an important element of good policing. Consequently, in areas without a permanent police post, mobile police/army patrol stations will be used to ensure a law enforcement presence.

13.3 Fire Service

The Fire Service will continue to provide efficient and effective fire protection and emergency services to the community and its environs, as well as competently manage fire/natural disaster loss.

In order to facilitate this work, new fire stations will be constructed (Box 13.3).

The Station to be constructed in Couva will be designed and constructed to handle emergencies at the Point Lisas Industrial Estate and Petrotrin Refinery at Point-a-Pierre. Refurbishment of existing fire stations nationwide will also continue.

Box 13.3

Sites of New Fire Stations

- Sangre Grande
- Piarco
- Mayaro
- San Fernando
- Couva
- Arouca
- Black Rock/Plymouth

In addition, a 24-hour Ambulance Service will be maintained nationwide to satisfy the needs of the less fortunate in the society.

13.4 Coast Guard and Defence Force

A comprehensive programme of infrastructure upgrading of Coast Guard facilities will be undertaken. This includes the refurbishment of the Piarco Air Station and the Staubles Bay Station, the construction of a multipurpose facility in Tobago, and improvement works at Camp Cumuto, Camp Ogden and Tetron Barracks. Plans are also well advanced for the establishment of Army Camps at Hope Estate in Tobago, Champs Fleurs and Golconda.

In accordance with international conventions, a Global Maritime Distress and Safety System will be installed by the Coast Guard to monitor shipping. In addition, the effective coverage of the Radar Surveillance System will be extended by the construction of a new site at Chupara Point on the North Coast of Trinidad.

Air and sea surveillance are considered essential for controlling the inflow of narcotics. The Defence Force will be better equipped with the refurbishment of the TTS Cascadura and the acquisition of four fast patrol interceptor vessels, two of which are to be dedicated exclusively to Tobago. The country's capabilities in counter narcotics operations will also be significantly enhanced with the installation of surveillance equipment on one of the Defence Force's two C-26 aircraft. In addition, a memorandum of understanding to govern the use of three Furuno Radars and associated peripherals donated by the United States of America has been approved.

13.5 Prison Service

Any thrust towards increasing the safety and security of the nation must include enhancements to the Penal System of the country. The maximum-security prison was built to alleviate the problem of overcrowding in the nation's prisons. Therefore, efforts will be made to recruit the additional manpower required to operate this prison effectively and efficiently so that it can accommodate the number of inmates for which it was constructed.

In the management of the prisons, focus will be placed on rehabilitative programmes. A new restorative Justice System will be undertaken within the process of penal reform. Integral to this process will be the introduction of a Parole System and best Constructive Regimes Methods, which will ensure that prison inmates are in a position to contribute meaningfully to society upon leaving the prison system.

In 2003, construction of a new Medium Security Correctional Facility for Tobago is scheduled to commence. To further improve prison conditions for inmates, plans are in train for the improvement of facilities at the Youth Training Centre and for reconstruction of the Golden Grove Inmates' Dormitory. A Remand Home for Young Female Offenders will also be established.

13.6 Domestic Violence

Reducing violence in the home requires long-term changes in social attitudes and behaviour. The costs of domestic violence to the individual and the society are high, in terms of personal well-being, self-esteem and safety. In the workplace, domestic violence is a critical factor in low productivity and injury. Children are at physical risk as well as hidden related risks such as low self-esteem, anti-social behaviour, aggression and future violent behaviour.

Due to the complex psychological dynamics underlying domestic violence, communities need a multilevel response delivered within a critical window of time. Accordingly, the Government will promote a multi-agency approach to the reduction of domestic violence. The expressed needs of survivors of domestic violence, most of whom are women and children, will be addressed, with attention being given to equality issues and the establishment of anti-discriminatory practices. The goal is to improve intervention services and prevention programmes through co-ordination and co-operation between responsible agencies such as the criminal justice system, social service agencies and community support groups.

In pursuing a co-ordinated and concentrated national approach towards dealing with the issue of domestic violence, attention will be given to harmonising legislation and strengthening programmes of prevention, support and rehabilitation and improving the criminal justice system to enhance safety and protection for victims.

The Government will also strengthen the response time of the systems through a mechanism of partnership building. Specifically, this will involve maximising joint intervention at all levels in order to improve overall support, reduce gaps and prevent duplication of efforts. This will involve gender specific training and the development of protocols and standards for the police, health and social service professionals as well as for human resource and court personnel.

In addition, more tangible support systems will be put in place to address the immediate needs of abused women and children. These include an expansion of the services of the domestic violence 24-hour hotline service, along with support to NGOs for the operation of Halfway Houses. Focus will also be placed on socialising young men through the establishment of a special programme within the Domestic Violence Unit of the Ministry of Community Empowerment and Gender Affairs.

14. SOCIAL INTEGRATION

14.1 A Tolerant and Harmonious Society

- **A Tolerant and Harmonious Society**
- **Family**
- **Youth**
- **Sports**
- **Culture and the Arts**
- **Child Rights**
- **The Elderly**
- **Persons with Disabilities**
- **Gender Equality**

Promoting a tolerant and harmonious society is at the centre of the development effort since a united and peaceful society is critical to continued social, political and economic stability. The Government recognises the diversity of the country – ethnic, cultural and religious and is committed to preserving and celebrating this diversity so that Trinidad and Tobago remains an example to the world of the peaceful co-existence of people of varied races, religions and culture.

The Government's vision of transforming Trinidad and Tobago into a developed country by 2020 embraces social cohesion in terms of social justice, political stability, social and spiritual values, national pride and confidence. Consequently, the Government will ensure that Trinidad and Tobago becomes a more mature society, a more confident society, infused by strong moral and ethical values. Imbued with these positive values, social and economic inequalities and imbalances will be progressively eliminated to ensure a more peaceful and cohesive society.

14.2 Family

Globalisation and its impact on family life, has forced upon countries a new understanding of families and the challenges they face. The family in its various configurations has withstood many challenges. However, while the system of care and support survives, it is in danger of constant erosion by demographic trends, socio-economic factors, communications technology, and cultural and political changes.

Further, the number of children and close relatives in a typical family has fallen so that fewer persons have close living relatives. This situation is aggravated in instances where there is massive desertion of families by fathers, or where the incidence of single parenthood is prevalent or HIV/AIDS is burgeoning. These threats have become manifest in the high incidence of crime, deviant behavior in schools, increased drug abuse and a greater attraction to violent behaviour.

The Government places paramount importance on the family's ability to enhance socialization and regeneration, strengthen the link between the individual and the community, provide continuous care and support for its members, and develop model citizens.

The focus of Government's action is directed towards communities assuming greater responsibility for the family and creating the social stability whereby family life can be sustained. Public-private partnerships will be established to provide counselling at homes to support families in crisis as well as halfway houses for disadvantaged young people, battered women, the mentally ill, and those seeking treatment for drug abuse. Policies to mitigate the incidence of early childbearing among adolescents and the absence of adequate child-care services for an increasing number of working women will be pursued with the utmost urgency.

A Family Services Centre will be established in Couva which will serve as a one-stop-shop for the delivery of the entire range of family services provided by the Government. In addition, an extensive community-oriented programme '*Family First – Healthy Family*', will be launched to promote the education of the family in essential skills for human and social development, particularly in the areas of parenting, family life management, and early childhood care.

Another notable initiative will be the establishment of a Family Court, on a pilot basis, by the Ministry of the Attorney General. The Court will provide a non-adversarial environment for dealing with family disputes/conflicts and promote reconciliation in the interest of improving and protecting family life.

14.3 Youth

Developing the full potential of the youth is a key priority of the Government. Youth policy places young people at the centre of the development process and focusses on promoting empowerment and full participation of the youth population. Specifically, the objectives are to:

- empower young people to become healthy, well-informed and productive citizens who can meaningfully participate in problem-solving and decision making at all levels of the society; and
- provide support systems and mechanisms for young people to be able to play an active role in altering their conditions.

The Government's strategy places emphasis on promoting the physical, economic, social and emotional development of the youth. The thrust of youth development will be to nurture the necessary attitudes and value systems as well as provide the knowledge and skills that will enable young persons to successfully overcome the challenges they face. Consequently, youth development will require the implementation of a comprehensive, integrated strategy that will involve effective co-ordination across several ministries and agencies.

In this regard, a full-scale, multi-sectoral effort is underway that focusses on capacity development through education and skills training, economic enfranchisement, including entrepreneurial development, the promotion of healthy lifestyles, institutional strengthening of youth organisations, and the provision of a balanced mix of social services. In this effort, sports and culture will serve as key channels for both social integration and economic empowerment of the youth, and for the promotion of healthy positive lifestyles.

Within the framework for youth development, high priority is being given to the creation of increased opportunities for continuing education, training and skills development. A range of programmes will be implemented which involves basic training and job creation schemes to provide all young people with the skills, knowledge-base, entrepreneurial expertise, entry-level jobs and firmer prospects for advancement (Box 14.1).

Further opportunities will be provided through specialised programmes offered by the National Skills Development Programme, the Trinidad and Tobago Institute of Technology, and COSTAATT.

Several youth initiatives will be undertaken at the community level. Information Made Easy Through Technology (IMAT) Centres are being introduced in communities throughout the country to facilitate training, distance learning, and information and internet access. These Centres will be established within existing youth facilities. The Programme will be phased in over a two-year period with Phase I focussing on eight (8) regional centres.

Another notable initiative is the Save the Youth in Marginalised Communities Programme, which will be extended to several communities over the period 2003-2005. This Programme facilitates the social integration of the youth into the productive mainstream of public life. To further encourage expanded youth activities in community development, support will be provided for community-based projects that are developed by youths and youth organisations.

Active representation of the youth in community and national affairs will be promoted through the implementation of a programme for institutional strengthening of the Youth Affairs Division and the National Youth Council and for building capacity in youth non-governmental organisations and community-based groups.

Box 14.1

Youth Training and Employment Programmes

- On-the-Job Training Programme;
- YTEPP;
- Export Centres Programme;
- Geriatric Adolescent Partnership (GAP) Programme;
- Retirees Adolescent Partnership Programme;
- Civilian Conservation Corps (CCC);
- National Apprenticeship Programme;
- National Youth Outreach Programme;
- Helping You to Prepare for Employment (HYPE) Programme
- Youth Apprenticeship Programme in Agriculture (YAPA); and
- Craft Skills and Artisans Programme.

In preparing the youth for adult life, heavy emphasis will be placed on encouraging positive, healthy lifestyles, family relations, and community involvement. Training will be made widely available in areas such as conflict resolution, mediation, peer counselling and building self-esteem.

The Youth Health Programme will focus on the health issues affecting the youth population and will be initiated through a number of youth centres in North, South and Central Trinidad.

Upgrading of infrastructure for youth activities will also continue and include the refurbishment of Youth Development and Apprenticeship Centres, Youth Training Facilities and Youth Centres located across the country. These facilities will serve as the focal point for all youth programmes.

In Tobago, plans are in place for the construction of Youth Empowerment Centres and the restoration of the Mount St. George Youth Camp.

14.4 Sport

The Government's policies on sport and youth are closely aligned. Together, they are focussed on promoting social integration, leadership qualities, personal development, self-reliance, healthy lifestyles and a greater national consciousness. Sport policy will emphasise both the social and economic value of sports. Accordingly, its objectives are to:

- develop and improve the knowledge and practice of sport in the interest of the holistic development of the individual and the public at large;
- promote and facilitate the development of sport as an industry that can contribute to the earning capacity of the individual and the national economy; and
- promote Trinidad and Tobago as the hub of sporting activities in the Caribbean and, by extension, position the country as a preferred destination for international sporting events.

In the pursuit of these objectives, the Government will develop and improve the quality of sporting facilities throughout the country, increase the operational efficiency of all stadia, and other sporting facilities, increase the range of coaching programmes, raise standards of discipline and performance, promote institutional strengthening of national sporting organisations and embark on a marketing thrust for sports tourism.

As part of the strategy to improve the knowledge and practice of sports, Government will provide support for an extensive programme of sporting events and coaching activities, the majority of which are community-based. They include: the Community Sports

Festival, Soca Games Fest, the Village Olympics, the Sports Plus Programme as well as the District and Schools' Sporting Programmes.

Greater emphasis will also be placed on encouraging full participation of all segments of the population in sports. In this regard, the Healthy Lifestyles Project targeted at women and girls in sport will be introduced in an effort to promote the right attitudes and provide training in leadership and counselling. In addition, programmes that promote the participation of the mentally and physically challenged will be implemented.

Within the school system, the Government will place priority on quality sport and physical education as part of the curricula at the primary and secondary levels. In this regard, national sporting organisations will be encouraged to design youth development programmes for implementation in schools. Additionally, the Government will encourage the establishment of linkages between sporting clubs and schools.

In the promotion of sport as an industry, a National Sport Management Commission as well as standards of discipline and performance will be established. In addition, new techniques and modern technologies in sport will be introduced in conjunction with specialised training in sport science in an effort to develop a more scientific approach to the preparation of national athletes for competition.

The Government will also market Trinidad and Tobago as a sporting destination as part of the overall tourism thrust. Sports tourism will be facilitated through the hosting of international tournaments as well as sports festivals and conferences. Wider involvement of the local private sector in sport and sporting events will be encouraged through tax incentives.

The recently built stadia in Marabella, Couva, Arima and Tobago along with the Hasely Crawford Stadium will be fully utilised through community, regional and international events. In April 2003, the Government proposes to host the Carifta Games at the Dwight Yorke Stadium in Tobago and to reintroduce a series of regional competitions, including the Eastern Games, the Northeastern Games and the Point Fortin Games. The operational efficiency of all stadia will be increased through the establishment of a maintenance system and the provision of modern equipment.

In all of its efforts directed at improving participation in sport and developing the full potential of local athletes, the Government will promote drug free sports through simultaneous implementation of drug education and testing programmes.

14.5 Culture and the Arts

The Government is committed to ensuring that Trinidad and Tobago's unique culture is preserved and celebrated. Culture is considered a major asset with an important role in national development. It is a key factor in forging social cohesion and improving the overall quality of life in the country. In addition, it has the potential to play a major role

in the tourism sector and to become a productive economic industry with significant opportunities for employment and income generation.

For these reasons, the policy objectives are to:

- preserve and protect the national heritage;
- facilitate cultural development by providing a supportive environment in which the creativity of all citizens can be nurtured and the creative arts can flourish; and
- promote viable culture-based industries.

In the pursuit of these objectives, the Government will develop a strong partnership with individuals and organisations actively involved in cultural pursuits, at both the national and community levels. The catalyst for developing this partnership will be the creation of a common vision among all cultural partners and a plan of action for cultural development. This Plan of Action will allow for growth and exposure of all cultural expressions and will underscore the importance of culture for human development.

In order to promote the highest values within society, culture and the arts will be placed at the heart of the education system and community life. The Government will embark on several initiatives targeted at school children, community groups and the youth population. These programmes will focus on developing a strong foundation of family values, artistic expression and cross-cultural exchanges.

Greater participation and creativity in the visual and performing arts will be pursued through programmes targeted at schools and communities. The Cultural Immersion Programme and the Open School for the Arts Programme will expose participants to, and provide training in, various art forms, particularly dance, music and drama. The Cultural Immersion Programme has three modules, namely Cultural Immersion in Schools, Children at Risk and Creative Arts Summer Camp. Other outlets for expression have been created through the Community Concerts Programme and the revitalised Best Village Programme. These programmes are designed to create greater appreciation of the national culture and seamless integration across cultural groups (Appendix).

Over the next five-year period, through the implementation of the Pan in the Classroom Programme, the steel pan will be phased in as the instrument of choice in the music curriculum of primary and secondary schools. This initiative will be followed up with a similar programme for the introduction of the harmonium in schools.

Greater focus will also be placed on the development of appropriate physical facilities for cultural expression, education and training and the preservation of the national heritage (Box 14.2).

As part of this effort, the operations of the Carnival Institute are being appraised with a view to increasing its capacity to serve as the repository of all Carnival-related artifacts as well as undertake research and provide training in the Carnival Arts.

As a fillip to the local industry, incentives will be given to encourage companies to sponsor or produce local cultural and entertainment productions for local, regional and international audiences. In addition, a Foundation for the Arts will be established to provide funding for undertaking diverse activities in support of culture and the Creative Arts.

In line with the objective of promoting viable culture-based industries, cultural and entertainment products will now be an integral part of the overall marketing strategy for tourism both at home and abroad. In particular, the festivals of Trinidad and Tobago will be developed as a viable tourism product. Local artists, entertainers, craftsmen and cultural promoters will be encouraged to develop, shape and promote their cultural endeavours as highly marketable products with the potential for significant and sustained economic returns. In addition, higher standards of professionalism and business skills will be encouraged. The Government will also promote greater public discussions on cultural matters. To facilitate exposure in regional and international arenas, cultural exchanges and trade in cultural products will be actively pursued.

The development of culture and the arts must be supported by an effective Intellectual Property (IP) System, particularly, in the area of Copyright and Related Rights. Accordingly, the Intellectual Property Office will provide strong IP protection and effective enforcement of rights.

Box 14.2

Expanding and Upgrading of Cultural Facilities

Trinidad

- Establishment of the Academy of the Performing Arts, the National Gallery of Arts, and the Hall of Fame for the Arts;
- Restoration of the National Museum;
- Establishment of the San Fernando Museum;
- Refurbishment of the Naparima Bowl; and
- Development of the Nelson Island Heritage Site.

Tobago

- Conversion of the Scarborough Market into a Concert Hall; and
- Establishment of a Performing Arts Centre.

14.6 Child Rights

The Government is committed to the holistic development of every child in Trinidad and Tobago. Therefore, it will implement the commitments made at the international forum regarding the Rights of the Child. In addition, work will proceed towards the ratification of two core ILO Conventions on Child Labour (Box 14.3).

Over the medium-term, the Ministry of Labour and Small and Micro Enterprise Development will develop and implement a suitable policy to eliminate the incidence of child labour in the country. This policy will be supported by legislative and inspection services as well as by programmes to support families entrapped in the cycle of child labour activities.

14.7 The Elderly

In view of the demographic shift that has been taking place over time towards an ageing population, The Government will place particular emphasis on the issues arising from this phenomenon.

The policy on ageing is based on the fundamental principles of accessibility, participation, dignity, healthy and active ageing, independence, and home and community care. The objective is to create a social and physical environment that will facilitate the participation and involvement of the elderly in civil society and ensure the provision of adequate services to maintain their dignity and independence.

Over the medium-term, appropriate institutional capacity within the public sector will be strengthened to deal with issues related to the elderly. A Division of Ageing will be established to operate as the umbrella agency under which programmes and projects aimed at enhancing the welfare of senior citizens will be co-ordinated. The Division will also have responsibility for monitoring the operations of Homes for Older Persons.

Box 14.3

Core ILO Conventions On Child Labour

Convention No. 138- Minimum Age Convention, 1973

Establishes the Minimum age for employment to be not less than the age of completion of compulsory schooling and in any case not less than 15 years.

Establishes the Minimum age for hazardous work at 18 years.

Developing countries on ratification are allowed to specify initially a general minimum age of 14 years and progressively increase this age.

Convention No. 182 – Worst Forms of Child Labour Convention, 1999

Addresses the Prohibition and Elimination of the Worst Forms of Child Labour

Worst forms of Child Labour are defined as follows:

- All forms of slavery and practices similar to slavery;
- Use, procurement, offering of a child for prostitution or pornography;
- Use of a child in illicit activities including drug trafficking; and
- Work, which by its nature is likely to harm the health, safety or morale of children.

In addition, the regulations to accompany the Homes for Older Persons Act No. 38 of 2000 will be finalised. The Act provides mechanisms for dealing with licensing, control and regulation of Homes for Older Persons and for the establishment of standards of care for the residents of these homes.

Another key initiative will be the establishment of Day Centres for the Elderly throughout the country. These Centres will allow older persons to continue to lead healthy, active and fulfilling lives. They are intended to serve as a mechanism to counteract the negative effects of social isolation by allowing older persons to participate in both indoor and outdoor activities. The Geriatric Adolescent Programme (GAP) will also serve as a valuable integrating mechanism through greater sensitisation of the youth to the needs of the elderly.

14.8 Persons with Disabilities

The Government recognises the right of persons with disabilities to participate in all spheres of life and to realise their full potential. In this respect, a holistic and integrated approach is being pursued to embrace such persons into the mainstream of community life by promoting their participation and productive involvement in society. This involves providing greater access to mainstream education, employment opportunities and improved access to the physical environment.

As far as possible preventive measures will be adopted and assessment capability will be enhanced for early detection and rehabilitation of persons afflicted with debilitating diseases and conditions. Improved access will be provided through technical aids and essential tools for more effective functioning of such persons. Persons with disabilities 18 years and over will now be eligible for the Disability Assistance Grant. In addition, children with disabilities will access a special grant under the Public Assistance Scheme as well as special medical supplies and equipment under the Urgent Temporary Assistance Programme.

The process of integration will be facilitated by legislative changes, as well as by strengthening the capacity of NGOs in service delivery, encouraging more effective networking between Government and NGOs and educating the general population to reduce negative perceptions and prejudices. Persons with disabilities will be involved at the decision-making level in the design and management of the process.

As part of the effort to improve participation in tertiary education, COSTAATT will improve access for the physically disabled and learning disabled students at its three main campuses.

14.9 Gender Equality

The Government recognises that gender equality is a key element of social justice and is integral to the achievement of good governance and sustainable development. The Government will put gender mainstreaming at the centre of all policy and programme initiatives and reforms to assist in eliminating discrimination and promoting opportunities for women, men and young people to realise their potential and aspirations. Focus will be placed on addressing the differential impact of policies and programmes on women and men, which result in the disproportionate burden of poverty, the lack of access to services, natural resources and the lack of productive opportunities.

Central to initiatives in the Gender Affairs Division of the Ministry of Community Development and Gender Affairs will be the development of a national policy and action plan on gender and development. The implementation of this strategic framework will require that the technical capacity and mandate of the Division be strengthened to allow for greater emphasis on policy development, analysis and research. At the same time, in deepening the multi-sectoral approach to gender mainstreaming, effective mechanisms for analysis and monitoring of gender concerns across the social and economic sectors will be established. This will include augmenting the information base for decision-making through improved data collection systems, and capacity building in gender analysis and impact assessment for application in priority development sectors of planning, finance, trade and industry, health and education. Training will be conducted through initiatives of the Gender Equality Institute.

At the same time, projects and programmes will be implemented that address specific challenges posed by gender inequality. These will include the continuation of training in non-traditional skills for women and the implementation of the Women in Harmony Project. The Women in Harmony Project is a joint initiative with the Ministries of Health and Agriculture aimed at improving skills, self-esteem and partnership. Export Centres will also be established to facilitate expanded participation of women in trade and production. The greater involvement of women in political life will be encouraged through the established of a women's parliamentary caucus.

In the area of gender-based violence, the Domestic Violence Unit will be strengthened for research and data collection, and as a resource bank for information and referral. More tangible support systems will be put in place at the community level to address the immediate needs of those persons who experience rape and violence in the domestic setting. These include an expansion of the services of the domestic violence 24-hour hotline, along with support to the NGOs for the operation of Half Way Houses. A public awareness programme targeting in-school and out-of-school youth will be embarked upon. Focus will also be placed on socialising young men through the establishment of a special programme within the Domestic Violence Unit.

THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA



15. ECONOMIC GROWTH AND DIVERSIFICATION

15.1 Economic Diversification

In order to achieve further social progress, to address the issues of equity and to promote human development, there must be a strong and resilient economic base. Indeed, as Trinidad and Tobago re-positions itself to enhance competitiveness to meet the challenges of globalisation and liberalisation, the Government is committed to ensuring that the economic base is highly diversified.

Pursuit of the objective of economic diversification does not mean that the energy sector will be neglected. In fact, expansion will continue apace within the energy sector. What the policy implies is that the other sectors - manufacturing, services, and agriculture will be developed more rapidly and intensively to transform the economy in order to reduce its vulnerability to external shocks. In addition, considerable attention will be devoted to the development of other growth activities such as small and micro enterprises.

Continued development of the energy sector will be relied upon to produce the resources needed to invest in the other sectors. As significant financial resources will be forthcoming from the energy sector within the next few years, the country will have an excellent opportunity to invest strategically and leverage these funds to catalyze the non-energy sectors.

The Government is aware that diversification requires the creation of considerable backward and forward linkages with the rest of the economy. Structural change will, therefore, focus on increasing the degree of integration among various sectors of the economy so that more inputs can be supplied domestically thereby reducing reliance on imports. Consequently, the local value-added content of final products will be increased with even more positive implications for employment, national output, and wealth creation.

15.2 Key Economic Sectors

15.2.1 Energy

The energy sector will be the main engine of growth. The sector remains bustling with activity with the new oil find by BHP Billiton, which is expected to substantially increase production by 2005, and the expansion of LNG production with the coming on stream of Atlantic LNG's Trains II and III. Given the linkages which exist within the domestic economy, growth in the energy sector will serve as a conduit for expanded output in other productive sectors.

- Energy
- Manufacturing
- Agriculture
- Services
- People's Sector

The Government will continue to invite international energy-based companies to participate in new competitive bid rounds to explore for and produce hydrocarbons in Trinidad and Tobago. This ongoing policy initiative has stimulated exploration activities during the past decade, leading to the discovery of new oil and gas accumulations and has enhanced the country's attractiveness as a destination for continued foreign direct investment.

The increase in exploration activity will be complemented by programmes designed to stimulate higher levels of oil production from existing wells, located both onshore and offshore. These programmes will build upon the existing lease, farm-out and joint venture arrangements. Moreover, they will create the framework whereby small investors, individuals, and local service companies can participate meaningfully in opportunities available within the industry.

Opportunities for cross border energy development with neighbouring Venezuela will also be explored during the medium-term. The Government will pursue initiatives to ensure that gas reserves, which straddle the borders with Venezuela, are developed to the mutual satisfaction of both countries. Agreement on the production of these reserves will enhance the security of the country's gas supply. Furthermore, the ongoing dialogue on these initiatives could pave the way for the processing of Venezuelan gas in Trinidad and Tobago.

The development of a strategy to facilitate downstream activity has been addressed in part by the Natural Gas Master Plan. This plan will be reviewed periodically as dictated by developments in the industry. The Government has identified the possibility of utilising attractively priced electricity to further develop the downstream industry. The establishment of an aluminium smelter plant will provide the opportunity to concretise this proposal and so deepen the linkages between the natural gas and electricity sub-sectors.

The continued growth of the sector will be guided by the formulation of clear guidelines on energy policy issues. The Government has taken initiatives to review the level of fiscal incentives and the country's regime of oil and gas taxation. These include: a renegotiation of royalty issues; expansion of LNG production; and the creation of new industrial estates to cater for expansion and diversification of downstream products. Tobago, as well, will be targeted for the introduction of light industrial natural gas-based processes thereby enhancing its tourism potential and maintaining its status as a green zone.

15.2.2 Manufacturing

The manufacturing sector has been targeted to play a key role in the thrust towards a more diversified and resilient economic base that is able to generate high and sustained levels of growth. Over the medium-term, the Government will pursue a range of initiatives in order to create a more competitive and resilient manufacturing as well as to

enable the sector to maintain its present dynamism and success. The initiatives can broadly be classified as follows:

- Investment Promotion;
- Export Development; and
- Transport Links Development.

Investment Promotion The objective is to position Trinidad and Tobago as the manufacturing centre of the Caribbean. This will require the creation of an environment to attract and retain a growing flow of both foreign and local investment capital in order to expand domestic manufacturing activities.

In terms of local investment, the Government will take action to encourage higher levels of domestic entrepreneurial activity which will include initiatives to encourage greater youth participation. To complement the expansion of local investment, Trinidad and Tobago will initiate an aggressive investment promotion programme designed to attract foreign investment especially in non-traditional areas. One initiative, in this regard, is a project funded by the Commonwealth Fund for Technical Co-operation. This project will involve investment promotion missions targeting North America and will focus on the following industries: Printing, Packaging and Plastics, Boat Building and Repairs and Information Technology.

Trinidad and Tobago has also signed Bilateral Investment Treaties with eight (8) countries. Investment missions will be undertaken to Canada and the United Kingdom. At the same time, efforts will be made to conclude Investment Agreements with Germany, Italy and the Netherlands. These agreements will provide investors with a higher level of confidence when considering Trinidad and Tobago as an investment location.

The World Bank-funded Investment Promotion Strategy (IPS) Study for Trinidad and Tobago, which was completed in 1999 provided detailed analysis on the investment potential of specific sectors identified for further exploration by the Tourism and Industrial Development Company (TIDCO).

The study reviewed the global trends and developments within targeted industries and Trinidad and Tobago's current capacity and competitive advantages on the international market in these sectors.

A sectoral development programme is being formulated that will form the basis for a Promotional Strategy and Action Plan for these sectors. The sectors identified were:

- Information Technology/Electronics;
- Chemicals including Plastics;
- Metal Processing;
- Leisure Marine;
- Food and Beverage; and
- Printing and Packaging.

Over the medium-term, focus will be placed on the following reconstituted sectors:

- Information Technology;
- Printing and Plastics; and
- Leisure Marine.

The objective is to create comprehensive development plans that will facilitate the growth of these sectors, although not at the expense of the other sectors identified in the IPS Study.

Export Development. With the strong export performance of the manufacturing sector in recent years, increasing market access will be a key strategy of Trinidad and Tobago's economic development efforts. At the same time, sustained effort will be exerted to exploit existing preferential access.

Accordingly, the focus, over the medium-term, will be to implement several recently negotiated CARICOM free trade agreements with Cuba, the Dominican Republic and Costa Rica. The implementation of these agreements and the recent inclusion of Haiti into the Caribbean Community will require aggressive trade promotion missions.

In this respect, Trinidad and Tobago will host a series of trade missions to these relatively new markets during the medium-term. A Matching Grants Programme will also be implemented to assist new and small exporters to participate in trade missions and to improve product quality, packaging and labelling.

Another key issue, which can negatively affect export development, is the availability of trade finance. The Government has addressed this issue by agreeing to increase the equity capital of the EXIM Bank through a combination of Government, private sector and international institution financing.

Development of Transport Links. The development of transportation infrastructure will be kept abreast with the trade and industrial development initiatives. At the international level, the Government has appointed a Public/Private sector interdisciplinary team to develop air and sea links between Trinidad and Tobago, and Central and South America. The initial focus of the team is to develop air links between Trinidad & Tobago and the Dominican Republic, Cuba and Costa Rica.

This strategy will position Trinidad and Tobago as the transportation hub of the Southern Caribbean and facilitate the movement of people and goods thereby enhancing trade prospects.

The Technology and Manufacturing Estate

The Trinidad and Tobago Technology and Manufacturing Estate will become the national and regional centre for light manufacturing, service industries and other commercial and light industrial activity.

The Estate will be developed in collaboration with local and foreign industry, tertiary education providers and commercial enterprises. In addition, the experiences of those countries that have made significant progress in such developments will be assessed and applied.

Phase I of the Estate's development will provide access to land for development and all the requisite infrastructural requirements. The anchor facility will be an incubator and commercialisation centre that will nurture nascent enterprises and serve as the administrative, management and training centre for the Estate (Box 15.1).

Approximately 50,000 jobs are expected to result from the activity in the first phase or in the first five (5) years of operation.

Phase II will also generate significant direct and indirect employment opportunities. It is expected that an additional 60,000 jobs will be created in this phase.

In this scenario, the liberalisation of the telecommunications sector and the operationalising of the Trinidad and Tobago Telecommunications Authority (TTTEL) will be imperative. The TTTEL will play a catalytic role in the creation of a competitive telecommunications environment necessary for the development of target industries such as back-office support operations, data processing and warehousing; customer contact centres, medical records management, e-government and e-commerce activities.

Employment Impact:

- **Close to 50,000 jobs in the first five years (Phase I); and**
- **Approximately 60,000 jobs in the subsequent 7-year period (Phase II)**

Source: Tourism and Industrial Development Company of Trinidad and Tobago (TIDCO)

Box 15.1

Target Industries Technology and Manufacturing Estate

- Industrial and commercial plastics;
- Consumer and industrial electronic device manufactures;
- Medical device manufactures such as prosthetics, intravenous and other types of equipment;
- Furniture manufacture;
- Pharmaceuticals;
- Agro-Industry;
- Light metallurgical products;
- Call Centres / Back Office Operations;
- Logistics and distribution services;
- Petrochemical industry services such as geographical imaging systems and general research and development; and
- Financial and investment banking services.

15.2.3 Services

The Services Sector remains critical to the continued growth and development of the non-energy sector and will continue to provide a groundswell of opportunities for employment and trade development. Growth prospects are favourable given the new opportunities and developments in the external and internal environment. With the advancements in communications and infrastructure, services are becoming increasingly tradeable. The sub-sectors targeted for expansion include: financial services, freight, shipping, storage and communications, general transportation, information and communication technology services, real estate, business, professional and consultancy services, and tourism. Some of these areas are detailed below.

Financial Services

Greater emphasis will be placed on financial services given the relatively modern, efficient and competitive financial sector existing in the country. While the Government will provide the necessary support, the financial institutions are expected to be more proactive, innovative and creative to more effectively serve the needs of consumers and the business community. The establishment of an offshore financial centre in Tobago will also be pursued as part of the multi-faceted tourism thrust.

Information and Communication Technology (ICT) Services

The ICT sub-sector is poised to provide high quality sustainable jobs. The Government will continue to invest, build and facilitate the development of information technologies, telecommunications and internet infrastructures in Trinidad and Tobago.

The vision and strategic goal for the ICT sub-sector will be informed by both the Agenda for Connectivity in the Americas and the Quito Action Plan (Box15.2).

Box 15.2

Agenda for Connectivity in the Americas

- Established at the Summit of the Americas in 2001 to facilitate the integration of the Hemisphere into an increasingly knowledge-based society
- The Inter-American Telecommunication Commission (CITEL) has the mandate to work with regional organisations to develop a co-operative and collaborative programme
- The Agenda must be developed on the basis of
 - the active participation of civil society and the private sector
 - the principles of equity, universality and affordability
- The Agenda must stimulate the production and availability of relevant content in critical areas relevant to the needs of the people of the Americas

Quito Action Plan

- Provides a general framework and outlines a 3-step procedure for countries to design and implement a connectivity strategy appropriate to their circumstances
- Identifies 3 fundamental players – Government, the private sector and civil society

The State will have three roles in the realisation of the Agenda for Connectivity. First, there will be a need to contribute resources, namely human, financial and organisational, to the effort. Second, Government must act as a stimulus by becoming a model user of ICTs and third, it must also assume responsibility for directing and supervising the Agenda.

The pace of change in ICT in recent years has been nothing short of extraordinary. This has led to the emergence of a whole new range of products and services. The key to global competitiveness will be the capability of firms and other institutions to acquire and absorb knowledge, to exploit and develop new products and processes and to learn from best practices.

Tourism

A holistic and integrated approach will be emphasized to enable the tourism industry to achieve a higher level of success. Although the fallout of September 11th, the global economic slowdown, as well as, the inadequate funding for the industry have recently impacted negatively on the local industry, the sector has the potential to create new sources of income and wealth. The Government is also aware of the many challenges the industry now faces and will address each of these with a view to ensuring that the sector has a more significant impact on the economy in terms of output, employment creation, foreign reserves accumulation, and backward and forward linkages with other sectors of the economy.

The tourism sector will, therefore, be targeted for expansion to broaden the economic base of the country. The Government is committed to ensuring that critical resources, structures and an appropriate institutional framework are in place to move the industry forward. Accordingly, a national vision for development of the sector will be the first initiative to be pursued to ensure that growth of the sector is consistent and strategic.

Given that tourism is an international industry, the Government will take into account the changes in the global environment in which the industry must compete. Accordingly, Trinidad and Tobago will be positioned on a new competitive platform with its re-branding of the destination using the concept of “Brand T&T”. The tourism “product” will be packaged for different niches and will include:

- Resort tourism at the lower-end mass market
- Resort tourism at the upper-end luxury market
- Festival and Events Tourism
- Eco-tourism
- Sports tourism
- Health tourism

The Government recognises that there are different niches which each island can target. Consequently, Trinidad and Tobago will be marketed as two distinct products that are both competitive and properly positioned. Tobago will offer a combination of

sun, beaches, eco-tourism, pristine diving, and adventure. Trinidad can offer events, sports, festivals, eco-tourism, adventure and some sun and beach – a rare combination in the region. With respect to marketing the destinations, the Tourism and Industrial Development Company (TIDCO) has developed a three-year marketing plan which identifies the following issues as priorities:

- Airlift Development
- On shore promotions
- Off shore promotions
- Advertising
- Brochure/Internet Development
- Standards/Product Development
- Staff Training
- Industry Training

Accordingly, a distinct product improvement programme will be implemented. Special emphasis will be placed on developing new tourism products and services and on upgrading existing tourist attractions and facilities. Some of the projects scheduled for implementation include the enhancement of beach facilities, refurbishment of community parks, packaging and promotion of events, environmental management, port expansion and development of the North and East Coasts of Trinidad. The Government is also committed to increasing its expenditure on marketing the tourism product.

Another key factor on the supply side relates to airlift. Indeed, adequate and sustained air links to the consumer are critical. Given the fall off in international schedule and charter airline service to Tobago, the Government will facilitate discussions with airline operators to win sustained direct service to Tobago from the target generating destinations in North America, Europe, and South America. The Government will also re-negotiate the seat guarantee agreement through the Airlift Committee to allow the destination to share in the benefits when arrivals increase in the form of contributions by the airline to destination marketing. Further, a requirement for servicing the Airbridge between Trinidad and Tobago will be a central reservation system.

The Government is aware that the institutional framework for managing the tourism industry must be enhanced. This will initially involve clarification of the roles and responsibilities of the THA Department of Tourism, TIDCO and the Ministry of Culture and Tourism. In addition, the legislative framework to facilitate and regulate the industry will be advanced. Further, in managing the destination, private sector partnerships such as Tourism Promotion Boards will be explored.

In order to provide sufficient intelligence for decision-making and strategic planning, research and intelligence units will be set up. These units will conduct and co-ordinate strategic research in conjunction with other partner agencies. Further, data on the industry will be provided on a real time basis.

The vision of tourism development for Trinidad and Tobago is one of the highest quality with innovative products and satisfied customers. The Government is aware that this vision can only be achieved through qualified, motivated and confident human resources who understand the industry and share in its benefits. Through the Quality Tourism for the Caribbean Project, the Government will work closely with other stakeholders to improve the standards of service in the industry.

Public awareness is critical to the development and viability of the industry. Consequently, the Government will also collaborate with the private sector to develop a Tourism Public Education Programme which will include integrating tourism in the curriculum of all primary and secondary schools, hosting a National Tourism Week, implementing community tourism projects, hosting open days for schools, and undertaking a public relations campaign using all forms of the media.

Entertainment

Trinidad and Tobago is still to exploit the potential resident in the creativity of its people in music and the arts. A vibrant entertainment sector will contribute not only to foreign exchange earnings directly for entertainers but will also help in differentiating the tourism product of Trinidad and Tobago from that of other Caribbean countries.

Over the last fifty years, migratory flows from the twin island state have been a key factor in the emergence of Trinidad and Tobago-style Carnivals in Britain, the United States and Canada.

These Carnivals are now among the largest outdoors street festivals in these countries with Calypso, Soca and Pan Music being an essential feature of the activities. Local calypsonians, panmen, and other entertainers now benefit from the establishment of these Carnivals and from other performances that they give in these countries in the lead up to the festivals.

In addition to Calypso, Chutney music is another art form that has developed an appeal and an audience outside of Trinidad and Tobago, and among South Asian populations in the metropolitan countries. The growing appeal of this art form creates opportunities for artistes in terms of performances abroad and at home.

In this context, Government will place the growth of the Entertainment Sector as a critical component of its industrial policy, and will seek to develop, in association with the relevant stakeholders, the support structures for its growth with the relevant facilitative institutions. It will address such issues as technical training of musicians, marketing of music and art, copyright protection at home and abroad, and the provision of credit and fiscal incentives for the sector. Strategies will also be formulated to increase penetration into the metropolitan and other markets.

15.2.4 Agriculture

In 2002, output from the agriculture sector is projected to increase given favourable weather conditions for sugar cane, cocoa and coffee; the improved efficiency in the production of pork, beef and poultry; and the expansion of citrus production largely due to the control of the Citrus Black Fly.

The development of the sector is considered critical for sustainable development. Indeed, the agricultural sector is a major factor in terms of food security, employment generation, economic growth and diversification of the economy. The goal, therefore, is to revitalise the agricultural sector.

Consequently, the primary objectives of agriculture policy are to:

- Improve agricultural production, growth and productivity in critical areas for both domestic consumption and export;
- Promote national food and nutrition security;
- Promote sustainable management of natural resources;
- Enhance the levels of foreign exchange inflows through increasing levels of agricultural exports;
- Expand the number of permanent employment opportunities in production, marketing and agro-processing activities;
- Promote sustainable rural development; and
- Increase the contribution of the agricultural sector to Gross Domestic Product (GDP).

Improved growth and viability of the sector will be targeted and greater emphasis will be placed on the commercialization of agricultural production activities. Emphasis will also be placed on prudent choice of crop and livestock enterprises, as well as improved management systems for crop and livestock production. The transformation of subsistent smallholder operations into business-oriented entities will be given special attention.

Over the medium-term, the Government will implement policies designed to modernise the sector and increase agricultural production and productivity while enhancing agricultural competitiveness. This will be pursued through accessing, developing and promoting the adoption of appropriate technologies; developing and promoting the adoption of more profitable high-valued commodities; and improving commodity production systems; as well as by promoting the adoption of improved husbandry and management practices.

In the effort to improve the competitiveness of the sector, priority will also be given to implementing more effective agriculture health and food safety standards that are critical elements in international trade and competitiveness. Emphasis will also be placed on enhancing the efficiency of the domestic and export marketing systems and strategies as well as on promoting linkages with and developing the agro-industry to capture available value added opportunities.

The Government will continue to implement strategies to reduce the levels of risk faced by agricultural producers and marketers in order to increase production and enhance productivity and competitiveness within the sector. In this regard, special emphasis will be placed on improving infrastructure to achieve increased efficiencies in the agricultural transportation and marketing systems.

The infrastructure development programme will include the rehabilitation of agricultural access roads, as well as water management and flood control structures. In particular, the water management and irrigation programme will target the de-silting of drains and the construction of drainage channels and sluice gates. The programme will extend to areas that are traditionally susceptible to flooding, including Carlsen Field, Felicity, Madras/Kelly Village, Cunupia, Esmeralda, Plum Mitan, Maloney, Wallerfield, Aranguéz and Macoya. In addition, 40 kilometres of rural access roads will be developed in Gran Couva, Plum Mitan, Vega de Oropouche, Grant Trace and other areas.

In the medium-term, the Government will establish new agricultural settlements and adequately support the development of appropriate infrastructure including, roads, bridges, irrigation and drainage facilities. In addition, several markets will be identified and targeted for refurbishment and upgrading.

Strategies will also be implemented to improve the competitiveness and profitability of agricultural operations. These will include: improved education and training programmes in management, husbandry and post-harvest practices for producers and marketers; establishment of an improved marketing information system; and continued training in improved pest and disease management techniques, with emphasis on integrated pest management (IMP) and development of a national IPM policy and strategy. In addition, there will be continued implementation of strategies to reduce praedial larceny and mechanisms for the introduction of a national agricultural insurance scheme will be explored. Special mechanisms will also be put in place to ensure adequate, affordable and timely credit to agricultural operators.

In the drive to modernise the agriculture sector, generate increased output and income, create sustainable employment, enhance the national food and nutrition, achieve food security and increase export earnings, specific sub-sector strategic initiatives will be implemented in the short to medium-term. These include:

- Revitalisation of the cocoa industry by cultivating at least an additional 1,000 acres of new cocoa fields and rehabilitating existing fields that have been abandoned. The latter initiative will be undertaken using proposed grant funding from the European Development Fund (EDF);
- Further integration of the broiler industry by enhancing local hatching egg production and increasing the processing of sophisticated poultry products. Initiatives will also be taken to fully integrate the industry with the rest of the economy including the health and education sectors;
- Expansion of production of small ruminants with the aim of satisfying domestic requirements within five years;
- Introduction of mechanisms for the revitalisation of rice production in order to reduce the high importation of this commodity for domestic consumption; and
- Rejuvenation of the apiculture industry to increase the level of production. Initiatives will also be taken to gain re-entry to the international markets.

The Government will also place special focus on the following areas:

- strengthening of capabilities in, and rationalisation of funding for, Research and Development. In this regard, an Advisory Research and Development Council and an Agricultural Research Fund will be established. The Fund will provide financing for research on particular commodities and production systems in which Trinidad and Tobago has a clearly identified competitive advantage;
- establishment of a modern packinghouse in close proximity to the Piarco International Airport. The facility will allow for the cooling, washing, sorting, grading and packaging of agricultural and marine products for the export market;
- enhancement of the operational efficiency of the Agricultural Incentives Programme. Greater focus will be placed on targeted areas of activities and commodities with a demonstrated export potential and competitive advantage; and
- establishment of an Agricultural Co-ordinating Committee to facilitate and enhance the working relationship between the Ministry of Agriculture, Land and Marine Resources and the Division of Agriculture, Marine Affairs and the Environment of the Tobago House of Assembly.

15.2.5 The People's Sector

Another key sector targeted to maintain growth in output as well as increase employment opportunities is the Small and Micro Enterprise Sector – the People's Sector. The Government is currently putting in place an infrastructure of services that will most effectively harness the creativity and entrepreneurship of the citizenry. At the centre of this effort is the National Entrepreneurship Development Company (NEDCO), which was launched in July 2002 under the aegis of the Ministry of Labour and Small

and Micro Enterprise Development. This agency will be responsible for the implementation of strategies for the sector.

The overriding thrust will be enterprise development, particularly, at the small and micro enterprise levels. Complementing this endeavour will be efforts to harness the energies of the informal economy through surveys, analyses and development of policies to move the participants in the informal economy towards the formal sector. Over the medium-term, a study on the informal economy will be conducted, the results of which will guide future policy direction in this sector.

As a result of the special characteristics of size and their manner of operation, small and medium enterprises are affected by different problems from micro enterprises and large organisations and, therefore, warrant special attention. The Ministry of Labour and Small and Microenterprise Development will provide a comprehensive service to holistically address the needs of the sector. An Integrated Development Plan for Small and Medium Enterprises in Trinidad and Tobago will be developed, inclusive of training and technical assistance for small business, improved access to finance, strengthening of the institutions that support the sector, building the entrepreneurial capacity, and assisting with programmes to address the effects of globalisation and new technology on small and micro enterprises.

THE ENVIRONMENTAL AGENDA



16. ENVIRONMENTAL MANAGEMENT

In order to advance the human development agenda and the growth process, development must be ecologically sustainable and balanced. The Government will adopt prudent, cost-effective and appropriate management approaches to ensure that development is sustainable and resilient. In this effort, preventive, precautionary and strategic principles will be adopted to address environmental issues.

16.1 Protection of Natural Resources

Environmentally Sensitive Areas. The Government will set up a system of protection for areas of the physical environment that are determined to be of great importance to the sustenance of life, to science, the country or the international community. Such an Environmentally Sensitive Area (ESA) may be the site of unique or extremely rare natural phenomena, or be an example of a sensitive ecosystem, which is under threat. The ESA might also include areas with natural assets, which if destroyed, could severely affect the economy of the country or even the possibility of life for endangered, vulnerable or endemic species of animals or plants, which are dependent on the area.

Environmentally Sensitive Species. The Government will establish a system of protection for Environmentally Sensitive Species (ESS) of animals and plants, which scientific evidence or international treaties to which Trinidad and Tobago is a signatory have determined to be are endemic, endangered or vulnerable species.

With respect to National Parks and other similar protected areas for existing wildlife management, the Government will negotiate with the World Bank with a view to securing grant funding of US\$4.2 million under the Global Environment Facility (GEF). These funds will be used to finance a National Parks and Wildlife Conservation Project. Legislation will also be drafted to enable the creation of a National Parks and Wildlife Conservation Authority, and the creation and maintenance of National Parks at Matura, Maracas, the Main Ridge in Tobago, and other protected areas.

16.2 Control of Pollution, Hazardous and Toxic Substances

The Government will promote a co-operative environmental management approach based on roundtable discussion with industry and interested stakeholders in order to develop consensus and partnership in achieving environmental performance targets. Industry will be challenged to propose innovative and integrated environmental management solutions that will exceed environmental performance targets and minimise pollution to the environment as a whole.

Notwithstanding the preference for a co-operative approach, Government will vigorously enforce the pollution control laws.

Pollution control will be enforced through a system of permits or licences, which will set pollution limits or performance standards for air, noise, water, waste, and hazardous substances. These permits will facilitate routine environmental monitoring, standard reporting requirements and the use of codes of good procedure.

In operating the permit system, a distinction will be made between existing industry and new industry (including significant upgrades to existing industry). New industry will be expected to employ cleaner production technology rather than rely mainly on pollution control technology.

The Government, therefore, will also implement a public disclosure policy whereby the environmental management performance of companies will be communicated to the public.

The possibility of phasing out the use of leaded gas by 2005 is also under review. Leaded gas has been documented to cause harmful effects to the human body especially in young children.

16.3 Community Participation

The Government is committed to empowering communities to improve the conditions of the local environment. In this regard, a more direct and sustained interface between the local government bodies and the communities will be promoted. In addition, non-governmental organisations, and community-based organisations will be encouraged to become more active in the decision-making process and in the environmental programmes and projects in their respective communities.

A Community Based Environmental Protection and Enhancement Programme will be implemented at the cost of \$75 million. The programme will be executed by the Solid Waste Management Company, the mandate of which has been expanded to include preserving and upgrading of the environment.

16.4 Private Sector Involvement

Every effort will be made to involve the private sector in environmental management. The corporate sector has hitherto been responding to the need for greater promotion of environmental awareness through the funding of environmental projects. The Government will continue to promote and encourage such initiatives.

16.5 Strengthening the Legislative and Institutional Framework

Greater emphasis will be placed on enforcing existing environmental legislation and adopting a more comprehensive approach to the enactment of additional and more modern environmental legislation. The Government will reintroduce environmental legislation such as that relating to Water Pollution, as well as, introduce other pieces of legislation including those addressing industrial pollution and waste management.

Through the Ministry of Public Utilities and the Environment, a National Solid Waste Management System will be established with the following objectives:

- conservation of energy and natural resources;
- reduction in waste generated;
- environmentally sound treatment of municipal, commercial, industrial, agricultural and medical wastes, using the best available technology;
- development of the most cost effective systems for disposal of solid wastes; and
- protection of human health and the environment from the potential hazards of waste disposal.

Steps will also be taken to strengthen the database for environmental decision-making by introducing the use of sustainable development indicators. This will enable the Government to better ascertain impacts, plan remedial action and benchmark performance against other countries.

16.6 Public Sensitisation

It is also critical that environmental protection, conservation and enhancement become major concerns of every citizen of Trinidad and Tobago. In this regard, it will be necessary for each citizen to develop an environmental ethic consistent with fostering and nurturing environmentally friendly behaviour. Citizens will be encouraged to be environmental stewards. In addition, the integration of environmental studies in the primary and secondary school curricula will be continued.

16.7 “Polluter Pays” Principle.

The “Polluter Pays” Principle will be considered and will require the strengthening of the monitoring, investigative and enforcement functions of the EMA and other enforcement agencies. This approach will improve accountability and responsibility for more effective management of the environment.

IMPLEMENTATION MATRIX



SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
FACILITATING THE POLICY AGENDA					
<u>CREATING A KNOWLEDGE-BASED SOCIETY</u> Provide modern library facilities nationwide	Extend and upgrade the physical plant at the service points in the library network	Construction of library facilities at: Chaguanas Couva Arima Tunapuna Rio Claro	Ministry of Public Administration and Information	2002-2006	
		Refurbishment of Heritage Library	Ministry of Public Administration and Information	2003 - 2005	
	Enhance library facilities and purchase special equipment to address the needs of the aged and physically challenged	Provision of equipment for service points - CCTV, computers, Braille books, talking books	Ministry of Public Administration and Information	2002-2005	
		Provision of ramps to facilitate access of persons with disabilities	Ministry of Public Administration and Information	2002-2004	
	Computerise library services: - To link libraries in a National Library Network - To disseminate information in digital format to the public	Integration of library management by linking the service points	Ministry of Public Administration and Information	2003-2005	
		Digitisation of valuable historical documents at the Heritage Library	Ministry of Public Administration and Information	2003 - 2005	
	Develop a national culture of Science, Technology and Innovation.	Develop a focussed strategy in R&D.	Increase in public access to the internet and provision of printing facilities	Ministry of Public Administration and Information	2003
			Re-engineering of NIHERST to focus exclusively on S&T.	NIHERST	2003
			Development of a National Science, Technology and Innovation Policy.	NIHERST	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
Develop a S&T literate population.	Support improvements in primary and secondary science education.	Publication of NIHERST Children's Science Magazine published annually.	NIHERST	ongoing
		Doubling of membership in NIHERST	NIHERST	2003
		Conduct of workshops for over 400 teachers.	NIHERST	2003
	Expand community outreach activities	Expansion of Sci-TechKnoFest attendance to 60,000.	NIHERST	2003
		Participation of children in vacation camps and workshops doubled.	NIHERST	2003
		Conduct of Special events in communities	NIHERST	2003
		Opening of National Science Centre.	NIHERST	2005
	Promote a national culture and ethos for invention and innovation	Expansion of Prime Minister's Awards for Innovation and Invention including grassroots innovation.	NIHERST	2003
		Introduction of new programmes and camps to facilitate development of young inventors and innovators.	NIHERST	2003
		Granting of Awards for excellence in teaching science and in R&D	NIHERST	2003
Increase public awareness and recognition of excellence in S&T	Production of documentaries on national icons in S&T Production of a Science Communications Series	NIHERST	2003	
Develop strong S&T base to enhance industrial competence and competitiveness.	Establish a pool of funds to promote R&D	Establishment of pools for strategic R&D R&D innovation in industry and teaching science.	Ministry of Science, Technology and Tertiary Education	2004
	Initiate a programme of research and training to stimulate greater innovation in industry	Development of a culture of innovation	Ministry of Science, Technology and Tertiary Education	2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
<u>IMPROVING SERVICE DELIVERY IN THE PUBLIC SECTOR</u>				
Promote a Value For Money (VFM) culture in the Public Service	Link financial management reform with Value For Money initiatives	Preparation of policy paper on financial management reform	Ministry of Public Administration and Information	2003
		Preparatory work for implementation of project to link financial management reform with Value for Money initiatives	Ministry of Public Administration and Information	2003
		Revision of rules and regulations	Ministry of Public Administration and Information	2003
	Strengthen institutional capacity in the Public Service	Professional training of public officers in value for money/performance audits, evaluation research, performance monitoring and benchmarking, business process re-engineering and market testing tools and techniques	Ministry of Public Administration and Information	2003-2005
		Conduct of VFM/performance audits, evaluation studies and business process reviews	Ministry of Public Administration and Information	2003-2005
		Capital investments to support business process restructuring/ re-engineering	Ministry of Public Administration and Information	2003-2005
Redesign of the Public Service	Review the organisational mandates and design appropriate organisational structures of Ministries and Departments	Increased consideration of alternative service delivery approaches	Ministry of Public Administration and Information	2002-2005
		Implementation of market testing initiatives	Ministry of Public Administration and Information	2002-2005
Promote transparency and accountability in the conduct of public affairs	Enhance the systems for the administration, implementation, monitoring and reporting on the Freedom of Information Act, 1999	Establishment of a fully integrated internal database in respect of the Freedom of Information Act, 1999 reporting function and public authority listing	Ministry of Public Administration and Information	2003-2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
FACILITATING THE POLICY AGENDA					
Improve the efficiency and effectiveness of public services	Continue programmes to facilitate stakeholder understanding and participation with respect to the Freedom of Information Act, 1999	Conduct of community education workshops	Ministry of Public Administration and Information	2002-2005	
		Enhancement of the Freedom of Information Act, 1999 website	Ministry of Public Administration and Information	2002-2005	
		Production of procedure/training material for distribution to public authorities	Ministry of Public Administration and Information	2002-2005	
	Implement the Population Registration System	Establish a human resource base that will facilitate a more responsive public service	Issuance of a Unique Identifier Number to each member of the population	Ministry of Legal Affairs	2004
			Implementation of IHRIS	Service Commissions Department	2005
			Introduction of assessment centre techniques for selection of officials in the public service.	Ministry of Public Administration and Information	2005
			Conduct of career guidance seminars to enable school leavers to be suitable candidates for public sector jobs	Ministry of Public Administration and Information	2004
			Implementation of Employee Assistance Programmes	Ministry of Public Administration and Information	2005
			Establishment of joint employee-union health and safety committees in the public service	Ministry of Public Administration and Information	2004
			Development of guidelines for study programmes	Ministry of Public Administration and Information	2003
			Implementation of group health plan for group employees	Ministry of Public Administration and Information	2005
			Establish systems to enhance labour and industrial relations in the Public Sector		Development of electronic database of industrial relations best practices

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
Modernise Government by shifting to a more customer friendly, client based service delivery system	Establish a modern system for career development and succession planning in the Public Service	Creation of policy guidelines for development and succession planning in the Public Service and agreed to by the Service Commissions and relevant Associations	Ministry of Public Administration and Information	2004
	Establish a system for Human Resource auditing in the Public Service	Institution of bi-annual audit of HRM function in each Ministry/ Department	Ministry of Public Administration and Information	2003
		Production of an annual report on the status of the HRM function in each Ministry	Ministry of Public Administration and Information	2003
	Reduce transaction time for services provided by the Service Commissions Dept.	Reduction of transaction time for appointments and promotions	Service Commissions Department	2005
	Establish the Opinion Leaders panel to obtain citizen feedback on the delivery of public services	Improvement in service delivery	Ministry of Public Administration and Information	2003
	Introduce a help desk in Tobago	Reduction in query response time and improvement in service delivery	Ministry of Public Administration and Information	2003
	Implement the Property Management System in the Registrar General's Office	Availability of online registration, indexing searching available	Ministry of Legal Affairs	2004
	Provide same day services in the Companies Registry	Availability of available online access to Tobago	Ministry of Legal Affairs	2004
		Integration of databases	Ministry of Legal Affairs	2005
Encourage Ministries and departments to make use of technology to ensure that government becomes more useful, fast, accessible and reliable	Establishment of communication backbone	Ministry of Science, Technology and Tertiary Education	2005	
	Full computerisation of key service delivery ministries		2004	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
		Computerisation of service-wide business processes e.g. human resource, financial management, procurement	Ministry of Science, Technology and Tertiary Education	2004
	Transform the institutional capacity of Government Information Services (GIS)	Construction of an ultra modern facility, fully equipped to house Government Information Services	Ministry of Public Administration and Information	2003
	Restructure key institutions to improve service delivery	Restructure the NISC into a policy agency	Ministry of Science Technology and Tertiary Education	2003
		Creation of Information Technology Units in each Ministry	Ministry of Science Technology and Tertiary Education	2005
		Transfer of all centralised data processing functions to Ministries		2005
		Establish a Revenue Authority	Ministry of Finance	2003
		Re-engineer CSO as a statutory authority	Ministry of Planning and Development	2004
		Strengthen local government bodies through: - Promotion of a Strategic Management Culture - Creation of positions of Chief Officers for each regional corporation	Ministry of Local Government	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
FACILITATING THE POLICY AGENDA					
<u>ENHANCING THE INFRASTRUCTURAL BASE</u> Enhance the physical infrastructure to facilitate higher levels of growth	Design the National Physical Development Plan	Publication of Report on National Physical Development Plan	Ministry of Planning and Development	2005	
	Establish a National Land/Geographic Information System	Activation of National Land/ Geographic Information System	Ministry of Planning and Development	2003	
	Prepare a detailed Local Area Plans for certain designated areas	Production of Draft Local Area Plans for San Fernando, Port of Spain, Chaguanas, Mayaro and Maracas	Ministry of Planning and Development	2003	
	Complete a Programmed EIA for South West Tobago	Collection of benchmark data over a 12 month period	Ministry of Planning and Development	2005	
	Draft national and local area plan and land use policy plan	Completion of Plan	Ministry of Planning and Development	2004	
	Increase stakeholder participation in policy formulation and implementation	Establishment of focal point within the Ministry to nurture and support the consultation process		Ministry of Planning and Development	2003
		Conduct of Public Consultations in strategic areas		Ministry of Planning and Development	2003
	Undertake construction works to facilitate growth in key areas	Development of 70 acres at Invaders Bay/Mucurapo		UDeCOTT	2005
		Development of Transit Hub at San Fernando		UDeCOTT	2005
		Construction of Chancery Lane complex		UDeCOTT	2004
Re-design of Harris Promenade			UDeCOTT	2005	
	Completion of Siparia Town upgrade project.		UDeCOTT	2004	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
	Undertake a Comprehensive National Transportation Study to address the sea, air and land transport needs of the country	Development of a National Transportation Sectoral Policy Framework	Ministry of Works and Transport	2004
		Development of Coordinated National Transportation Plans for sea, air and land transport for the next 20 years	Ministry of Works and Transport	2004
		Development of a training plan for counterpart personnel to continue the development and updating of the transportation sectoral policy and transportation plans	Ministry of Works and Transport	2004
	Upgrade airport facilities	Rehabilitation of runway at Piarco and Crown Point	Ministry of Works and Transport	2004
		Upgrade of Crown Point Terminal Building	Ministry of Works and Transport	2004
		Completion of taxiway repairs at Piarco	Ministry of Works and Transport	2003
		Rehabilitation of drainage at Piarco	Ministry of Works and Transport	2003
		Rehabilitation of the South Terminal	Ministry of Works and Transport	2003
		Completion of repairs to Perimeter Road and fenceline - Crown Point and Piarco	Ministry of Works and Transport	2003
		Construction of New Fire Station	Ministry of Works and Transport	2003
		Replacement of equipment: Radar replacement - Mt St Catherine	Ministry of Works and Transport	2004
Navigation system - Civil Aviation Authority	Ministry of Works and Transport	2003 - 2004		
Completion of Civil Aviation Stores Building	Ministry of Works and Transport	2003		

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
Strengthening of the Port Authority of Trinidad and Tobago	Comply with international aviation security requirements	Construction of Civil Aviation Authority Headquarters	Ministry of Works and Transport	2002 - 2003
		Completion of the west wing Civil Aviation Training Center	Ministry of Works and Transport	2002 - 2004
		Development of aviation security regulations	Ministry of Works and Transport	2003
		Adoption of a National Civil Aviation Security Plan	Ministry of Works and Transport	2003
	Provide effective ferry service to and from Scarborough and Port of Spain	Reconstruction of Government Shipping Service facilities	Ministry of Works and Transport	2004
		Introduction of new ferry service from POS to Scarborough.	Ministry of Works and Transport	2003
		Acquisition of an additional ferry for inter-island service	Ministry of Works and Transport	2003
	Create Functional Strategic Business Units	Creation of a Cargo Handling Entity	Ministry of Works and Transport	2002
		Outsourcing of Marine Services Entity	Ministry of Works and Transport	2003
		Divesting of Cruise Shipping Entity	Ministry of Works and Transport	2004
Development of National Port Council		Ministry of Works and Transport	2004	
Strengthening of the Maritime Services Division	Improve safety and efficiency of shipping	Development of Alternative Management Structure for GSS	Ministry of Works and Transport	2004
		Upgrade and modernisation of navigational aids structures	Ministry of Works and Transport	2003
	Improve capability of surveyors to undertake surveys and inspections	Refurbishment and repairs to lighthouses and major beacons	Ministry of Works and Transport	2003-2004
		Conduct of Caribbean Ship Inspector Training Programme (CASITP)	Ministry of Works and Transport	2002

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
FACILITATING THE POLICY AGENDA					
	Develop and enhance Maritime Legislation	Enactment of Regulations:	Ministry of Works and Transport	2003	
		- The Shipping (Local Trade) Regulations			
		- Small Ship Safety Regulations			
	Improve public transport services, particularly to rural areas	- Cargo Ship Safety Regulations	Ministry of Works and Transport	2003	
		- Licensing Regulations			
		- The Merchant Shipping (Fees) Regulations			
		- Certification of Ships' Cooks Regulations			
		- The Shipping (Accident Reporting and Investigation) Regulations			
		- The Shipping Act			
		- Harbours Bill			
- The Shipping (Maritime Pollution) Bill					
	Upgrading of Caricom Jetty facilities	Ministry of Works and Transport	2003		
	Provision of modern facilities for cargo and passengers at ports	Ministry of Works and Transport	2003		
	Expansion of rural transport service through the following:	Ministry of Works and Transport	2003		
	Phase I - Acquire 60 Rural Transit buses				
	Phase II - Acquire 50 Rural Transit buses			2004	
	Improvement of service along the East/West and North/South routes through the following:			Ministry of Works and Transport	2003
	- Acquisition of 8 articulated buses				
	- Acquisition of 50 transit service buses	2005			
	- Acquisition of 50 Express Commuter Service buses	2005			
	Expansion of school bus service through the following:	Ministry of Works and Transport			

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
		Phase I - Acquisition of 70 school buses		2003
		Phase II - Acquisition of 50 school buses		2004 - 2005
		Refurbishment of existing Express Commuter Service and Rural Transport Service buses	Ministry of Works and Transport	2003
		Purchase of heavy duty tools and equipment	Ministry of Works and Transport	2003
		Replacement of waste disposal system	Ministry of Works and Transport	2003
	Upgrade the vehicle maintenance facilities at Port of Spain and San Fernando	Construction of commercial facilities in Sangre Grande, San Fernando and Scarborough, Tobago	Ministry of Works and Transport	2003 - 2004
	Reorganise the Property Development Function	- Construction of a Park and Ride Facility in North Trinidad (Uriah Butler Highway/Priority Bus Route)	Ministry of Works and Transport	2003
		- Construction of a Multi-Purpose Mass Transit Commercial Centre at South Quay, Port of Spain	Ministry of Works and Transport	2003 - 2005
		- Refurbishment of the electrical system at PTSC	Ministry of Works and Transport	2003
	Develop an expanded road network	Rehabilitation of 75 km of roads throughout the country	Ministry of Works and Transport	2004
		Design and construction of 40 bridges and 120 km of roads	Ministry of Works and Transport	2003-2004
		Dualling of the Churchill Roosevelt Highway from O'Meara Road to Sangre Grande	Ministry of Works and Transport	2003
		Reinstatement and Stabilisation of Failed Slopes	Ministry of Works and Transport	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
	Develop an expanded road network	Institutional strengthening and reorganisation of the Highways Division: - establishment of a Road Agency - installation of weighing stations for axle-load control activities - development and implementation of a computerised Routine Road and Bridge Maintenance Management System	Ministry of Works and Transport	2003-2004
		- studies to address the following two (2) policy issues: - Transportation of hazardous materials - Development of environmental procedures	Ministry of Works and Transport	2003-2004
		Trunk Road Expansion: - Diego Martin Highway Extension from Sierra Leone to Wendy Fitzwilliam Boulevard	Ministry of Works and Transport	2003
		Highways Division: - Development of a Highways Information Technology System - Wrightson Road Improvement - Development works on the L'Anse Fourmi, Charlotteville and Calder Hall Roads (Tobago)	Ministry of Works and Transport	2003
		Conduct of Capital Region Access Improvement Study	Ministry of Works and Transport	2003
		Implementation of Capital Region Access Improvement - Project I	Ministry of Works and Transport	2003
		Improvement to Maraval Access along Saddle Road from Rapsey Street to Valetton Avenue	Ministry of Works and Transport	2004
		Construction of North/South and East/West arterials - Churchill Roosevelt Highway to Wallerfield	Ministry of Works and Transport	2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
	Develop an expanded road network	New highways and roadways constructed in the following areas: - San Fernando to Point Fortin; - San Fernando to Princes Town; - Barataria to Chaguanas; - O'Meara to Sangre Grande; - St. Joseph to the North Coast; and - Diego Martin	Ministry of Works and Transport	2005
		Construction of vehicular and pedestrian bridges and related works associated with the construction of the North Western Boys' and North Western Girls' Secondary School	Ministry of Works and Transport	2003-2005
		Implementation of a National Roads and Bridges Improvement Programme and the National Road Safety Awareness Programme	Ministry of Works and Transport	2003
		Implementation of measures to alleviate traffic congestion between Curepe and Mucurapo	Ministry of Works and Transport	2002-2003
		Implementation of Programme for Upgrading Road Efficiency (PURE)	Ministry of Works and Transport	
		Extension of the Solomon Hochoy Highway beyond Cross Crossing	Ministry of Works and Transport	2005
		Construction of additional lane east bound in the Cocorite area	Ministry of Works and Transport	2003
		Widening of Beetham Highway to three lanes from NP to Lighthouse, South Quay	Ministry of Works and Transport	2003
		Construction of 2 lanes and shoulders north bound on Diego Martin Highway from Western Main Road to Crystal Stream	Ministry of Works and Transport	2003
Rehabilitation of 60 km of roads	Ministry of Works and Transport	2003		

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
	Develop an expanded road network	Repair of 15 landslips	Ministry of Works and Transport	2003
		Reconstruction of 7 bridges	Ministry of Works and Transport	2003
	Continue the legal, institutional and financial restructuring exercise	- Review of the existing legislative framework	Ministry of Works and Transport	2003 - 2004
		- Improvement of liquidity rates	Ministry of Works and Transport	2003 - 2004
	Develop and maintain flood control facilities in order to provide reliable protection to citizens	Implementation of a Comprehensive National Drainage and Flood Control Programme in North, Central and South Trinidad	Ministry of Works and Transport	2003 - 2005
		Completion of Coastal Development Works at Manzanilla, Mayaro, Mosquito Creek, Pt Fortin and La Brea	Ministry of Works and Transport	2004
		Completion of Coastal Studies and Development Works at Gulf View and La Romain	Ministry of Works and Transport	2004
		Replacement of irrigation water pumps at the Valsayn/ Aranguez/El Socorro Agriculture Area	Ministry of Works and Transport	2003
	Coordinate traffic signals	The coordination of traffic signals: 12 intersections from Colville Street/Wrightson Road to Westmoorings/Western Main Road; and downtown Port of Spain with backup supply	Ministry of Works and Transport	2003 - 2004
	Replace informative directional and safety signs along highways and main roadways	Conduct of a sign replacement programme along the Solomon Hochoy Highway, Churchill Roosevelt Highway, Uriah Butler Highway and other main routes in Trinidad	Ministry of Works and Transport	2003 - 2004
	Establish transit hubs in cities and towns	Construction of Arima and Sangre Grande maxi taxi facilities	Ministry of Works and Transport	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
	Upgrade safety markings and furniture along highways and main roadways	Enhancement of school environment and residential areas by installation of humps	Ministry of Works and Transport	ongoing
		Installation of hot applied lane line (thermoplastic) throughout Trinidad on a phase-by-phase basis	Ministry of Works and Transport	ongoing
		Installation of flashing amber wig wag signals at 900 zebra crossings	Ministry of Works and Transport	2003 - 2004
	Computerisation of records of the Transport Division	Installation of a Permit and Vehicle Registration Information System at the Transport Division	Ministry of Works and Transport	2004
	Construct and upgrade public buildings in collaboration with other agencies	Completion of the Ministry of Education Building, Immigration Building, the Legal Affairs Building, Director of Public Prosecution Building and Land Registry Building	Ministry of Works and Transport	2003
		Completion of the Chaguanas Urban Plan	Ministry of Works and Transport	2004
		Construction of the Rio Claro Administrative Complex	Ministry of Works and Transport	2004
		Restoration works on Stollmeyer's Castle, President's Residence and Queen's Royal College	Ministry of Works and Transport	2005
	Increase Government's stock of buildings through the acquisition of sites	Acquisition of sites at Arima and Sangre Grande for Administrative Complexes and at Princes Town for a Licensing Office	Ministry of Works and Transport	2005
<u>LAW AND JUSTICE</u>				
Strengthen the state's ability to detect and prosecute offences to ensure that principles of transparency, accountability and honesty are met	Detect illegal activities and facilitate the processes in the administration of justice	Establishment of Anti-Corruption Bureau	Ministry of the Attorney General	2003
		Strengthening of Government agencies involved in investigative work	Ministry of the Attorney General	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
FACILITATING THE POLICY AGENDA				
	Review and strengthen legislation to support new opportunities of global competitiveness	Amendment of existing legislation Introduction of new legislation in areas of finance, investment, insurance, taxation, trade and commerce, consumer protection and environment	Ministry of the Attorney General	2003
	Provide adequate and secure physical infrastructure to facilitate the administration of Justice	Construction of the new wing of the Port of Spain Magistrates' Court Construction of five magistrates courts in : Siparia, Rio Claro, Arima, Sangre Grande, Chaguanas Construction of new building in San Fernando for South Offices of the Director of Public Prosecutions and Ministry of Legal Affairs Construction of new building in Port of Spain for North Offices of the Director of Public Prosecutions and other Divisions of the Ministry of the Attorney General	Ministry of the Attorney General Ministry of Works and Transport Ministry of the Attorney General Ministry of the Attorney General	2003 2005 2002 2005
	Educate citizens and encourage greater participation of the members of the public in programmes relating to laws and the Justice System	Implementation of a Programme of Law Reform through Public Consultation and Seminars Printing and publication of booklets, flyers and other forms of literature on legal issues and the Law in Trinidad and Tobago Establishment of the Pilot project for the Family court	Ministry of the Attorney General Ministry of the Attorney General Ministry of the Attorney General	2003 2004 2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
Human Capital Development				
Basic Education				
Increase access to education opportunities at all levels of the education system	Upgrade and expand educational facilities	Increase in the number of pre-school and sixth form places available	Ministry of Education	2003
		Completion of construction of 8 Early Childhood Care and Education centres (ECCE)	Ministry of Education	2003-2005
		Construction of 15 additional ECCE centers	Ministry of Education	2003-2005
		Construction of 12 Secondary Schools under the SEMP	Ministry of Education	2003
		Construction of 2 Secondary Schools under the World Bank Fourth Basic Education Project	Ministry of Education	2003
		Purchase of secondary school places at approved private secondary schools and SERVOL Life Centres	Ministry of Education	2003
	Provide Student Support Services	Provision of 25,000 meals per day under the Breakfast Programme	Ministry of Education	ongoing
		Expansion of the lunch programme from 90,000 meals per day to 92,000 meals	Ministry of Education	2003
		Continuation of the School Transport Programme through Maxi Taxi and Bus Service	Ministry of Education	2003 and ongoing
		Provision of textbooks to Primary School Students	Ministry of Education	2003
Increase access to education opportunities at all levels of the education system	Provide student support services	Introduction of Textbook Rental Programme at secondary schools on a pilot basis	Ministry of Education	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
Increase access to education opportunities at all levels of the education system	Provide student support services	Provision of textbooks to Primary School Students	Ministry of Education	2003
		Development of a National Comprehensive Guidance and Counselling Programme at all schools	Ministry of Education	2003-2005
		Implementation of a scholarship programme for needy students	Ministry of Education	2003-2005
Improve the quality of education at all levels of the system	Continue to revise, develop and update the curricula for primary and secondary schools	Implementation of a scholarship programme for needy students	Ministry of Education	2003-2005
		Development of a Curriculum Blueprint for Secondary Education	Ministry of Education	2003-2005
		Modernisation of the secondary school curricula	Ministry of Education	2003-2005
		Development and adoption of a "Curriculum Procedures Manual"	Ministry of Education	2003
		Training of 30 Curriculum Officers in the skills of Curriculum Development techniques and strategies	Ministry of Education	2005
		Development of a Curriculum Implementation Support Unit to train teachers to deliver the SEMP curriculum in the core subject areas of Language Arts, Mathematics, Social Studies, Spanish, Science, Physical Education, Technology Education and Visual and Performing Arts	Ministry of Education	2003-2005
		Revision of teaching methodologies and teacher training curricula	Ministry of Education	2003-2005
		Increased application and integration of communication and information technology in teaching/learning process	Ministry of Education	2003 and ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
		Continuation of implementation of the Secondary Entrance Assessment	Ministry of Education	2003-2005
	Continue to revise, develop and update the curricula for primary and secondary schools	Continuation of the effective operation of the Continuous Assessment Programme (CAP)	Ministry of Education	2003-2005
		Revision of the National Certificate of Secondary Education	Ministry of Education	2003-2005
		Introduction of system of continuous assessment at the secondary level	Ministry of Education	2003-2005
		Improvements in the literacy level of Form I students	Ministry of Education	2003-2005
		Introduction of environmental and tourism studies at all levels of the education system	Ministry of Education	2003-2005
	Upgrade all professionals within the education system	Upgrade of the graduates of Teachers Training College on an annual basis	Ministry of Education	ongoing
		Establishment of a Professional Development Institute that will oversee the professional development of teachers in Trinidad and Tobago	Ministry of Education	2003-2005
		Development of a comprehensive training plan for teachers	Ministry of Education	2003-2005
		Provision of school-based professional development activities	Ministry of Education	2003-2005
		Training of personnel in 40 schools in action research	Ministry of Education	2003-2005
		Provision of research grants	Ministry of Education	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
	Upgrade all professionals within the education system	Provision of in-service training for teachers. This includes specialised training in developing continuous assessment performance tasks and test items in all subject areas and general training in all subject areas at all levels of the education system	Ministry of Education	2003-2005
		Training of all teachers in all secondary schools to:-		
		- Develop and use continuous assessment performance tasks and to write criterion-referenced test items.	Ministry of Education	2003-2005
		- Practice the use of continuous assessment to inform teacher decisions and enhance student learning.	Ministry of Education	2003-2005
		- Use performance appraisal instruments such as anecdotal records, rating scales, check-lists and portfolios to assess students.	Ministry of Education	2003-2005
		- Use standardised marking and certification system.	Ministry of Education	2003-2005
		- Conduct school-based action research.	Ministry of Education	2003-2005
		Implementation of the Instructional Systems Design and Review Framework (ISDRF)	Ministry of Education	2003
		Training of First Batch of 40 teachers in the use of materials for teaching of Language Arts and Mathematics	Ministry of Education	2005
		Implementation of training plans for all subject areas and for implementing teaching and learning strategies	Ministry of Education	2005
Training of 120 teachers per annum	Ministry of Education	2003-2005		

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
HUMAN CAPITAL DEVELOPMENT				
	Upgrade all professionals within the education system	Training of 40 teachers per annum in Technology Education up to Post-graduate Diploma level in Technology Education	Ministry of Education	2003-2005
		Training of 40 teachers per annum in Visual and Performing Arts up to a Postgraduate Diploma level in Visual & Performing Arts	Ministry of Education	2003-2005
		Training of 90 Teachers I (without degrees) annually, in the SEMP Curriculum priority areas	Ministry of Education	2003-2005
		Training of 90 Teachers II (with no professional training) annually in the SEMP training curriculum priority areas	Ministry of Education	2003-2005
		Re-training and re-tooling of 90 specialised craft teachers per annum in the New Technology Education Curriculum	Ministry of Education	2003-2005
		Training of 120 Principals, Vice Principals and Senior Teachers per annum through 14-Day Workshops in Strategic Planning and Operations	Ministry of Education	2003-2005
		Training of 30 Vice Principals and Senior Teachers per annum in the UWI Masters of Education in Educational Administration	Ministry of Education	2003-2005
		Training of 40 Principals and Senior Teachers per annum in the UWI/IOB Executive Diploma in School Management and Effective Leadership	Ministry of Education	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
	Upgrade all professionals within the education system	Training of 40 Principals, Vice Principals and Senior Teachers per annum in the UWI/IOB Certificate Programme in School Management and Effective Leadership	Ministry of Education	2003-2005
		Training of School Supervisors (I, II and III) and Curriculum Officers in the SEMP reform through a series of 14-Day Workshops	Ministry of Education	2003-2005
		Provision of in-service training for school librarians	Ministry of Education	2003-2005
		Training of 30 beginning librarians per annum through 14-Day Workshops in teaching and learning strategies and library/information skills	Ministry of Education	2003-2005
		Training of 30 experienced librarians per annum through 14-Day Workshops in Research Development and the Management and Operations of School Libraries	Ministry of Education	2003-2005
		Continuation of the Bachelor of Education programme for Vice-Principals and Senior Teachers with a target acceptance of 90 persons per year for the 2-year programme	Ministry of Education	2003-2005
		Establishment of a Teacher Development Secretariat	Ministry of Education	2003-2005
		Revision of teaching methodologies and the teacher training curriculum	Ministry of Education	2003-2005
		Continuous training for administrators and support staff	Ministry of Education	2003-2005
		Development of an incentive programme for teachers	Ministry of Education	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
HUMAN CAPITAL DEVELOPMENT				
	Improve security and discipline in schools	Implementation of programme for the recognition of industrious teachers	Ministry of Education	2003-2005
		Provision of security services to primary schools at risk	Ministry of Education	2003-2005
		Completion of Infrastructural Works to support security personnel in 10 Highest Risk Secondary Schools - Phase I	Ministry of Education	2003
		Installation of the electronic component in 10 Highest Risk Secondary Schools - Phase I	Ministry of Education	2003
		Completion of Infrastructural works to support security personnel in 9 Highest Risk Schools - Phase II	Ministry of Education	2004
		Installation of the electronic component in 9 Highest Risk Schools - Phase II	Ministry of Education	2004
		Completion of Infrastructural Works to support security personnel in 9 Highest Risk Secondary Schools-Phase III	Ministry of Education	2005
		Installation of electronic component in 9 Highest Risk Schools - Phase III	Ministry of Education	2005
		Completion of Infrastructural Works in 57 primary schools in Phase IV	Ministry of Education	2003
		Allocation of security personnel in 82 primary schools in Phase V	Ministry of Education	2002 and ongoing
	Provision of increased security service in 25 primary schools from 16 hours to 24 hours	Ministry of Education	2002 and ongoing	
	Completion of Infrastructural Works to support security personnel in 82 primary schools in Phase V	Ministry of Education	2003	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
		Implementation of security measures personnel and infrastructural works in 60 primary schools in Phase VI	Ministry of Education	2004
	Improve security and discipline in schools	Continuation of School Intervention Strategies: A change in the culture of the classroom via: - Mock Trials - School and Classroom enhancement Programmes - Establishment and dissemination of a National Code of Conduct for Schools	Ministry of Education	2003-2005
		- Establishment of Student Representative Councils in all Secondary Schools - Introduction of Homework and After School Centre - "Together We Light the Way" Intervention Programme.	Ministry of Education	2003-2005
		Introduction of the following programmes:- - Character Caravan - Training of Educators in Conflict Resolution in Schools - Expansion of Programmes in Self-Esteem, Mentoring and Conflict Resolution - Structured Suspension Programme - Behaviour Modification Intervention in selected schools	Ministry of Education	2003-2005
		Establishment and operationalisation of the Regional Diagnostic Perspective Service	Ministry of Education	2003-2005
	Continue computerisation of schools	Upgrading of physical facilities of 400 primary schools to make them secure and computer ready	Ministry of Education	2003-2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
HUMAN CAPITAL DEVELOPMENT				
		Equipping of 200 schools per year with computers	Ministry of Education	2003-2004
	Expand and modernise Library Services	Provision of library services to all educators within the Ministry of Education	Ministry of Education	2003-2005
		Expansion of the services offered by the RCLRC Library to facilitate all educators within the Ministry of Education	Ministry of Education	2003-2005
		Formulation of clientele profile to include major stakeholders for selective dissemination of information	Ministry of Education	2003
		Increased multi-media resources and updated collections of books and journals	Ministry of Education	2005
		Enrollment of the RCLRC in major international subject association relevant to the work of the Ministry of Education	Ministry of Education	2004
		Upgrade and improvement of library collections at schools through increased information resources	Ministry of Education	2004
		Provision of information resources to schools on a phased basis, with emphasis on providing basic reference resources at 9 new government secondary schools (Non-SEMP); and 12 new government assisted secondary schools	Ministry of Education	2004-2005
		Develop and implement a school-based management system	Development of policy guidelines and criteria for accepting and evaluating school-based activities	Ministry of Education
	Development and implementation of training programmes for School		Ministry of Education	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
	Develop and implement a school-based management system	Supervisors, Principals and Teachers in the area of planning, programming and implementation of school based projects Implementation of school-based activities Development and implementation of a training programme for Local School Board membership Conduct of sector studies which will aid in the development and improvement of the performance of the education sector Conduct of a study on violent and disruptive behavior in schools Conduct of a consultancy re: development of National Performance Standards for all levels of the education system Introduction of a programme of systematic inspection and evaluation of schools	Ministry of Education Ministry of Education Ministry of Education Ministry of Education Ministry of Education Ministry of Education	2003-2005 2003-2005 2003-2005 2003-2005 2003-2005 2003-2005
	Strengthen the Ministry of Education	Restructuring and decentralisation of the Ministry of Education through the establishment of regional offices Improvements in capacity for management, planning, implementation, monitoring, evaluation and training of personnel Staffing of the Information Technology Unit as follows: - Information Technology Manager - Three Systems Analysts - Programmer - Database Administrator - Network Administrator	Ministry of Education Ministry of Education Ministry of Education	2003-2005 2003-2005 2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
	Strengthen the Ministry of Education	<p>Computerisation of the Examinations Sections</p> <p>Development of a database of seasonal employees for the administration of local, regional and international examinations</p> <p>Implementation of a Pilot of Electronic Registration for C.X.C. Examinations</p> <p>Electronic Registration for S.E.A.</p> <p>Establishment and operationalisation of the Research and Evaluation Division</p> <p>Establishment of the Student Testing and Assessment Unit</p> <p>Development and implementation of an Education Management Information System</p> <p>Development and implementation of planned restructuring, decentralisation and strengthening of the Ministry</p> <p>Strengthening of Leadership training for the following: - 50 persons at senior management level in the Ministry - 40 middle managers - 200 technical officers</p> <p>Creation of the following posts:- - 18 posts of Special Teacher - 18 posts of Guidance Officer 1 - 14 posts of School Social Worker - posts of Educational Psychologist</p>	<p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p> <p>Ministry of Education</p>	<p>2003</p> <p>2003</p> <p>2003</p> <p>2005</p> <p>2003-2005</p> <p>2003-2005</p> <p>2003-2005</p> <p>2003-2005</p> <p>2003-2005</p> <p>2003-2005</p> <p>2003-2005</p>

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
		Establishment and operationalisation of In-School and Out-of-School Suspension Programmes Establishment of 8 Out-of-School Suspension Centres, 1 each of the 8 Education Districts	Ministry of Education	2003
	Strengthen the Ministry Of Education	Development of a dynamic research and evaluation system	Ministry of Education	2003
		Conduct of research and evaluation studies on educational phenomena, programmes and practices	Ministry of Education	2003-2004
		Collaboration with other stakeholders in education engaged in research studies	Ministry of Education	2003-2004
		Strengthening of the statistical system to support programmes undertaken by the Ministry of Education including the development of statistical databases to support research, evaluation, testing and assessment activities	Ministry of Education	2003-2005
		Development of Four 'Normed' Diagnostic Tests in Reading and Behaviour made available for use by student support personnel	Ministry of Education	2003-2005
		Office accommodation in each Education District for seven (7) Guidance Officers	Ministry of Education	2003-2005
		Completion of manpower planning exercise	Ministry of Education	2003-2005
		Performance Management system fully operationalised	Ministry of Education	2003-2005
		Employee Development and Training Unit fully developed	Ministry of Education	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
	Pursue opportunities for financial/technical assistance and intellectual co-operation	Design and implementation of a Human Resource Development Programme for all members of staff	Ministry of Education	2003-2005
		Provision of in-service training for Guidance Officers	Ministry of Education	2003-2005
		Development of a Counselling and Guidance Training Programme	Ministry of Education	2003-2005
		Implementation of a quality assurance system: Development and implementation of a series of training programmes for senior managers, curriculum officers, school supervisors, middle managers and principals	Ministry of Education	2003-2005
		Follow through with mandates of the following:- <ul style="list-style-type: none">- Summit of the Americas- World Trade Organization- Agreement on Trade in Services- UNESCO Education for all goals- UNESCO Institute for Statistics	Ministry of Education	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
HUMAN CAPITAL DEVELOPMENT				
<u>SKILLS DEVELOPMENT</u>				
<u>National Training Agency</u>				
Promote Skills Development	Provide a holistic approach to the development of a cohesive and coherent education and training system	Establishment of a Training Policy Committee with the Ministry of Science, Technology and Tertiary Education	National Training Agency	2003
		Hosting of symposium inviting all education and training partners in order to develop a training policy in equal partnership between employers, training providers, government, trade unions and other stakeholders	National Training Agency	ongoing
	Ensure that the training that is being delivered by training providers is in line with the needs of, and to the standards required by industry	Maintenance of up-to-date labour market reports Production and dissemination of Labour Market Information	National Training Agency	ongoing
	Develop occupational standards	Expansion of the number of occupational Standards developed through collaboration with Industry Training Organisations	National Training Agency	ongoing
	Provide incentives for vocational training	Establishment of National Awarding Body to administer the Trinidad and Tobago National Vocational Qualifications	Ministry of Science, Technology and Tertiary Education/ National Training Agency	2003
	Establish National system of accreditation	Collaboration with CORD/NIHERST to establish the Accreditation Commission of Trinidad and Tobago	Ministry of Science, Technology and Tertiary Education/ National Training Agency	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
	Create partnerships between private and public sector organisations for delivery of training	Establishment of a National Apprenticeship Programme	National Training Agency	2003
		Identification of all apprenticeship programmes currently being operated	National Training Agency	2003
		Compilation of research on local and international apprenticeship systems, using the 'best practice' as the guide to develop an apprenticeship system suited to the needs of Trinidad and Tobago.	National Training Agency	2003
		Establishment of an administrative system that focusses primarily on involvement by employers	National Training Agency	2003
		Development of standards for adoption by companies in the system	National Training Agency	2003
		Design and implementation of a system for accessing tax concessions re: apprenticeship training	National Training Agency	2003
		Establishment of apprenticeship programmes providing recognised qualification, particularly a TTNVQ	National Training Agency	2003
<u>Metal Industries Company Limited (MIC)</u>				
Promote Skills Development	Develop a special cadre of technicians and engineers capable of developing the products, tooling, plant layouts, material handling systems and other capital equipment necessary for creating key enterprises	Establishment of the Manufacturing Technology Centre (MTC)	Metal Industries Company	ongoing
		Development of Post-Graduate Training Factory Concept (TFC) programme in Plastics products/tooling, Design and Manufacturing, Plan Operation and Maintenance for UWI, COSTAATT, TTIT (Mech/Elec/Ind) students looking for Plastics Manufacturing bias	Metal Industries Company	ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
HUMAN CAPITAL DEVELOPMENT				
	Develop a special cadre of technicians and engineers capable of developing the products, tooling, plant layouts, material handling systems and other capital equipment necessary for creating key enterprises	Broadening and continuation of the National Skills Development Programme	Metal Industries Company	2003 - 2004
		Establishment of Mentoring Programme		
		Training of Instructors for Journeyman and Master Craftsman Programme	Metal Industries Company	2003 - 2004
		Acquisition of land from Caroni	Metal Industries Company	2003
		Establishment of MIC Campus	Metal Industries Company	2003
		Development of Post Graduate TFC Programme in product design and manufacturing, plant operations and maintenance	Metal Industries Company	2003
		Establishment of National Manufacturing Skills Development Programme (NMSDP) Commencement of 1st year for 300 Journeyman Trainees at two centers: Macoya and Port of Spain	Metal Industries Company	2003
	Promote Distance Learning for the academic year 2003 - 2004	Provision of Distance Learning Programmes in the following: - Machine shop and Welding - Foundry and Pattern making - Woodworking & Ceramic - Plastic injection and blow moulding	Metal Industries Company (MIC)	2004
	Introduce new programmes and expand existing programmes	Commencement of BSc Design and Manufacturing Programmes for 50 students under COSTAATT	MIC/COSTAATT	2004
		Continuation of intake of 15 graduate engineers each year for TFC exposure	MIC	ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
	Sensitise public to programmes and skills training available at MIC Campus	<p>Creation of Special Out-Reach Programmes for all Elementary and Secondary Schools</p> <p>Development of Summer Techno Camp for 3-6th formers interested in Product Design and Manufacturing, to begin the process of orienting the special workforce</p> <p>Identification of Design and Manufacturing Courses for Distance Learning</p> <p>Development of Training Programme to train all teachers in Secondary School system to teach Industrial Technology at 'Ordinary' & 'Advanced Level' - 2 yr part time program</p> <p>Development of a Plan to utilise existing Senior Comprehensive School Workshops on evenings to deliver short courses in woodworking, metalworking and welding</p> <p>Establishment of professional Development Programme for TFC Post Graduate Students in foundry and welded products</p> <p>Establishment of programmes of the following societies: - American Welding Society (AWS), - Society of Plastics Engineers (SPE), - Society of Manufacturing Engineers (SME) - American Foundryman's Society (AFS)</p>	<p>MIC/Ministry of Education</p> <p>MIC/Ministry of Education</p> <p>MIC</p> <p>MIC/Ministry of Education</p> <p>MIC/Ministry of Education</p> <p>MIC</p> <p>MIC</p>	<p>2003</p> <p>2003</p> <p>2003</p> <p>2003</p> <p>2003</p> <p>2004</p> <p>2004</p> <p>ongoing</p>
	Conduct review of all programmes	Review of mentoring programme and establishment of system to licence instructors	MIC	ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
		Conduct of feasibility studies on projects with market potential	MIC	ongoing
		Implementation of programme to retain a number of graduates from the various components to include: - 5 graduate engineers of the TFC Programme - 10 mastercraftsman graduates - 25 journeymen from the NMSDP programme	MIC	ongoing
		Implementation of TFC Post Graduate program in wood products	MIC	2004
		Maintenance of service to local industries in areas of MIC's core competencies	MIC	ongoing
		Transformation of Engineering Design Department and Workshop	MIC	ongoing
		Setting up of the Business Incubator Unit so that key projects can be targeted as part of a general development plan	MIC	ongoing
	Identify key product domains that have high potential to be exploited in Trinidad and Tobago as well as CARICOM	Identification of all projects that will constitute the products, tooling and manufacturing systems for all key enterprises or External Manufacturing Units (EMUs), to be established as outputs of MIC	MIC	2003
		Identification of key areas of product design and manufacturing technology that are important to the various product domains including: - plastics - precision machining - foundry - welding - woodworking - ceramics - leathercraft	MIC	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
HUMAN CAPITAL DEVELOPMENT				
	Identify key product domains that have high potential to be exploited in Trinidad and Tobago as well as CARICOM	Assignment of projects in the following groups: <ul style="list-style-type: none"> - Final Year Engineering students - Journeyman Graduates - Final Year and graduate Master craftsman - Graduate engineers under the Training Factory Concept (TFC) and Engineering Staff of the PPIC 	MIC	2004
		Development of plan for transfer of all Engineering Design and Workshop facilities at Macoya to new upgraded facility	MIC	2004
		Introduction of new equipment to enhance precision machining and heat treatment for all tools, dyes, patterns and moulds, as well as prototype fabrication facilities in sheet metal working, woodworking and welding	MIC	2004
		Implementation of Internal Manufacturing projects to be transformed into External Manufacturing Units (EMUs)	MIC	ongoing
		Establishment of a policy framework for the development of EMUs as new Business Enterprises	MIC	2004
		Development of plans for the introduction of new internal manufacturing centre in key product areas, within the new campus	MIC	2003-2004
		Establishment of 6 EMUs in: Precision CNC machining, Foundry & Welding, Woodworking, Ceramics, Leathercraft and Plastics	MIC	2003 - 2004
		Expansion of power supply to plastics production unit	MIC/T & TEC	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
<u>TRINIDAD AND TOBAGO</u>				
<u>INSTITUTE OF TECHNOLOGY</u>				
Promote Skills Development	Provide specialised skills training programmes at existing technology centres	Implementation of programmes in: Instrument Fitting, Construction, Electrical Installation, Industrial Maintenance (Mechanical), Pipe-fitting/ Fabrication, Carbon Steel Welding, Advanced Welding and Automotive Technology	Trinidad and Tobago Institute of Technology	ongoing
		Continuation of part-time training programs in building construction technology at existing centers	Trinidad and Tobago Institute of Technology	ongoing
		Establishment of the HYPE Programme which provides integrated training in computer literacy and building construction trades	Trinidad and Tobago Institute of Technology	ongoing
		Establishment of additional Technology Centres which allow for expansion in the delivery of craft training programs in Tobago, Sangre Grande, Morvant Laventille, Diego Martin and Palo Seco	Trinidad and Tobago Institute of Technology	2003 - 2004
<u>Tertiary Education</u>				
Expand participation in tertiary and technical education	Provide financial assistance for tertiary education programmes	Continuation of the Dollar for Dollar Education Plan	Ministry of Science, Technology and Tertiary Education	2003
	Facilitate the provision of high quality training in Trinidad and Tobago	Implementation of retraining programme targeting 600 to 900 students in each of 4 cycles	Ministry of Science, Technology and Tertiary Education	2003 - 2005
		Implementation of On-the-job Training Programme for 5000 persons in each six month cycle	Ministry of Science, Technology and Tertiary Education	2003 - 2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
HUMAN CAPITAL DEVELOPMENT				
<u>College of Science, Technology and Applied Arts (COSTAATT)</u> Expand participation in tertiary and technical education	Provide universal access to post-secondary and tertiary training by all members of the population	Design, development and launching of new Associate degree, certificate and customised training programmes Amendment of all programmes at the Technical Institutes to enable flexible entry, exit and re-entry	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
		Introduction of third-trimester (June-August) programme delivery at technical institutes to optimise use of facilities	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
	Broaden access to higher education for previously underserved groups in areas of science and technology	Development and delivery of comprehensive Transitional Studies programmes offering bridging/pre-college courses	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
	Identify, implement and streamline programmes targeted towards increased access and enrollment by working students, the physically disabled and those remotely located	Design and development of ten distance education on-line courses targeting geographically remote areas and/or Working Students	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
	Promote improved student recruitment, retention and graduation rates	Implementation of in-service teacher training programme to improve teaching skills of faculty at all campuses	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
	Diversify programme offerings to address new and emerging education and training needs	Strengthening of COSTAATT of institutional capability in order to address focussed labour market needs	College of Science Technology and Applied Arts of Trinidad and Tobago	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
		Upgrade/ revision of existing programmes to respond to and create new markets	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
	Improve the quality and relevance of programmes and services with the college	Full implementation of COSTAATT Quality Assurance System at all campuses	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
		Accreditation of at least 75% of associate degree programmes by the National Accreditation Commission	College of Science Technology and Applied Arts of Trinidad and Tobago	2004
		Upgrade of plant and equipment at all campuses	College of Science Technology and Applied Arts of Trinidad and Tobago	2004
		Improve post-graduation employment rates	Establishment of career guidance and job placement services at all campuses	College of Science Technology and Applied Arts of Trinidad and Tobago
	Improve articulation and transfer opportunities.	Introduction of cooperative education model in select programme areas	College of Science Technology and Applied Arts of Trinidad and Tobago	
		Finalisation of agreements with UWI programmes through UWI-TLI Unit, Trinidad and Tobago Institute Of Technology, University of Technology (Jamaica), Barbados Community College, West Virginia University and Florida Memorial	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
	Strengthen recruitment and retention of at-risk groups	Establishment of targeted recruitment programmes for male citizens 17 - 24 years	College of Science Technology and Applied Arts of Trinidad and Tobago	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT				
<p><u>Trinidad and Tobago</u> <u>Hospitality and Tourism</u> <u>Institute (TTHTI)</u></p> <p>Expand participation in tertiary and technical education</p>	Promote mutual respect and understanding through multi-cultural education	Multi-cultural education conducted in Freshmen Orientation Seminar	College of Science Technology and Applied Arts of Trinidad and Tobago	2003
	Enhance quality service and competitiveness	Provision of adequate training and employment for a skilled tourism workforce through the expansion of the apprenticeship programme in the areas of Cooks and Housekeepers in the industry	Trinidad and Tobago Hospitality and Tourism Institute	2003
		Increased articulation with similar type international institutions and strengthened exchange linkages for faculty and students	Trinidad and Tobago Hospitality and Tourism Institute	2003-2005
		Fostering of increased number of exchange linkages		
	Increase research capacity	Increase in revenue generating opportunities in the areas of catering and consulting services	Trinidad and Tobago Hospitality and Tourism Institute	2004
		Expansion of the role of TTHTI as a research and clearing house facility for the industry	Trinidad and Tobago Hospitality and Tourism Institute	2003
	Provide beneficiary training	Expansion of the scholarship fund to assist low income students and low income employees in the industry	Trinidad and Tobago Hospitality and Tourism Institute	ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE HUMAN DEVELOPMENT AGENDA HUMAN CAPITAL DEVELOPMENT					
<u>The University of the West Indies (UWI)</u> Expand participation in tertiary education	Improve cost-effectiveness and service quality	Extension of the implementation of the SCT Banner computerised system to the wider campus	U.W.I.	2003 - 2004	
		Implementation of Banner computerised Student Administration System	U.W.I.	2003 - 2004	
		Continued implementation of a planned and predictive maintenance regime	U.W.I.	2003 - 2004	
	Strengthen and expand academic programme		Introduction of new four-year undergraduate degree programme in engineering to meet the revised requirements of the U.K. professional bodies for Chartered Engineer status	U.W.I.	ongoing
			Implementation of new undergraduate degree structure in Agriculture	U.W.I.	ongoing
			Revision of Pure and Applied Physics Programme to address new trends	U.W.I.	2003 - 2004
			Introduction of new advanced degree offerings in Environmental Physics and Astronomy	U.W.I.	2003 - 2004
			Strengthening and expansion of Distance Education Programmes with shift to asynchronous delivery systems	U.W.I.	ongoing
	Enhance Academic Support Systems		Strengthening of University Quality assurance mechanism	U.W.I.	2003 - 2004
			Upgrade of library software platform	U.W.I.	2003 - 2004
			Implementation of programme of digitisation of library material	U.W.I.	2003 and ongoing
			Expansion of collaboration with regional tertiary level institutions	U.W.I.	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE HUMAN DEVELOPMENT AGENDA WELLNESS AND HEALTHY LIFESTYLES					
PROMOTING WELLNESS AND HEALTHY LIFESTYLES Ensure the availability of and access to efficient, affordable and quality health services	Rationalise and upgrade services and infrastructure	Construction of District Health facilities at Siparia, St. James, and St. Joseph	Ministry of Health	2003 - 2004	
		Construction of the Enhanced Health Centre in Mayaro	Ministry of Health	2003-2004	
		Construction of new hospitals in Scarborough and Point Fortin	Ministry of Health	2003	
		Completion of 17 health centres	Ministry of Health	2003-2004	
		Upgrading of the San Fernando General Hospital	Ministry of Health	2003-2005	
		Implementation of National Oncology Programme, including construction of National Oncology Centre	Ministry of Health	2003	
		Expansion of access to cardiac surgery - implementation programme for treatment of adult cardiac disease	Ministry of Health	2003	
	Decentralise service delivery and management	Development of RHA management systems	Ministry of Health	2003-2004	
		Strengthen the management and organisation of the sector	Implementation of technical assistance consultancy on Change Management of the Ministry of Health	Ministry of Health	
			Training of staff as per training plan	Ministry of Health	2003 - 2004
	Strengthening of the IS/IT system in the Ministry and the RHAs	Ministry of Health			

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA WELLNESS AND HEALTHY LIFESTYLES				
Ensure the availability of and access to efficient, affordable and quality health services	Emphasise primary health care	Promotion of health public policy through review of communications strategy, enactment of anti-smoking laws	Ministry of Health	2003 2003
	Focus on health promotion, education and preventive care	Implementation of RHA primary care and health promotion pilot projects	Ministry of Health	2003 - 2004
	Upgrade human resources	Training of 300 nurses per year	Ministry of Health	2003-2005
		Implementation of training programmes for district health nurses, dental nurses and allied health professionals	Ministry of Health	2003 - 2004
	Implement quality improvement programme	Provision of specialised training for nurses in intensive care, burn management and oncology	Ministry of Health	2003 - 2004
		Offer of a BSc degree in Nursing at UWI	UWI	2003 and continuing
		Enactment of the Health Quality Services Act	Ministry of Health	2003
		Implementation of the Health Facilities Accreditation and Risk Management Systems	Ministry of Health	2003
	Improve financial sustainability of sector	Establishment of Health Technology Assessment Agency	Ministry of Health	2003
		Sensitisation of staff on TQM and CQI, CQI training on standards and protocols	Ministry of Health	2003
Development of clear policy agenda for the establishment of NHIS		Ministry of Health	2003-2004	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA WELLNESS AND HEALTHY LIFESTYLES				
Ensure Occupational Health and Safety of Workers	Strengthen the institutional framework to monitor developments, carry out inspections to ensure compliance with the legislative requirements and advise industry	Establishment of the Occupational Health and Safety Authority	Ministry of Labour and Small and Micro Enterprise Development	2003-2005
Reduce significantly the rate of HIV infections	Intensify national response to HIV/AIDS	Implementation of activities of the National Strategic Plan for HIV/AIDS including expanding and upgrading existing health facilities: - Port of Spain General Hospital - San Fernando General Hospital - Sangre Grande General Hospital - Scarborough General Hospital - Eric Williams Medical Sciences Complex - Cyril Ross Home	Office of the Prime Minister/ Ministry of Health	2003
		Enhancement of facilities and capacity including - - QPCC Building - Community Health Services - Pharmacy Services - Biomedical Waste Management - National Public Health Laboratory System	Ministry of Health	2003-2005
		Establishment of a National Co-ordinating Agency	Office of the Prime Minister	2003-2002
		Expansion of programme of anti-retroviral drug treatment for PLWA	Ministry of Health	2003
Minimise the negative impact of HIV/AIDS	Address the issue of HIV/AIDS in the workplace	Development of a national workplace policy	Ministry of Labour and Small and Micro Enterprise Development	2003-2005
		Promotion of workplace policies in organisations	Ministry of Labour and Small and Micro Enterprise Development	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA WELLNESS AND HEALTHY LIFESTYLES				
Improve the quality of and access to mental health services	Streamline mental health services	Dissemination of ILO Code of Practice and Platform for Action	Ministry of Labour and Small and Micro Enterprise Development	2003-2005
		Enactment of legislation on HIV/AIDS and the workplace	Ministry of Labour and Small and Micro Enterprise Development	2003
		Implementation of the National Mental Health Plan	Ministry of Health	2003
		Review of Mental Health Act	Ministry of Health	2003
Promote good nutrition among the population	Implement the National Breastfeeding Policy	Preparation of human resources plan for mental health services delivery	Ministry of Health	2003
		Achievement of international standards for baby-friendly status at two (2) or more hospitals	Ministry of Health	2003 - 2004
		Implementation of national media campaigns on the importance of breastfeeding	Ministry of Health	2003 - 2004
	Educate the population regarding nutrition and health	Implementation of the school-based 'Project Lifestyle' initiative to educate children, parents and teachers on healthy lifestyles, including diet and exercise	Ministry of Health	2003 - 2004
	Strengthening of food and nutrition surveillance systems		Implementation of RHA-based Wellness Programmes emphasising the promotion of proper diet and exercise	Ministry of Health and RHAs
Improved capacity for systematic monitoring and analysis of nutritional status of children and expectant mothers at regional and national levels			Ministry of Health	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE HUMAN DEVELOPMENT AGENDA					
LIVING CONDITIONS					
Housing					
Improve the housing conditions of the lower-middle and low-income households	Regularise squatters on State lands that fall under the State Land Regularisation of Tenure Act of 1998	Organisation of community projects with the aid of the NCSH	Ministry of Housing	ongoing	
		Introduction of a streamlined process for the provision of deeds lease on public lands	Ministry of Housing	2003-2007	
	Enable the poor and vulnerable groups to access housing	Implementation of a subsidy system that will provide 3,000 subsidies for the acquisition of new housing units and 1,100 home improvement grants	Ministry of Housing	2003-2007	
	Ensure equality of opportunity for highly vulnerable groups	Allocation of a proportion of housing units to persons with disabilities, female heads of households and the elderly who meet qualifying criteria	Ministry of Housing	ongoing	
	Create a more equitable and transparent system for the provision of low cost housing		Rationalisation of the public agencies involved in the housing sector	Ministry of Housing	2003-2007
			Institutional strengthening of the Ministry of Housing and NHA	Ministry of Housing/ NHA	2003-2007
			Development of a standard mortgage deed	Ministry of Housing and financial institutions	2003-2007
		Streamlining of the housing and land approval process	Ministry of Housing	2003-2007	
	Encourage home ownership of NHA housing units	Implementation of a rent-to-own programme for NHA rental tenants	NHA	2003 - 2007	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
LIVING CONDITIONS				
<u>Housing</u>				
Create sustainable communities	Provide basic economic and social infrastructure	Implementation of the Accelerated Housing Programme which will provide electricity and water	Ministry of Housing	2003-2005
	Encourage community participation in the development of social and economic infrastructure	Development of community-driven programmes Implementation of programmes to improve infrastructure such as schools, community centres, recreation facilities	Ministry of Housing/ NCSH/CBOs	ongoing ongoing
<u>Public Utilities</u>				
Promote the interests of consumers, especially disadvantaged and vulnerable groups	Develop an effective regulatory framework	Implementation of a new incentive price regime	Ministry of Public Utilities and the Environment/RIC	2003-2005
Encourage the efficient delivery of reliable and high quality services	Develop effective mechanisms to promote productivity and service quality	Implementation of Standards of Service, compliance mechanisms and compensatory payments in case of breach of established standards	Ministry of Public Utilities and the Environment/RIC	2003-2005
Promote the interests of consumers, especially disadvantaged and vulnerable groups	Development of special tariffs and other mechanisms to support the interest of consumers	Implementation of innovative and special tariff and targeted subsidy schemes Development of procedures for dealing with customers in default	Ministry of Public Utilities and the Environment/RIC Ministry of Public Utilities and the Environment/RIC	2003-2005 2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
LIVING CONDITIONS				
Public Utilities				
Promote the interests of consumers, especially disadvantaged and vulnerable groups	Develop special tariffs and other mechanisms to support the interest of consumers	Development of debt recovery and disconnection procedures and policies	Ministry of Public Utilities and the Environment/RIC	2003-2005
		Implementation of additional payment methods for disadvantaged and vulnerable groups	Ministry of Public Utilities and the Environment/RIC	2003-2005
Provide reliable and safe electricity to all areas (98%) of Trinidad and Tobago	Improve the capacity of the transmission and sub-transmission systems throughout Trinidad and Tobago	Reinforcement of supply in the following areas: - From St. Augustine to Chaguaramas and North of Bamboo Village - From Bamboo Village and St. Augustine eastwards to Toco and Sangre Grande - South of Charlieville to Claxton Bay including Point Lisas - From Claxton Bay to Icacos and Galeota to Mayaro - Tobago	T&TEC	2003 - 2007
	Increase generation capacity in Tobago	Provision of a new Power Station in the Canoe Bay area	T&TEC	2004-2006
	Increase the level of generation capacity contracted by T & TEC	Negotiation of new Power Purchase Agreement(s)	T&TEC	2003-2005
	Extend the distribution network	Provision of a supply to additional 10,000 households annually	T&TEC	2003-2005
		Installation of new street lighting for highway, roadway and new housing developments	T&TEC	2003-2005
Mitigate negative impact on the environment of transmission and distribution operations	Introduce technologies to ensure that T&D system is safe and environmentally friendly	Introduction of insulated overhead conductors and extension of underground Distribution network where feasible	T&TEC	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
LIVING CONDITIONS				
Public Utilities				
Mitigate negative impact on the environment of transmission and distribution operations	Introduce renewable energy systems with the objective of providing a limited electricity supply to isolated homes	Installation of renewable power systems	T&TEC	2003-2005
Improve Customer Delivery	Improve round-the-clock access by customers to operating personnel and customer information	Extension of Automated Voice Response System	T&TEC	2003-2004
		Introduction of Call Centre(s)	T&TEC	2004-2005
	Improve efficiency of cash collection system	Introduction of on-line cash receipting facilities	T&TEC	2004-2005
		e-bill presentment	T&TEC	2003-2005
		Introduction of other "convenience pay" mechanisms	T&TEC	2003-2004
	Reduce customer outage time following planned maintenance or construction activity or an unplanned fault	Introduction of Work Order and Digital Mapping Systems	T&TEC	2003-2004
				2002 - 2005
Improve effectiveness of industrial meter reading	Introduction of Remote Meter Reading for the larger Industrial customers	T&TEC	2003-2004	
Improve the water supply throughout Trinidad and Tobago	Strengthen and expand the water supply network by increasing available Distribution Storage	Rehabilitation of the St. Augustine and Picton Reservoirs	WASA	2004
		Construction of a new Maraval Water Treatment Plant	WASA	2004
		Building of New Intake, Pipelines at the North Oropouche Water Treatment Plant	WASA	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA LIVING CONDITIONS				
<p>Public Utilities Improve the water supply throughout Trinidad and Tobago</p>	<p>Strengthen and expand the water supply network by increasing available Distribution Storage</p> <p>Strengthen and expand the water supply network in rural and other localised areas</p>	<p>Rehabilitation and construction of dams at Hollis and Arena to improve water supply to consumers</p> <p>Design and construction of a new reservoir at Dunmore Hill</p> <p>Refurbishment of reservoirs at Arena, Devenish and Basta Hall</p> <p>Implementation of Santa Cruz Water Supply Project</p> <p>Refurbishment of Quare Water Treatment Plants and Booster Station South Oropouche</p> <p>Extension of Trinidad Groundwater Project to produce 3.0 MG/D of Groundwater in localised areas</p> <p>Rehabilitation of a number of water treatment plants presently owned by Petrotrin in the areas of Moruga, Point Fortin, Vessigny and Parrylands</p> <p>Upgrade of water treatment plants at Acono, Caura, Aripo, Maraval, Tompire, Arena, L&N, Penal and Savannah Wells</p> <p>Rehabilitation of Booster Stations at Dundonald, Foncette, Mt Dor, Brieves Road, Hill Top, Irving Road, Lady Young, Morvant, Picton 1, Terrace, Valley View, Gran Couva and New Grant</p>	<p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p>	<p>2004</p> <p>2004</p> <p>2005</p> <p>2003</p> <p>2004</p> <p>2003</p> <p>2004</p> <p>2003-2004</p> <p>2003</p>

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
LIVING CONDITIONS				
<p>Public Utilities Improve the water supply and reduce water loss</p>	Upgrade the distribution network	<p>Tobago: Along Milford Road, Bel-Air Road and Top River Road, Montgomery Booster to Buccoo Road, Goodwood to Studley Park Main: 16.3 km of pipeline to be installed</p>	WASA	2003
		<p><u>Areas to benefit under STIP</u> Bacolet, Shrivvan, Mt. Irvine, Lambeau Bethel, Carnbee, Glen Road, Crapaud Village, Richmond Point, Goldsborough Farm Road, Government House Trace, Spring Garden, Union Village, Coker Trace, Rennemedede Local Road</p>	WASA	2003
	Strengthen and expand the water supply network in rural and other localised areas	<p>Trinidad: Improvement of the water supply to the Mayaro Area</p>	WASA	2004
		STIP- Design and construction of a Water Supply to Blanchisseuse	WASA	2003
		<p>Tobago: STIP - Construction of new Booster Stations at Government Farm, Government House, Buccoo, Charlotteville, Plymouth and Studley Park</p>	WASA	2003
		Construction of new Booster Stations at Signal Hill, Crown Point and Parlatuvieur	WASA	2005
		Refurbishment of Water Treatment Plants at Courland, Hillsborough Dam and King's Bay	WASA	2003-2005
		Design and Construction of new reservoir at Government Farm and rehabilitation of existing well at Mason Hall	WASA	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
LIVING CONDITIONS				
Reduce water loss and promote water conservation	Improve systems for water conservation and introduce programmes aimed at leakage control	Trinidad: Major rehabilitation of the Emergency /Repair of Mechanical/Electrical Equipment at WTP's Pumping Station and wells	WASA	2005
		Expansion of the GIS and Mapping System and infrastructure for Network Modelling	WASA	2005
		Rehabilitation and upgrade of major producing wells	WASA	2005
		Leakage Control: Implementation of a comprehensive Non-Revenue Reduction Programme for the physical and administrative losses on the system	WASA	2005
		Installation of 80,000 meters within the distribution network	WASA	2004
		Procurement of Specialist Lab Plant and Equipment for monitoring water and wastewater quality	WASA	2005
		Development of a Master Plan for Water Supply System and the development of water supplies for the next 25 years	WASA	2005
		STIP- Construction of new wells at Talparo, Matelot and Los Armadillos	WASA	2003
		STIP - Development of wells to replace intakes at Ariapita, Cascade, Lopinot and Grand Reviere	WASA	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA LIVING CONDITIONS				
<p>Public Utilities Improve Wastewater/ Sanitary Services</p>	<p>Expand and upgrade the Wastewater System to improve Health and Sanitation to meet E.M.A Standards</p>	<p>Feasibility study and detailed design of new Wastewater Plants and collection systems within the areas of Arima, Sangre Grande, Chaguanas, Point Fortin, Siparia and Penal</p> <p>GPOSS: Expansion of the Wastewater Collection, Pumping, Treatment and Effluent Disposal System serving the Greater Port of Spain and Environs</p> <p>Integration of the Separate Sewer Systems in Trinidad (Plants operated by WASA, NHA, Schools, Institutions and Private Facilities)</p> <p>Study of Wastewater System/Network and identification of future development of Wastewater for the next 25 years</p> <p>Tobago: Construction of sewer facilities and mains from Scarborough System to Signal Hill</p> <p>Provision of loans to homeowners to connect to sewer systems Scarborough</p> <p>South West Tobago Sewer System: Design and development of a modern waste disposal scheme with no environmental damage</p> <p>Development of a Master Plan for Wastewater for the next 25 years</p>	<p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p> <p>WASA</p>	<p>2005</p> <p>2005</p> <p>2005</p> <p>2005</p> <p>2005</p> <p>2005</p> <p>2005</p>

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
LIVING CONDITIONS				
Public Utilities				
Promote the continued availability of adequate water resources at the national and regional level	Develop an effective legislative and financially autonomous institutional framework	Adoption of the draft Water Resources Management Policy	Ministry of Public Utilities and the Environment	2003
		Implementation of activities to enable separation of the regulatory and service provider functions related to water resources	Ministry of Public Utilities and the Environment	2003
		Formulation and enactment of Water Resources Management meteorological legislation	Ministry of Public Utilities and the Environment	2003
		Establishment of an authority for water resources management	Ministry of Public Utilities and the Environment	2004
		Creation of a financially autonomous base for the authority	Ministry of Public Utilities and the Environment	2004
		Creation of an integrated framework for the various water sector agencies and interest groups involved in and impacting upon water resources management	Ministry of Public Utilities and the Environment	2004
		Establishment of framework for stakeholder participation in water resources management	Ministry of Public Utilities and the Environment	2004
Promote optimal use and management of the national water resources through human resources development and adoption of most appropriate technologies	Develop the capacity and tools to support effective decision making in a water resources management authority	Provision of local training	Ministry of Public Utilities and the Environment	2004
		Development of Water and Atmospheric Resources Decision Support System	Ministry of Public Utilities and the Environment	2005
		Enhancement of the national hydro-meteorological network	Ministry of Public Utilities and the Environment	2005
		Provision of 2 Scholarships		2005
		Provision of 5 overseas study tours and short term internships		2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
LIVING CONDITIONS				
<p><u>Public Utilities</u> Promote and safeguard the national water resources to guarantee continued availability and economic development</p> <p>Improve the effectiveness of postal services</p>	Promote joint ownership and collective responsibility for the management of the nation's water resources	Development and implementation of a Water Resources Public Awareness Programme	Ministry of Public Utilities and the Environment	2004
	Refine and implement measures for the effective allocation of water for domestic, commercial, industrial, agricultural and ecological demands	Preparation of water resources assessments and management plans for catchments/basins	Ministry of Public Utilities and the Environment	2005
	Improve delivery of mail	Extension of home delivery to 90% of the population	TT Post	2004
		Delivery of 95% of mail on next working day after posting	TT Post	2004
		Expansion of franchise network	TT Post	2003
	Provide new services and products	Introduction of Bill pay services at Post Offices - acceptance of payment for all Utility services	TT Post	2003
	Increased utilisation of Direct Mails as an advertising medium	TT Post	2003	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
POVERTY ALLEVIATION				
POVERTY ALLEVIATION				
Protect socially disadvantaged and vulnerable groups	Establish institutions and facilities necessary to protect the disadvantaged	Establishment of Neighbourhood Day Facilities for the Elderly	Office of the Prime Minister	2003
		Reconstruction of the St. Michael's School for Boys	Office of the Prime Minister	2003
		Establishment of a Children's Authority	Office of the Prime Minister	2003
		Establishment of a Division of Ageing	Office of the Prime Minister	2003
		Operationalisation of the Remand Home at Aripo for young Offenders	Office of the Prime Minister	2003
		Establishment of a Halfway House for Ex Prisoners	Ministry of Social Development	2003
		Establishment of a Remand Home for young Female Offenders	Ministry of Social Development	2003
		Establishment of the Arima Centre for Socially Displaced Persons	Ministry of Social Development	2003
		Establishment of a Restorative Justice Centre	Ministry of Social Development	2003-2004
	Decentralisation of the Social Services Delivery System	Ministry of Social Development		
Sensitise the public on issues related to children and persons with disabilities		Implementation of: - Public awareness campaign to sensitize children re: Rights under Convention on Rights of the Child - Public Awareness Programme on issues re: Persons with Disabilities	Office of the Prime Minister	ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
POVERTY ALLEVIATION				
	Provide services that directly address the needs of the socially disadvantaged	Implementation of: - SHARE Programme	Office of the Prime Minister	ongoing
		- Implementation of EU Poverty Reduction Project to develop and implement indigenous community-specific poverty reduction projects and programmes		2003-2005
		Continuation of the Remedial Therapy Programme for Probationers	Office of the Prime Minister	ongoing
		Expansion of access to transportation facilities for the disabled at City Gate	Office of the Prime Minister	ongoing
		Establishment of assessment centres for socially displaced persons at Laventille and Chaguanas	Office of the Prime Minister	2002-2003
		Continuation of re-entry programme for substance abusers at the Piparo Centre	Office of the Prime Minister	ongoing
		Continuation of public education on alcohol and drugs by NADAPP	Office of the Prime Minister	ongoing
		Extension of access to tele-communications services by making special telephone and other devices available to persons with disabilities	Office of the Prime Minister	2002-2004
		Survey of schools to determine the the number of Students with disabilities	Office of the Prime Minister	2002-2003
		Provision of temporary financial relief through Public Assistance to persons with disabilities and those who are not earning a sufficient income to meet their basic needs	Office of the Prime Minister	ongoing
		Establishment of a Parole system	Ministry of Social Development	2003
Introduction of a Food Stamp Programme	Ministry of Social Development	2003		

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
POVERTY ALLEVIATION				
		Expansion of Mediation Programme	Ministry of Social Development	2003-2005
		Creation of Street Theatres on Violence	Ministry of Social Development	2003
		Review of national minimum wage	Ministry of Labour and Small and Micro Enterprises	2003
		Establishment of Peer Mediation Training Programme in Schools	Ministry of Social Development	2003
	Conduct research on Socio-economic issues to guide Social Policy Programme and Project Development	Establishment of database on Socio-economic indicators	Ministry of Social Development	2003
		Update and expansion of existing Socio-economic indicators	Ministry of Social Development	2003
		Development of a research Agenda for the Social Sector	Ministry of Social Development	2003
		The undertaking of relevant studies on priority issues	Ministry of Social Development	2003-2005
	Develop policies aimed at the socially disadvantaged	Implementation of plan re: Policy on Persons with Disabilities	Office of the Prime Minister	2002
		Implementation of a Holistic Plan for Social Displacement	Office of the Prime Minister	2002
		Development of a National Policy on Ageing	Office of the Prime Minister	2003
		Development of a Policy on NGO/ Government Relations	Ministry of Social Development	2003-2004
		Development of a Social Development Policy	Ministry of Social Development	2003-2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
POVERTY ALLEVIATION				
Reduce the incidence of poverty	Promote greater opportunities for employment through education and skills training	Implementation of skills training programmes	Office of the Prime Minister	2004-2005
		Expansion of access at all levels of the education system	Ministry of Education COSTAATT	2003-2005
	Promote greater opportunities for employment through education and skills training	Implementation of : - On-the-Job Training Programme - Unemployment Relief Programme - Agricultural Youth Apprenticeship Programme - National Apprenticeship Programme - Retraining Programme	Ministry of Science, Technology and Tertiary Education, Ministry of Local Government, Ministry of Agriculture	2003
	Facilitate greater wealth creation	Implementation of the Accelerated Housing Programme	Ministry of Housing	2003-2005
		Creation of 5,000 micro enterprises per annum over the next 2 years	NEDCO	2003-2004
		Implementation of Micro Credit Programme	Office of the Prime Minister	2003-2005
		Implementation of Micro credit activities under the EU-funded Programme	Office of the Prime Minister	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PEOPLE EMPOWERMENT				
PEOPLE EMPOWERMENT				
<u>Employment</u>				
Foster people empowerment through employment	Create expanded employment opportunities	Implementation of: <ul style="list-style-type: none"> - infrastructure development projects - Unemployment Relief Programme - Youth Apprenticeship Programme in Agriculture - YTEPP - National Apprenticeship Programme - Youth Enterprise Development Programme - Craft Skills and Artisans Programme - Export Centres Programme - Community Education and Support Programme - Women in Harmony Project - Non-Traditional Training for Women - Adolescent Mothers Programme 	Office of the Prime Minister, various sector Ministries	2003-2005
	Develop One-Stop-Career Resource Centres through infrastructure and capacity upgrading of the National Employment Service	Expansion of the number of users of and placements through the National Employment Service	Ministry of Labour and Small and Micro Enterprise Development	2003
		Implementation of public awareness programmes on the services of the National Employment Service	Ministry of Labour and Small and Micro Enterprise Development	2003
	Facilitate labour market equilibrium	Expansion of NHRMIS	Ministry of Labour and Small and Micro Enterprise Development	2003
		Establishment of the Labour Market Council	Ministry of Labour and Small and Micro Enterprise Development	
		Regular dissemination of labour market information	Ministry of Labour and Small and Micro Enterprise Development	ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA PEOPLE EMPOWERMENT				
	Develop and promote micro-enterprise business initiatives through self-employment and generation projects	Operationalisation of all components of the USDO/ILO Caribbean Labour Market Information System Project	Ministry of Labour and Small and Micro Enterprise Development/CSO	2004
		Establishment of Labour Market Information Library	Ministry of Labour and Small and Micro Enterprise Development	2004
		Creation of 5,000 new small and micro enterprises per annum	NEDCO	2003-2004
		Establishment of the Credit Union Bank	Ministry of Finance	2003
		Establishment of 24 income generation projects through training and a grant facility annually	Ministry of Community Development and Gender Affairs	2003 - 2005
		Establishment of a Micro-enterprise Development Fund	Ministry of Labour and Small and Micro Enterprise Development	2003
		Provision of 120 sales outlets at 5 terminal malls for small entrepreneurs	Ministry of Community Development and Gender Affairs	2003 - 2005
		Reestablishment of craft sales outlets in 8 districts	Ministry of Community Development and Gender Affairs	2003 - 2005
	Implementation of craft design programme	Ministry of Community Development and Gender Affairs	2003 - 2005	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PEOPLE EMPOWERMENT				
		Establishment of micro enterprises through assistance from CARE	Ministry of Community Development and Gender Affairs	2003 - 2005
		Employment of 100 graduates from the GAPP programme annually	Ministry of Community Development and Gender Affairs	2003 - 2005
	Protect the rights of workers	Development and implementation of Plan of Action for the elimination of child labour	Ministry of Labour and Small and Micro Enterprise Development	2003 - 2005
		Development and implementation of Plan of Action for the promoting equal pay for men and women for work of equal value	Ministry of Labour and Small and Micro Enterprise Development	2003-2004
		Promotion of the core ILO standards to employers as the basic floor of workers conditions	Ministry of Labour and Small and Micro Enterprise Development	2003-2004
		Enactment of legislation on basic floor of workers' rights	Ministry of Labour and Small and Micro Enterprise Development	2003-2004
Wealth Creation				
Foster people empowerment through wealth creation	Provide increased opportunities for home ownership	Implementation of the Accelerated Housing Programme	Ministry of Housing	2003-2005
	Promote small and micro enterprise development	Creation of 5,000 small and micro-enterprises per annum over the next 2 years	NEDCO	2003-2004
		Development of a Policy Framework for SME development	Ministry of Labour and Small and Micro Enterprise Development	2003-2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE HUMAN DEVELOPMENT AGENDA					
PEOPLE EMPOWERMENT					
Informal Economy Improve the contribution of the informal economy to national development	Promote the establishment of co-operatives in all sectors of the society	Implementation of project on the Institutional Strengthening of the Commercial Sector in the Co-operative Movement	Ministry of Labour and Small and Micro Enterprise Development	2003-2005	
		Establishment of the Co-operative Development Fund	Ministry of Labour and Small and Micro Enterprise Development	2003	
		Development of a Plan of Action for Co-operative Development	Ministry of Labour and Small and Micro Enterprise Development	2003-2004	
		Establishment of a legislative framework for co-operative development	Ministry of Labour and Small and Micro Enterprise Development	ongoing	
	Increase knowledge on the dynamics of the informal economy	Conduct of a study on the characteristics and extent of the informal economy	Ministry of Labour and Small and Micro Enterprise Development	2003	
			Establishment of baseline data	Ministry of Labour and Small and Micro Enterprise Development	2003
		Strengthen the operations of the informal economy	Development of a Plan of Action	Ministry of Labour and Small and Micro Enterprise Development	2003
			Implementation of interventions to effect improvements in the operation of the Informal Economy	Ministry of Labour and Small and Micro Enterprise Development	2003
			Application of the principles contained in the ILO Recommendation (2002) on Promoting Co-operative Development	Ministry of Labour and Small and Micro Enterprise Development	ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PEOPLE EMPOWERMENT				
<u>Community Empowerment</u>				
Promote Community Integration	Initiate programmes which encompass all communities and cultural enclaves	Undertake annually: - Best Village Programme - Village Olympics - Community Concerts Programme - Community Sports Festival - Soca Games Fest - Cultural Immersion Programme	Ministry of Community Development and Gender Affairs	2002 - 2005
Facilitate Community Empowerment	Sustain, revive and strengthen community based organisations	Provision of assistance to organisations in 450 communities	Ministry of Community Development and Gender Affairs	2003 - 2005
	Provide grants to CBOs to address socio-economic problems	Implementation of 200 projects in communities through assistance from from the CARE programmes	Ministry of Community Development and Gender Affairs	2003 - 2005
	Introduce the Neighbourhood Watch Programme	Establishment of the Neighbourhood Watch Programme in 40 communities	Ministry of Community Development and Gender Affairs	2003 - 2005
	Increase the number of functional centres in the nation	Construction of 8 community centres and refurbishment of 15 community centres	Ministry of Community Development and Gender Affairs	2003 - 2005
		Implementation of the National Social Development Programme	Ministry of Public Utilities and the Environment	2003
	Provide assistance to CBOs for infrastructure development through grants	Provision of assistance to 360 communities for roads, electricity, water supply, community facilities and other physical structures on an annual basis	National Commission for Self- Help	2003 - 2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PEOPLE EMPOWERMENT				
	Provide skills training and community education programmes	Conduct of 300 community education classes and 24 entrepreneurial development training projects annually	Ministry of Community Development and Gender Affairs	2003 - 2005
		Implementation of 80 community sensitisation and awareness programmes per annum	Ministry of Community Development and Gender Affairs	2003 - 2005
		Continuation of the GAPP programme in 7 districts in Trinidad and Tobago	Ministry of Community Development and Gender Affairs	2003 - 2005
		Introduce Advanced Training in 2 districts annually		
		Establishment of training projects through the RAP programme	Ministry of Community Development and Gender Affairs	2003 - 2005
Consumer Rights Create an appropriate environment to ensure consumer safety and equity	Educate the business community and public sector organisations on the specific needs of special consumer groups and the need to address the concerns of these groups	Hosting of one seminar per quarter by CAD for the selected business community and public sector organisations	Ministry of Trade and Industry and Consumer Affairs, Consumer Affairs Division (CAD) and Ministry of Social Development	2003 and ongoing
		Dissemination of information about the elderly and disabled monthly via the media	Ministry of Trade and Industry and Consumer Affairs	2003 and ongoing
	Collaborate with the relevant organisations to ensure that consumers are provided with adequate systems for monitoring product quality	Successful piloting of the Home Accident Surveillance System (HASS) as evidenced by the generation of a preliminary report on home injuries and accidents, with clear recommendations on a way forward	CAD South West Regional Health Authority (SWRHA)	2003
		Formulation of a Draft Working Paper on Biosafety	Ministry of Public Utilities and the Environment/CAD	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PEOPLE EMPOWERMENT				
	Collaborate with the relevant organisations to ensure that consumers are provided with adequate systems for monitoring product quality	Finalisation of the National Policy on Biosafety Continued representation on the Committees of the Chemistry Food & Drugs Division, Trinidad and Tobago Bureau of Standards, Environmental Management Authority, Advertising Standards Authority and other appropriate organisations Presentment of at least three (3) issues within the relevant authority which adversely affect consumers	Ministry of Public Utilities and the Environment/CAD CAD	ongoing
	Strengthen and enforce consumer legislation	Prosecution of violators of consumer legislation via the application of : i) Sale of Goods Act Chap 82:30; ii) Trade Description Act No. 7 of 1984; iii) Unfair Contract Terms Act; and amendment of: i) Hire Purchase Act ii) Consumer Protection and Safety	CAD	2003
	Strengthen mechanism for applying Alternative Dispute Resolution (ADR) instead of litigation for resolving consumer complaints	Updating of legislation Training of 8 officers in ADR	CAD CAD	2003 ongoing
	Collaborate with relevant organisations to ensure that consumers are provided with adequate systems for monitoring product safety	Continued participation in Committees of the CFDD, TTBS, EMA, ASA and other appropriate organisations	CAD	2003 and ongoing

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PEOPLE EMPOWERMENT				
Promote accessibility of goods and services to the elderly and persons with disabilities	<p>Facilitate consumer education and information for the elderly and aged who are in any way challenged</p> <p>Collaborate with private, public and non-government organisations to ensure the implementation of adequate social and physical infrastructure for the elderly and persons who are in any way challenged.</p>	<p>Dissemination of information to the elderly and physically challenged through the media and outreach programmes on an on-going basis</p> <p>Development of appropriate action plans after collaborating with:</p> <ul style="list-style-type: none"> i) The property development sector; ii) The financial sector; and iii) The recreational sector 	<p>CAD</p> <p>CAD</p>	<p>2003 and ongoing</p> <p>2003 and ongoing</p>
Encourage increased consumer empowerment	<p>Develop and maintain strategic alliances with local interest groups and organisations and international consumer groups and movements</p> <p>Select products and services for testing and rating and disseminate information to consumers</p> <p>Inform and educate the consuming public using appropriate media</p> <p>Develop school-based programmes targeted towards youth empowerment</p>	<p>Participation in the various forums of SOCAP, Consumers' International, Caribbean Consumer Committee and Consumer Policy Committee (COPOLCO); and the adoption and implementation of their resolutions and decisions as appropriate and in keeping with required procedure</p> <p>Testing and Rating of at least four (4) products/services per annum and the dissemination of information about products based on the research findings</p> <p>Dissemination of information via the newspapers, television and radio on a weekly basis</p> <p>Completion of the Consumer Education Pilot Project in Primary Schools</p>	<p>CAD</p> <p>CAD</p> <p>CAD</p> <p>CAD</p>	<p>2003 and ongoing</p> <p>2003 and ongoing</p> <p>2003 and ongoing</p> <p>2003-2005</p>

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PEOPLE EMPOWERMENT				
Encourage increased consumer empowerment	Embark on an educational campaign to enhance the consciousness of consumers	The conduct of monthly consumer education sessions in academic institutions, community centres and other strategic locations	Ministry of Community Development and Gender Affairs	2003 - 2005
	Educate consumers and the business community on legal and ethical business practices	Hosting of workshops for the business community to encourage the establishment of Consumer Complaints Management Systems	CAD	ongoing
	Disseminate information to civic groups to influence Government policies	Development of Consumer Action Groups	CAD, TTBS	2003
	Decentralise and strengthen access to consumer services	Extension of services offered at Woodbrook office to consumers in the areas of high demand - - Port of Spain and San Fernando	CAD	2003 - 2005
	Strengthen the system for monitoring commercial activities	Training of Consumer Advocates in gathering evidence for court matters and general court procedures	CAD, Police Service	2003-2005
Encourage the development of measures for the provision of quality services to consumers	Collaborate with relevant agencies that are responsible for developing standards for service providers	Development of an agenda by the TTBS for the standardisation of an agreed list of service areas	CAD, TTBS	2003 - 2005
Promote the development of a consumer lobby	Forge beneficial links with regional counterparts	Development of linkages with consumer agencies and/or the Caribbean Committee on a monthly basis	CAD	2003 - 2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PERSONAL SAFETY AND SECURITY				
ENSURING PERSONAL SAFETY AND SECURITY				
Maintain Law and Order and reduce the incidence of crime	Bring immediate relief through strategic interventions involving multi-agency co-operation	Continued implementation of Operation Anaconda	Ministry of National Security, Police Service, Defence Force	ongoing
	Introduce scientific and innovative approaches including the use of the most advanced crime detection techniques	Establishment of a Confidential Crime Unit	Ministry of National Security	2003
		Development of a modern Intelligence System	Ministry of National Security	2003
	Provide forensic science services	Establishment of a new world-class Forensic Science Centre	Ministry of National Security	2003
		Revision of scholarship system to provide training in Toolmark Examination, DNA Analysis and Forensic Toxicology	Ministry of National Security	2003
	Encourage greater community participation in the prevention and detection of crime	Implementation of the Weed and Seed Programme	Ministry of National Security	2003
		Implementation of the Citizens Corps Programme	Ministry of National Security	2003
		Continuation of the Community Policing Programme	Ministry of National Security	2003
		Operation of the Neighborhood Watch Programme	Ministry of National Security	2003
	Promote research on the root causes of crime	Provision of financing for projects of the Centre for Criminology and Criminal Justice on Prison Recidivism and Youth Deviance in Schools	Ministry of National Security Centre for Criminology and Criminal Justice	2003
	Increase the operational efficiency of the Ministry of National Security	Upgrade of equipment and increased use of technology	Ministry of National Security	2003-2005
		Provision of specialised training		2003-2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PERSONAL SAFETY AND SECURITY				
<u>Police Service</u>				
Maintain Law and Order and reduce the incidence of crime	Upgrade physical facilities and equipment at Police Stations	Design and construction of Police Stations at Gasparillo, Brasso Seco, Manzanilla, Oropouche, Mayaro, Cumuto, Tunapuna-Phase 2, Arouca, Mayaro, Cumuto , Old Grange and Roxborough in Tobago, Arima, Matura, Belmont	Ministry of National Security	2003-2005
		Reconstruction of the Old Police Headquarters, St. Vincent Street	Ministry of National Security	2004
		Refurbishment of Police Stations at Chaguanas, Mounted Branch, Siparia, Scarborough, St. Clair, Couva, Central Police Station Phase 2, Guard & Emergency Branch (South), PTC-GEB (North) and restoration of San Fernando Police Station (Phase II)	Ministry of National Security	2003-2004
		Construction of a new E999 Command Centre	Ministry of National Security	2003
	Improve system for the detection and management of crime	Computerisation of the Police Service: expansion of computer network, implementation of analytical, mapping, intelligence and management reporting tools, expansion of the automated fingerprint system, implementation of GIS system, network fleet management, implementation of wireless technology	Ministry of National Security	2003-2005
		Continuation of Telecommunications Network for the Ministry of National Security: hiring of additional technical staff for operations and maintenance, acquisition of additional equipment	Ministry of National Security	2003-2004
		Construction of a new Broadcast Tower	Ministry of National Security	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PERSONAL SAFETY AND SECURITY				
<u>Police Service</u>				
Maintain Law and Order and reduce the incidence of crime	Strengthen human resources	Implementation of specialised training in Narcotics and Money Laundering, Crime Scene Technology Telecommunications Fraud, Handling of Blood Stain Evidence, Advanced Hostage Negotiations, Bomb Disposal Techniques, Drug Enforcement, Forensic Science, Financial Crimes Investigations, Criminal Investigations	Ministry of National Security	2003-2004
	Promote youth development	Implementation of the Civilian Conservation Corps and Craft Skills and Artisans Programmes	Defence Force, Ministry of National Security, Ministry of Social Development	2003
<u>Coast Guard and Defence Force</u>				
Maintain Law and Order and reduce the incidence of crime	Provide Search and Rescue Services	Expansion of naval patrols in the water and air space of the country	Coast Guard, Ministry of National Security	2004
	Prevent trafficking in narcotics and illegal goods	Surveillance of coastline Installation of Radio Communication System for the Trinidad and Tobago Coast Guard, as well as GMDSS Equipment	Coast Guard, Ministry of National Security	2004-2005
	Upgrade physical facilities and equipment at the Coast Guard and Regiment	Construction of new jetty at Staubles Bay for the Coast Guard Refurbishment of facilities for the Coast Guard: Senior and Junior Rates Dormitory, Operations Building, Dormitory at Tobago Base	Coast Guard, Ministry of National Security Coast Guard, Ministry of National Security	2003-2004 2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
PERSONAL SAFETY AND SECURITY				
		Refurbishment of Teteron Barracks and Camp Cumuto for the Regiment Workshop facility, Other Ranks facility, Cookhouse Cumuto, Administration Building, Teteron, Warrant Officers' and Sergeants' Mess, Regimental Headquarters	Defence Force, Ministry of National Security	2003-2004
<u>Fire Service</u>				
Provide public protection and Emergency Services and protect lives and property	Upgrade physical facilities	Construction of Fire Stations at San Fernando, Sangre Grande, Couva, Arouca, Piarco, Mayaro Black Rock/Plymouth	Fire Services, Ministry of National Security	2003-2006
Promote and safeguard the national water resources to guarantee continued availability and economic development	Develop a Computer System	Purchase of vehicles and equipment including ambulances, 1 Double Cab Pickup Van, Water tanks, Water Tenders, Hazardous Materials, Appliance, Water Pumps etc.	Fire Services, Ministry of National Security	2003-2005
<u>Prison Service</u>				
Ensure safe custody and rehabilitation of prisoners	Strengthen the capability of the Trinidad and Tobago Prison Service	Improvement works to existing Prison Buildings, construction and furnishing of Officers' Dormitory	Prison Service, Ministry of National Security	2004-2005
		Refurbishment of Administration Building, Youth Training Centre	Prison Service, Ministry of National Security	2003
		Construction of abattoir, pens etc		2004-2005
		Facilitation of Task Force on Prison Reform and Transformation		2003
	Train and develop Human Resources	Construction of a training college at Golden Grove	Prison Service, Ministry of National Security	2004-2005
<u>National Emergency Management Agency (NEMA)</u>				
Provide Comprehensive Disaster Management (CDM)	Improve and build institutional and local capacity	Strengthening of the institutional and administrative framework for CDM which will include: - Completion of Disaster	NEMA	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE HUMAN DEVELOPMENT AGENDA					
PERSONAL SAFETY AND SECURITY					
Strengthen preparedness and response		Management Policy - Completion of fully functional facilities for NEMA - Implementation of the Disaster Management Act			
	Enhance capacity of NEMA and its partner agencies	Training of emergency services and responders	NEMA	2004	
	Establish clear and functional C31 for emergency/disaster situations	Establishment of procedures for command/control/coordination in emergency/disaster situation and for the sharing of information	NEMA	2003	
	Facilitate emergency plan preparation	Annual testing of emergency plans	NEMA	2003- 2005	
	Expand mitigation Research and Recovery		Establishment levels of acceptable risk for development/capital works	NEMA	2003
			Establishment of recovery plans among state entities	NEMA	2003- 2005
			Implementation of national building code supported by appropriate statutes and logistics	NEMA	2004
	Provide complete and timely disaster management information		Dissemination of technical material and information through a multi-format multi-media approach	NEMA	2004
			Completion of recovery plans for State entities	NEMA	2004
	Increase the operational efficiency of the Ministry of National Security		Upgrade of equipment and increased use of technology	Ministry of National Security	2003-2005
Provision of specialised training			2003-2004		

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
PROMOTING SOCIAL INTEGRATION				
<u>Family</u>				
Strengthen families through the provision of a range of services targeted at families	Educate the family in essential skills for human and social development	Launching of "Family First - Healthy Family" media campaign	Office of the Prime Minister	2003
		Commemorate International Day of the Family	Office of the Prime Minister	ongoing
		Establish a Family Services Centre at Couva	Office of the Prime Minister	2003
<u>Youth</u>				
Empower young people to become healthy, well-informed and productive citizens	Implement the National Youth Policy	Establishment of the Youth Development Commission	Ministry of Sport and Youth Affairs	2003
		Dissemination of information on youth policy to all stakeholders	Ministry of Sport and Youth Affairs	2003-2005
	Undertake research and provide information relating to youth	Conduct of research into the profile needs and social problems of youths including tracer study on graduates of the YDACs	Ministry of Sport and Youth Affairs	2003-2005
		Strengthening of mechanisms for consultation and analysis with youth organisations including sector organisations	Ministry of Sport and Youth Affairs	2003-2005
		Establishment of partnership with other youth development stakeholders in undertaking youth projects	Ministry of Sport and Youth Affairs	2003 and ongoing
	Emphasise policy formulation and coordination in youth development	Integration of youth issues into sectoral planning for HIV/AIDS, environment and microenterprise development	Ministry of Sport and Youth Affairs	2003-2005
		Establishment of an information system on youth to identify the range of information service possible and to prioritise needs over a 5-year period	Ministry of Sport and Youth Affairs	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
<u>Youth</u>				
Empower young people to become healthy, well-informed and productive citizens	Establish and support youth organisations	Strengthening of leadership and management capacity of youth and youth organisations	Ministry of Sport and Youth Affairs	2003-2005
		Establishment of group activities, leadership training, formulation and implementation of projects, technical and financial support, seminars and award systems for youth achievements	Ministry of Sport and Youth Affairs	2003-2005
		Development of a network of NGOs and NSOs to enhance service delivery system	Ministry of Sport and Youth Affairs	2003-2005
		Strengthening/establishment of county Youth Bodies and establishment of a National Youth Council	Ministry of Sport and Youth Affairs	2003-2005
	Improve the efficiency and effectiveness of the youth development programmes and facilities	Implementation of new management systems, training and recruitment programmes for the YDACs	Ministry of Sport and Youth Affairs	2003 and ongoing
		Construction/refurbishment of Youth Training Facilities	Ministry of Sport and Youth Affairs	2003
		Reconstruction of Youth Centres	Ministry of Sport and Youth Affairs	2003
		Refurbishment of YDACs	Ministry of Sport and Youth Affairs	2003
		Construction of Youth Empowerment Centre in Tobago	THA	2003
		Restoration of the Mount St. George Youth Camp	THA	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
<p>Youth Empower young people to become healthy, well-informed and productive citizens</p> <p>Provide support systems for young people to be able to play an active role in altering their conditions</p>	Increase the quality and quantity of youth information	Establish IMAT Centres in communities at existing youth facilities	Ministry of Sport and Youth Affairs	2003
	Promote skills development and training among youth and create employment opportunities	Implementation of the following: - On-the-Job Training Programme - Export Centres - Geriatric Adolescent Partnership Programme - Retirees Adolescent Partnership Programme - Civilian Conservation Programme - National Apprenticeship Programme - National Youth Outreach Programme - Agricultural Youth Apprenticeship Programme - Craft Skills and Artisans Programme	Office of the Prime Minister	2003 and ongoing
			Ministry of National Security	2003
			Ministry of Sport and Youth Affairs Ministry of Agriculture	
		Continuation of Programmes offered by COSTAATT and NSDP	COSTAATT, NSDP	ongoing
		Conduct of a Needs Assessment to identify and prioritise the needs and social problems of young people at the district level	Ministry of Sport and Youth Affairs	2003-2005
		Delivery of support services programmed to alter behavioural patterns through enterprise development skills and personal development training	Ministry of Sport and Youth Affairs	2003 and ongoing
		Establishment of Youth Friendly Health Centres	Ministry of Sport and Youth Affairs	2003 and ongoing
		Extension of the Save the Youth in Marginalised Communities to several communities	Ministry of Sport and Youth Affairs	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
<p><u>Sport</u></p> <p>Develop and improve the knowledge of sport in the interest of the holistic development of the individual and public at large</p>	<p>Promote mass participation in Sport and Physical Recreation in schools and communities</p>	<p>Implementation of Programme on HIV/AIDS</p>	<p>Ministry of Sport and Youth Affairs</p>	<p>2003 and ongoing</p>
		<p>Establishment of links with local, regional and international bodies, including the Commonwealth Youth Programme</p>	<p>Ministry of Sport</p>	<p>2003 and ongoing</p>
		<p>Continuation of :</p> <ul style="list-style-type: none"> - School and Community Coaching - Sport Training and Enhancement - Physical Recreation Leadership Training - Sport School - Rural District Coaching Caravan - An expanded District Youth Sport Festival - National Youth Sport Festival - Sport Education 	<p>Ministry of Sport and Youth Affairs, Ministry of Education</p>	<p>ongoing</p>
		<p>Introduction of new programmes:</p> <ul style="list-style-type: none"> - Sporting activities for the mentally and physically challenged - Active Recreation for Adults Trinidad and Tobago Programme (ARA) - Special Programmes for Women and Girls in Sport - Sport Plus 		
	<p>Promote and implement the National Sport Policy</p>	<p>Implementation of a range of community based events such as:</p> <ul style="list-style-type: none"> - Village Olympics - Community Sports Festival - Soca Games Fest 	<p>Ministry of Sport and Youth Affairs</p>	<p>2003 and ongoing</p>
		<p>Implementation of stakeholders awareness programmes on policy guidelines</p>	<p>Ministry of Sport and Youth Affairs</p>	<p>2003</p>

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
<p><u>Sport</u></p> <p>Develop and improve the knowledge of sport in the interest of the holistic development of the individual and public at large</p>	<p>Provide information for and about Sport and Physical Education</p>	<p>Development and establishment of youth development programmes in conjunction with National Sporting Organisations</p>	<p>Division of Physical Education and Sport in collaboration with Ministry of Education, NSOs</p>	<p>2003 and ongoing</p>
		<p>Establishment of linkages between schools and clubs</p>	<p>Ministry of Sport and Youth Affairs, Ministry of Education</p>	<p>2003 and ongoing</p>
		<p>Conduct of research on:</p> <ul style="list-style-type: none"> - Women and Specially Challenged in Sport and Recreation - Participation levels in Sport and Physical Recreation - Economic Impact of Sport - National Fitness 	<p>Ministry of Sport and Youth Affairs</p>	<p>2003 and ongoing</p>
	<p>Promote drug free Sports</p>	<p>Establishment and development of information repository, dissemination and networking within the local and international environment through:</p> <ul style="list-style-type: none"> - access to distance learning - development of manuals - development of a data bank - linkages with local and international sport resource institutions - development of television documentaries for coaching and administrations - seminars, conferences and symposia 	<p>Ministry of Sport and Youth Affairs</p>	<p>2003 and ongoing</p>
		<p>Continuation of Drug Education Programme</p>	<p>Ministry of Sport and Youth Affairs</p>	<p>2003 and ongoing</p>
		<p>Dissemination of information in conjunction with the Sport Medicine Association</p>	<p>National Sport Medicine Association</p>	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
Promote and facilitate the development of sport as a commercially viable industry	Create an environment for a viable industry	Establishment of a National Sport Management Commission	Ministry of Sport and Youth Affairs	2003
		Organization of International Sport Conferences, Tournaments and Festivals	Ministry of Sport and Youth Affairs	2003
		Development of a business approach to sport programmes with the aim of : - revising the structure of swimming pool programmes - maximising use of sports facilities	Ministry of Sport and Youth Affairs	2003
	Upgrade standards of discipline and performance in Sport	Introduction of new techniques and modern technologies in Sport	Ministry of Sport and Youth Affairs	2003
		Provision of support services for specialised training in sport science	Ministry of Sport and Youth Affairs	2003 and ongoing
	Upgrade standards of discipline and performance in Sport	Establish standards of discipline and performance	Ministry of Sport and Youth Affairs	2003 and ongoing
		Improvement of the quality of training through: - establishment of centres for advance training from the District and School Coaching Programme, - establishment of non-residential and residential sport schools - implementation of specialised strength training at gyms	Ministry of Sport and Youth Affairs	2003-2004
	Implement scientific approach for the preparation of national athletes	Establishment of sports clinics at all stadia	Ministry of Sport and Youth Affairs	2003-2005
		Introduction of training programmes for trainers, coaches and athletes	Ministry of Sport and Youth Affairs	2003-2005
		Introduction of programme for the testing of athletes' fitness and rehabilitation needs	Ministry of Sport and Youth Affairs	2003-2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE HUMAN DEVELOPMENT AGENDA					
SOCIAL INTEGRATION					
Promote and facilitate the development of sport as a commercially viable industry		Acquisition of equipment for testing and training of athletes	Ministry of Sport and Youth Affairs	2003-2005	
		Greater private sector sponsorship of top class tournaments	Ministry of Sport and Youth Affairs	2003-2005	
		Encourage NSOs to have a strategic approach to the development of sport and to become self-sufficient	Implementation of strategic planning and management systems in clubs	Ministry of Sport and Youth Affairs	2003-2005
			Provision of training in club management for community clubs	Ministry of Sport and Youth Affairs	2003-2005
		Increase the operational efficiency of all stadia and sporting facilities	Establishment of a sporting facility management and maintenance programme	Ministry of Sport and Youth Affairs	2003-2005
			Upgrading of staff and equipment for the management of sporting facilities	Ministry of Sport and Youth Affairs	2003-2005
			Increase the quality and quantity of sport infrastructure	Refurbishment/construction of 4 swimming pools, 3 multi-purpose facilities, 1 national tennis centre and general cricket facilities	Ministry of Sport and Youth Affairs
		Increase the earning capacity of sporting facilities	Expansion of the services provided including new indoor sporting disciplines, the hosting of meetings and conferences, concessionaires advertising space	Ministry of Sport and Youth Affairs	2003 and ongoing
			Development of a marketing thrust in the form of a brochure	Ministry of Sport and Youth Affairs	2003 and ongoing
		Promote Trinidad and Tobago as the hub for regional and international events	Improve infrastructure and capacity of sporting facilities	Staging of regional and international tournaments	Ministry of Sport and Youth Affairs
Development of networks with International Sporting Agencies	Ministry of Sport and Youth Affairs			2003 and ongoing	
Development of facilities for hosting of meetings, conferences and sporting events	Ministry of Sport and Youth Affairs			2003 and ongoing	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
<p><u>Arts and Culture</u></p> <p>Develop and preserve the national culture</p>	Market the country as a destination for sports tourism	Development of a marketing plan for tourism that includes sports and sporting activities such as the Soca Games Fest	TIDCO	2003-2005
	Create a unified vision for the development of the industry involving all the major stakeholders	Development of Strategic Plan for the development of culture and the creative arts	Ministry of Culture and Tourism	2003
	Upgrade facilities and cultural sites	<u>Trinidad</u> Establishment of the Academy of the Performing Arts, the National Gallery of Arts and the Hall of Fame for the Arts	Ministry of Culture and Tourism, Ministry of Works and Transport	2003-2004
		Restoration of the National Museum		2003
		Establishment of the San Fernando Museum		2003
		Refurbishment of the Naparima Bowl Development of the Nelson Island Heritage Site	Ministry of Culture and Tourism, Ministry of Works and Transport	2003-2004 2003
		Development of a Convalescent Home for Aged Calypsonians	Ministry of Culture and Tourism, Ministry of Works and Transport	2003
		Establishment of a Recording Studio for Artistes		
		<u>Tobago</u> Conversion of the Scarborough Market into a Concert Hall	THA	2003
		Establishment of a Performing Arts Centre		2003
	Operation of the Foundation for the Arts		2003	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
Encourage the development of cultural attitudes and behaviour that are supportive of national development	Promote greater appreciation for culture in schools and communities	Implementation of community-based programmes such as the Best Village Programme and the Community Concerts Programme Implementation of school-based programmes	Ministry of Culture and Tourism	2003 and ongoing
Promote viable culture-based industries	Market culture and entertainment products as an integral part of the overall strategy for Tourism	Development of a marketing plan that includes culture as part of the tourism product	TIDCO	2003
	Provide an enabling environment for greater private sector involvement in the sector	Implementation of fiscal incentives for local artists, entertainers, craftsmen and cultural promoters	Ministry of Culture and Tourism	2003 and ongoing
	Promote higher standards of professionalism and business skills	Development of standards for the operation of the industry	Ministry of Culture and Tourism	2003 and ongoing
		Provision of training for the industry	Ministry of Culture and Tourism	2003 and ongoing
	Facilitate greater exposure of local artistes in international arenas	Finalisation of agreements on cultural exchanges and trade in cultural products	Ministry of Foreign Affairs	2003 and ongoing
<u>Child Rights</u>				
Protect and promote the rights of the Child	Develop the appropriate legislative and institutional arrangements for the protection of children	Implementation of commitments made at international fora on the Rights of the Child	Ministry of Legal Affairs	2003 and ongoing
		Ratification of 2 core ILO conventions	Ministry of Labour and Small and Micro Enterprise Development	2003-2004
		Development and implementation of policy to eliminate the incidence of child labour	Ministry of Labour and Small and Micro Enterprise Development	2003-2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
<u>The Elderly</u> Create a social and physical environment that will facilitate the participation and involvement of the elderly in civil society	Develop the appropriate insitutional capacity within the public sector	Establishment of a Division of Ageing which will serve as an umbrella agency under which programmes that improve the welfare of the elderly will be implemented	Office of the Prime Minister	2003
		Regulation of Homes for Older Persons and the establishment of standards of care for residents of these homes	Office of the Prime Minister	2003-2004
		Provision of shelter under the Accelerated Housing Programme	Ministry of Housing	2003-2005
		Establishment of Day Care Centres for the Elderly throughout the country	Office of the Prime Minister	2003-2005
		Implementation of the Geriatric Adolescent Programme	Office of the Prime Minister	2003-2005
<u>Persons with Disabilities</u> Promote the full participation and develop the potential of persons with disabilities	Increase access to mainstream education and employment opportunities	Implementation of programmes that cater to the needs of persons with disabilities including increased access to tertiary level education	Office of the Prime Minister, Ministry of Education, COSTAATT	2003 and ongoing
		Strengthen the capacity on NGOs in service delivery	Office of the Prime Minister	2003
		Provide direct financial assistance	Ministry of Finance	2003
<u>Gender Affairs</u> Promote the empowerment and participation of women	Develop a National Policy and Action on Gender and Development that is multi-sectoral	Application of gender-based analysis to policies and work plans of selected ministries across government	Ministry of Community Development and Gender Affairs, Equality Development Institute	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
	Increase the technical capacity and mandate of the Division of Gender Affairs	Restructuring of the Division of Gender Affairs with greater emphasis on research and training	Ministry of Community Development and Gender Affairs	2003
	Strengthen management system for implementation of National Gender Policy	Reconstitution of the inter-Ministerial Committee with senior technical officers from various Ministries	Ministry of Community Development and Gender Affairs	2003
		Appointment and training of Ministerial gender focal points to promote and monitor implementation of Ministerial action plans on gender and development	Ministry of Community Development and Gender Affairs	2004
	Build consultative mechanisms with the NGOs and private sector partners in advancing equality	Establishment of Gender Equality Council to provide NGO and private sector perspectives on strategies aimed at the empowerment of women	Ministry of Community Development and Gender Affairs, Ministry of the Attorney General	2004
	Facilitate legislative reform in compliance with the Convention on the Elimination of Discrimination against Women (CEDAW)	Review of current legislation conducted	Ministry of Community Development and Gender Affairs, Ministry of the Attorney General	2004
	Promote and monitor the implementation of the recommendations of CEDAW on the initial, second and third country reports	Increased in awareness within the national community of the provisions of CEDAW	Ministry of Community Development and Gender Affairs	2003
		Involvement of NGOs and communities in fourteen regions in production of the CEDAW report	Ministry of Community Development and Gender Affairs	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
Promote the empowerment and participation of women		Development of Fourth Country Report of the CEDAW Committee	Ministry of Community Development and Gender Affairs, Ministry of the Attorney General	2005
Gender Affairs				
Promote the empowerment and participation of women	Provide training and retraining to upgrade capacity of low-income/unemployed	Delivery of two roundtables on domestic violence for magistrates	Ministry of Community Development and Gender Affairs	2004
		Provision of 15 programmes at the regional level and in communities in three years	Ministry of Community Development and Gender Affairs	2003 and ongoing
	Provide training and retraining to upgrade capacity of low-income/unemployed women to earn and sustain their livelihoods in targeted sectors such as construction, agriculture, production, tourism and elderly care	Provision of 15 programmes at the regional level and in communities in three years	Ministry of Community Development and Gender Affairs	2003 and ongoing
		Implementation of the training programmes of the Equality Development Institute, the Non-Traditional Training for Women and the Women in Harmony Project, as well as the Export Centres Programme	Ministry of Community Development and Gender Affairs, Equality Development Institute	2003 and ongoing
		Increase in numbers of skilled women employed by Government-sponsored worksites and the private sector	Ministry of Community Development and Gender Affairs, Equality Development Institute	2003
	Revise policies in relevant government supported micro-finance institutions to facilitate women in trade and production	Expansion of provision of credit and financial services by micro-finance institutions to women in trade and production	Ministry of Community Development and Gender Affairs	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
<p>Promote the empowerment and participation of women</p> <p>Gender Affairs Promote the empowerment and participation of women</p>	Encourage greater participation by women in political service at the municipal, regional and national level	Provision of support to NGO training activities	Ministry of Community Development and Gender Affairs, Equality Development Institute	2003 and ongoing
		Establishment of a women's parliamentary caucus	Ministry of Community Development and Gender Affairs	2004
	Strengthen capacity of NGOs for advocacy, service delivery and training	Provision of technical support to NGOs		
		Establishment of a women's parliamentary caucus	Ministry of Community Development and Gender Affairs	2004
	Strengthen capacity of NGOs for advocacy, service delivery and training	Provision of technical support to NGOs		
		Provision of direct financial assistance to NGOs	Ministry of Community Development and Gender Affairs, Equality Development Institute	2003 and ongoing
	Standardise data collection on domestic violence across government agencies and non-governmental stakeholders	Implementation of data collection protocol and computerised database as part of UNECLAC's Caribbean Project	Ministry of Community Development and Gender Affairs	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE HUMAN DEVELOPMENT AGENDA				
SOCIAL INTEGRATION				
	Promote coordinated, integrated approaches by community- based organisations, agencies and the private sector	Establishment of integrated community response model in 14 communities	Ministry of Community Development and Gender Affairs	2003
	Improve domestic violence hot line service	Establishment of network of 8 help lines established on a phased basis throughout the country	Ministry of Community Development and Gender Affairs	2003
	Introduce service systems to victims of domestic violence	Increase in capacity of Domestic Violence Unit in terms of co-ordination , research and institutional auditing of delivery agencies	Ministry of Community Development and Gender Affairs	2003
	Improve service systems to victims of domestic violence	Conduct of awareness programs with relevant departments of all government ministries and agencies	Ministry of Community Development and Gender Affairs	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
<u>ENERGY SECTOR</u>				
Expand exploration and production activities in the Sector	Continue to promote and attract private sector investment into the sector	Award of additional blocks through the competitive bidding process	Ministry of Energy and Energy Industries	ongoing
	Promote exploration in the Northern Basin onshore, in deeper waters off the East Coast, the North Coast Marine Area of Trinidad, and in acreage off the West Coast	Negotiation of Production Sharing Contracts with oil companies	Ministry of Energy and Energy Industries	ongoing
	Institute programmes aimed at increasing oil production from existing wells both onshore and offshore	Launch of well activation programmes Implementation of additional strategies to introduce new capital, and technology	Ministry of Energy and Energy Industries	ongoing
	Implement a Cross Border Field Development Plan between Trinidad and Tobago and Venezuela	Establishment of Bilateral Treaties between both countries	Ministry of Energy and Energy Industries	2003 - 2005
Increase the efficiency of operations in the Sector	Increase efficiency in the retail marketing sector	Restructuring of the domestic retail market - open market to multi-nationals, removal of price controls and subsidies and granting of licenses to new entrants	Ministry of Energy and Energy Industries	ongoing
	Improve competitiveness and future profitability of the domestic refinery industry	Further upgrade of the refinery and enlistment of foreign strategic partner	Ministry of Energy and Energy Industries	ongoing
Promote natural gas production	Review the fiscal incentives and pricing regime for the sale of natural gas	Rationalisation of incentives and transparent gas price regime	Ministry of Energy and Energy Industries	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
	Conduct Reserves Audit updates	Provision of yearly updates of natural gas sub-sector	Ministry of Energy and Energy Industries	ongoing
	Expand the Atlantic LNG Project	Completion of Trains 2 and 3 of ALNG	Ministry of Energy and Energy Industries	2003
	Continue the strategic expansion of the gas based industry as informed by the Master Plan for Gas	Construction of fourth train of ALNG started Initiation of Gas-to -Liquids project	Ministry of Energy and Energy Industries	2003
	Continue projects aimed at encouraging a switch from crude oil and refinery-based fuels to gas-based fuels	Provision of additional CNG stations throughout the country and expansion into Tobago	Ministry of Energy and Energy Industries	ongoing
Strengthen the down-stream gas-based energy sector	Facilitate the development of the following projects: an ethane-based petrochemicals project, two additional methanol plants, two ammonia plants, a gas-to liquids plant and an aluminium smelter plant	Commencement of negotiations with interested parties for the construction of the named plants	Ministry of Energy and Energy Industries	2003
Regulate the Quarry Industry	Strengthen the legislative framework	Improvement in quarrying operations	Ministry of Energy and Energy Industries	2004
Improve health, safety and environment standards	Strengthen the legislative framework	Reduction of accidents and lost time within the industry Improved environmental practices Increased monitoring of installations	Ministry of Energy and Energy Industries	2004
Develop an Energy Policy	Ensure the widest participation in the formulation of measures /programmes for the continued development of the sector	Publication of an energy policy document to facilitate sustainable development	Ministry of Energy and Energy Industries	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA					
KEY ECONOMIC SECTORS					
<u>MANUFACTURING</u>					
Position Trinidad and Tobago as manufacturing centre of the Caribbean	Promote investment opportunities to local investors	Execution of 2 inward Investment Missions	TIDCO	2005	
	Simplify the approval process for investment	Growth in annual number of projects facilitated	TIDCO	2003	
	Enact new Foreign Investment Promotion Legislation	Investment Promotion Act in place	Ministry of the Attorney General	2003	
	Negotiate Bilateral Investment Treaties	Negotiations for 3 Treaties finalised	Ministry of Trade and Industry and Consumer Affairs	2003	
	Widen the capital market to increase access to equity finance		Increase in the number of local and regional securities listed on both primary and secondary stock markets registered	Securities and Exchange Commission/ Venture Capital Incentive Programme (VCIP)	ongoing
			Increase in equity available for reinvestment	VCIP	ongoing
			Increase in the number of businesses benefiting from equity/ Venture Capital	VCIP	ongoing
	Allocate funds for market development grants (including penetrating markets, standards, labelling, packaging)	Trade increases by 5% per annum in targeted markets	TIDCO, Ministry of Trade and Industry and Consumer Affairs	ongoing	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
Develop a strong, resilient outward looking orientation to global markets	Establish/use overseas trade and investment offices to provide direct and appropriate business, government contacts, current market intelligence and support for joint-venture arrangements	Expansion of Domestic trade by 30%	TIDCO, Ministry of Trade and Industry and Consumer Affairs	ongoing
	Develop and implement a comprehensive programme to encourage exporters to expand trade	Finalisation of export programme	TIDCO, Ministry of Trade and Industry and Consumer Affairs	2003
	Increase dissemination of information to exporters on available avenues of financing and new market opportunities	Introduction of export awareness programme	EXIMBANK	2003
Development of Human and Intellectual Capital to International Standards (Technology, Innovation, Services)	Formulate and implement a Science, Technology and Innovation Policy and Plan	Formulation of Science, Technology and Innovation Policy.	Ministry of Trade and Industry and Consumer Affairs/ Ministry of Science, Technology and Tertiary Education	2005
	Adopt an open door policy for foreign talent in targeted areas	Completion of a Needs Analysis to determine shortages	Ministry of Labour and Small and Micro Enterprise Development	2004
Develop an efficient system of air, land and sea links	Formulate and implement policies, programmes and projects to improve air, land and sea systems	10% increase in flights and shipping services to and from targeted markets registered	Ministry of Works and Transport	2005
Reinvent/reengineer domestic enterprises to respond to global challenges	Provide adequate support/ assistance to existing and potential industries	5% growth in industrial output in established and new industries noted	TIDCO	2005

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
Provide adequate safeguards to ensure fair competition	Promote cleaner production technologies (CPT)	Awareness of CPT increased in industry through hosting of CPT seminars	CARIRI	2003
	Initiate a new business expansion and industrial restructuring (BE&IR) programme	Establishment of programmes	Ministry of Trade and Industry and Consumer Affairs	2004
	Initiate a benchmarking programme to assist local industries to become internationally competitive	Development of a programme to benchmark national competitiveness performance against international standards	Ministry of Trade and Industry and Consumer Affairs	2003
	Revisit legislation on Anti-Dumping	Enactment of legislation	Ministry of Trade and Industry and Consumer Affairs	2003
	Increase stakeholder awareness of policies and procedures for dealing with unfair trade practices	Publication of drafted legislation on Fair Trading Bill and Safeguards for public comments	Ministry of Trade and Industry and Consumer Affairs	2003
Co-ordinate and facilitate investment, industrial promotion and activity	Finalise legislation on Fair Trading and Safe-Guard Mechanisms and ensure enactment	Implementation of amended legislation	Ministry of Trade and Industry and Consumer Affairs	2005
	Strengthen Administration of the Intellectual Property System	Enactment of Intellectual Property Laws	Intellectual Property Office	ongoing
		Staff trained through Fellowship Award Scheme	Intellectual Property Office	annually
	Develop Automated Vault System	Acceptance of applications in electronic format	Intellectual Property Office	2003
	Heighten awareness and use by public of intellectual property system	Education of public on patent information completed	Intellectual Property Office	2003
Provision of in-house searches of CD-ROM and online databases		Intellectual Property Office	2003	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
Enforce intellectual property	Continue cooperation with law enforcement	Expanded outreach to library users	Intellectual Property Office	ongoing
		Increase in use of technical information by industrial users and general public	Intellectual Property Office	ongoing
		Increase in awareness among officials from the Police Service and Customs	Intellectual Property Office	ongoing
<u>SERVICES</u>				
Position the financial services sector to become a financial services centre of the region	Strengthen supervision of the sector	Amendment of Securities Exchange Commission Act	Securities and Exchange Commission	2003
		Introduction of Mutual Funds Act		
		Amendment of Financial Institutions Act		
Develop the Information and Communications Technology (ICT) sector in Trinidad and Tobago	Operationalise the Trinidad and Tobago Telecommunications Authority	Integrated Supervision of Banks and Insurance Companies effected	Central Bank, Ministry of Finance	2003
		Production of draft discussion paper	Ministry of Finance	2003
		Finalisation of organisation structure	Ministry of Science, Technology and Tertiary Education/ Telecommunications Authority	2003
Recruitment and training of staff				
Develop the Information and Communications Technology (ICT) sector in Trinidad and Tobago	Operationalise the Trinidad and Tobago Telecommunications Authority	Regulations consistent with the Telecommunications Act drafted.	Ministry of Science, Technology and Tertiary Education	2004
		Approval of ICT strategy by Cabinet		
		Formulate a National Broadband Policy and a National Spectrum Management Policy		
Finalisation of policy				
		National Spectrum Management Policy drafted and approved by Cabinet		

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
Promote Information and Communication Technology (ICT) as a business enabler	Undertake institutional strengthening of the policy-making body	Staff trained in regulatory issues	Ministry of Science, Technology and Tertiary Education	2004
	Promote ICT usage in the SME Sector	A 5% increase in ICT usage in the SME Sector noted	Ministry of Science, Technology and Tertiary Education	2005
	Increase awareness of the general public and business sector of the scope and potential of ICT	A 25% growth in investments in ICT registered	Ministry of Science, Technology and Tertiary Education	2005
	Liberalise local telecommunications industry	A 10% increase in investment in Telecommunication and Information Technology recorded	Ministry of Science, Technology and Tertiary Education	2005
	Encourage the use of E-Commerce	A 5% increase in the use of E-Commerce registered	Ministry of Trade and Industry and Consumer Affairs	2005
	Develop a Technology Park	Development of Phase I of the Technology Park	Ministry of Trade and Industry and Consumer Affairs TIDCO	2004
<u>TOURISM</u> Improve the contribution of the tourism sector to national development and economic diversification	Ensure that growth of the sector is strategic and consistent	Development of strategic plan	Ministry of Culture and Tourism, TIDCO	2003
	Streamline the functions of the Ministry and the implementing agency, TIDCO	Completion of strategic visioning exercises	Ministry of Culture and Tourism, TIDCO	2003
	Re-position Trinidad and Tobago on a new competitive platform	Completion of re-branding project	TIDCO	2003
	Promote Trinidad and Tobago as a preferred	Promotion of Trinidad and Tobago as two distinct products	TIDCO	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
	destination for resort, festivals, events,eco,			
	sports and health tourism	Increased tourist arrivals and room occupancy levels	Ministry of Culture and Tourism, TIDCO	2003
	Develop and maintain regular airlift services to T & T from both regional and international destinations	Increased number of flights through tapping of new markets and strengthening of existing ones	Ministry of Culture and Tourism, TIDCO	2003
	Enhance the tourism product	Enhancement of beach facilities, re-furbishment of beach facilities, community parks	Ministry of Culture and Tourism, TIDCO	2003
		Development of ports		2004
		Development of the North and East Coasts of Trinidad		2005
	Sustain airlift to and from Tobago	Maintenance of direct service to Tobago	Airlift Committee	2003
		Re-negotiation of seat guarantee agreement	Airlift Committee	2003
	Increase investment in accommodation and other tourism-related projects	Provision of incentives under the Tourism Development Act (TDA) 2000	Ministry of Culture and Tourism, TIDCO	2003
		Amendment of TDA 2000		2003
		Education on tax concessions to potential investors	Ministry of Culture and Tourism, TIDCO	2003
	Provide intelligence for decision-making and strategic planning	Establishment of Research and Intelligence Units	TIDCO, Ministry of Culture and Tourism	2003
	Improve standards in the industry	Implementation of the Quality Tourism for the Caribbean Project	Ministry of Culture and Tourism, TIDCO	2003
	Improve awareness of the	Introduction of various school	Ministry of Culture	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
	tourism product	competitions, adult competitions and radio and television programmes	and Tourism	
	Develop the relevant Human Resources to more adequately serve the tourism industry in T & T	Development of Language Training Programmes, Customer Service Training, Tour Operator Management, Computer Literacy Training, Events Management Training and Project Management	Ministry of Culture and Tourism, TIDCO	2003
<u>AGRICULTURE</u>				
Increase the contribution of the agricultural sector to GDP	Develop infrastructure to support the sector	Upgrade fishing centres at Las Cuevas, Carli Bay, Sea Lots and San Fernando	Ministry of Agriculture, Land and Marine Resources	2003
		Rehabilitation of markets	Ministry of Agriculture, Land and Marine Resources	2003
		Construction of roads, bridges, drains, culverts, cylinders, sluice gates	Ministry of Agriculture, Land and Marine Resources	ongoing
		Construction of agricultural access roads	Ministry of Agriculture, Land and Marine Resources	ongoing
		De-silting of drains	Ministry of Agriculture, Land and Marine Resources	ongoing
		Establishment of water management and flood control systems	Ministry of Agriculture, Land and Marine Resources	2003
	Revitalise specific sub-sectors :	- Establishment of 1,000 acres of new cocoa plantations	Ministry of Agriculture, Land and Marine Resources	2003
	cocoa, small ruminant,	- Establishment of new small ruminant production units for increased production		2004
	rice, apiculture, and poultry	- Revitalisation of the apiculture industry and increased production		2003
		- Increase in the acreage under rice cultivation		2003
		- The full development and integration		

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
Increase the contribution of the agricultural sector to GDP	Extend the land tenure regularisation and land registry modernisation programmes Foster development and application of science and technology appropriate to the agricultural environment	of broiler industry and increase in the local production of hatching eggs	Ministry of Agriculture, Land and Marine Resources	2004
		Transfer of 4300 hectares of land to 2167 farmers		
		Establishment of Information Technology Units		
		Establishment of a National Agricultural Information System		
		Completion of Electronic Chart Display and Information System		
		Establishment of a Digital Electronic Tide Gauge Network for Trinidad and Tobago		
Increase competitiveness in export and domestic markets	Develop information systems to share information Develop and enforce grades and standards Enhance Veterinary Diagnostic Laboratory Strengthen Plant Quarantine Service in order to handle Regional and International Trade (Research Division)	Establishment of databases for information sharing on technology, markets, pest and disease control, fertilizer use, seeds and relevant statistics	Ministry of Agriculture, Land and Marine Resources	2005
		Development of standards		
		Establishment of laboratory		
		Achievement of international accreditation	Ministry of Agriculture, Land and Marine Resources	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date	
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA					
KEY ECONOMIC SECTORS					
<u>THE PEOPLE'S SECTOR</u>	Introduce Sustainable Management Strategies	Put sustainable management techniques in place for renewable marine and inland fisheries	Establishment of Fisheries Monitoring and Surveillance Unit	Ministry of Agriculture, Land and Marine Resources	2005
			Research on Inshore/Coastal Fisheries conducted	Ministry of Agriculture, Land and Marine Resources	2004
	Strengthen the Small and Medium Enterprises Sector	Facilitate greater access to funding through lower interest rates and loan agreements	Reduction of interest rate on loans to 2% below prime	NEDCO/BDC	2003
		Develop relevant, sector-specific and/or modular approaches to meet the specific needs of target groups	Development and implementation of sector specific strategic plans	NEDCO/BDC	2003
			Allocation of 15% of Government contracts to small businesses	NEDCO/BDC	2004
		Link training to the needs of industry as identified	Conduct of analysis and development of training plans	NEDCO/BDC	2004
		Provide comprehensive business support to enable SMEs to maximise potential	Development of a business support plan	NEDCO/BDC	2003
		Design and implement entrepreneurship programmes within the school curriculum and programmes	Introduction of small business and entrepreneurial programmes in secondary schools and in adult education programmes	NEDCO/BDC	2003
	Develop an entrepreneurial climate	Develop programmes geared towards increasing the level of awareness of producers including youths and small and medium manufacturers desirous of exporting	Development of export marketing programmes	TIDCO	2003

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ECONOMIC GROWTH AND DIVERSIFICATION AGENDA				
KEY ECONOMIC SECTORS				
Strengthen the Co-operative Sector to promote employment	Promote the establishment of co-operatives in all sectors of society	Finalisation of plan of action for the development of the non-financial sector	Ministry of Labour and Small and Micro Enterprise Development, Ministry of Trade and Industry and Consumer Affairs	2004
	Establish a framework for the development of the co-operative sector	Adoption of a National Co-operative Policy based on ILO principles	Ministry of Labour and Small and Micro Enterprise Development	2004
		Revision of legislation		2004
	Develop Policy Framework for SME development	Availability of approved policy	Ministry of Labour and Small and Micro Enterprise Development	2003 and ongoing
	Establish the National Entrepreneurship Development Company (NEDCO)	Creation of 5,000 new businesses	NEDCO	2003-2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ENVIRONMENTAL AGENDA				
ENVIRONMENTAL MANAGEMENT				
Adopt environmentally sustainable development strategies to ensure long term growth and development	Prevent, reduce or eliminate various forms of pollution to ensure adequate protection of the environment	Promotion of the use of cleaner burning fuels (CNG and LPG) and unleaded gasoline	Ministry of Public Utilities and the Environment	ongoing
		Control of noise level in domestic and industrial environments	Ministry of Public Utilities and the Environment	2003
		Management of sewage discharged	Ministry of Public Utilities and the Environment	2004
		Refinement of liquid effluent discharge standards	Ministry of Public Utilities and the Environment	2003
		Formulation of solid and hazardous waste inventory	Ministry of Public Utilities and the Environment	2003
		Remediation of lead pollution sites	Ministry of Public Utilities and the Environment	2004
		Monitoring ambient air quality	Ministry of Public Utilities and the Environment	2004
		Development of National Water Quality Standards	Ministry of Public Utilities and the Environment	2003
		Assessment of Ground Water Quality	Ministry of Public Utilities and the Environment	2003
	Completion of pilot watershed project	Ministry of Public Utilities and the Environment	2003	
	Introduce systems to enhance management of the country's natural resources	Implementation of National Environmental Information System (NEIS) and Management Information System (MIS)	Ministry of Public Utilities and the Environment	2004

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ENVIRONMENTAL AGENDA				
ENVIRONMENTAL MANAGEMENT				
Conserve the biological diversity of the country and the stability and resilience of the eco-system	Establish systems and programmes for protection of natural resources, sensitive areas and species	Reafforestation of denuded Northern Range	Ministry of Public Utilities and the Environment	2003
		Enhancement of forest fire protection capacity	Ministry of Public Utilities and the Environment	2003
		Strengthening of marine research capability	Ministry of Public Utilities and the Environment	2003
		Negotiation by Government with World Bank for grant funding of US\$4.2 Million under the Global Environment Facility to finance a National Parks and Wildlife Conservation Project	Ministry of Public Utilities and the Environment	2003
	Encourage greater involvement of communities in improving local conditions	Promotion of Community Based Forestry and agroforestry	Ministry of Public Utilities and the Environment	ongoing
		Provision of training for community groups and private land owners	Ministry of Public Utilities and the Environment	2003
		Execution of media campaign	Ministry of Public Utilities and the Environment	2003
	Promote greater sensitisation of the citizenry on sustainable development as they relate to environmental management	Integration of environmental studies in primary and secondary school curricula	Ministry of Public Utilities and the Environment	2003
		Opening of Nariva Swamp Visitor Centre	Ministry of Public Utilities and the Environment	2005
		Expansion of school tree-planting project	Ministry of Public Utilities and the Environment	2003
		Development and dissemination of	Ministry of Public	

SOCIAL AND ECONOMIC POLICY FRAMEWORK MATRIX

Policy Areas and Objectives	Principal Strategies and Measures	Performance Indicators	Responsible Agency	Target Date
THE ENVIRONMENTAL AGENDA ENVIRONMENTAL MANAGEMENT				
	Strengthen the legislative and institutional framework and enforcement mechanisms	material to schools on the environment Reintroduction of lapsed pieces of environmental legislation, i.e. water pollution rules Introduction of legislation dealing with industrial pollution, waste management, national parks and wildlife conservation	Utilities and the Environment Ministry of Public Utilities and the Environment Ministry of Public Utilities and the Environment	2003 2003

APPENDIX



Social Intervention Programmes

Programme/ Areas of Focus	Target Group	Programme Description	Lead Agency
Civilian Conservation Corps Training Youth Development	Young people between the ages of 18-24 years with limited or no qualifications	Provides educational and vocational training to high-risk youth	Ministry of National Security from six regional locations – Beetham Gardens, Maracas, St. Joseph and Valencia, Tabaquite and Biche, Point Fortin and Siparia, Tableland and Rio Claro, and Les Cousteaux and Roxborough
Adolescent Mothers Training Education	At risk teenaged girls and teenaged/ adolescent mothers	Provides support, counselling, personal development, remedial education, child-care skills, pre-vocational training and reproductive health education.	Child Welfare League of the Ministry of Social Development in conjunction with Non-governmental Organisations and Community-based organisations in the following areas.
On the Job Training Training Youth Development	Graduates of schools, public and private training institutions both at the Secondary and Tertiary levels. Young persons between the ages of 16 – 30 years	A pre-employment training programme that offers participants an induction into the world of work and focuses on the acquisition of occupational skills	Ministry of Science, Technology and Tertiary Education through four regional offices in Trinidad
Youth Training and Employment Partnership Programme Ltd. (YTEPP) Training Entrepreneurial Development Youth Development	Displaced workers, unemployed adults and workers of all age groups requiring skills upgrade	Provides skill-based training to enhance employability and entrepreneurial development	YTEPP Company operated under the Ministry of Sport and Youth Affairs
Social Help and Rehabilitation Efforts Poverty Alleviation Training	- Households bereft of any form of income and not in receipt of public assistance, Old Age pension or wages; and - Unemployed persons 18-65 years.	Provides emergency relief to the poor through temporary provision of food hampers and skills training	Social Services Delivery Unit of the Office of the Prime Minister. Facilitated by Non-governmental and community-based organisations

Social Intervention Programmes

Programme/ Areas of Focus	Target Group	Programme Description	Lead Agency
Community Education Support Programme Training Educational Development	Persons 15 years and older in the following categories: - Householders; - Unemployed persons; - Vulnerable and “at-risk” persons; - Voluntary community-based organisations; and - Graduates of the Skills Training and Development programme leading to the Entrepreneurial (micro-enterprise) Development and Management programme.	Promotes the equitable distribution of educational opportunities for people in the communities through the following: - Skills Training and Development; - Group Leadership Development and Management; - Community Awareness and Sensitization; and - Entrepreneurial Development and Management	Ministry of Community Development and Gender Affairs
Prime Minister’s Best Village Trophy Competition and Village Olympics Community Development	- Community organisations; - Unattached youths; - Persons engaged in the arts but not yet fully exposed; and - Talented persons who may be shy or reticent.	Showcases and develops the artistic and creative talents of the communities throughout Trinidad and Tobago.	Ministry of Community Development and Gender Affairs and is co-ordinated in eight (8) administrative districts with the participation of CBOs and NGOs.
Geriatric Adolescent Programme Training	Young people between 17 – 30 years	Provides training in geriatric care, sensitises young persons to the needs of the elderly	Ministry of Community Development and Gender Affairs and operated by regional co-ordinators
Export Centres Training Entrepreneurial Development	- Unskilled women and youth; - Single mothers; - Voluntary community-based organisations.	Promotes employment creation through the revitalization of the handicraft industry. Support provided with production, training and Research and Development and Information	Ministry of Community Development through fourteen production centres and four retail outlets located at Excellent City Mall Port-of Spain, Mid Centre Mall Chaguanas, Gulf City Mall La Romain and Mount Hope.

Social Intervention Programmes

Programme/ Areas of Focus	Target Group	Programme Description	Lead Agency
Neighbourhood Watch Community Development	- Village and Community Councils; - Women's Institute; - Youth organisations; and - NGOs, CBOs and religious organisations	Community programme partnered with the Police Service to address the incidence of crime in communities	Ministry of Community Development and Gender Affairs. Operating within the bounds of the District Police Station
Transformational and Development Centres Poverty Alleviation Education	Unemployed and vulnerable persons in society between the ages of 17 to 65 years	Meal programme operating on a three month cycle providing access by participants to skills training and entrepreneurial development	Ministry of Community Development
National Youth Outreach Programme Youth Development	Young people between the ages of 18-24 years with limited or no qualifications	Residential vacation programme that fosters national pride and patriotism in youth	Ministry of National Security
Youth Enterprise Development Programme Training	Young people between the ages of 18-24 years with limited or no qualifications	Provides micro enterprise Training and Development	Ministry of Youth and Sport Affairs in conjunction with the Ministry of Labour
Youth Development Programme Youth Development	Young people between the ages of 15-29 years	Affords opportunities for youth to interact and develop leadership and self confidence through participation in youth groups, community projects, youth camps and community centre activities	Ministry of Sport and Youth Affairs
Hearing Aid Programme Social Development	Hearing impaired of all age groups and general public	Provides testing and fitting of hearing aids	Trinidad and Tobago Association for the Hearing Impaired.
National Social Development Programme Community Development	Communities with infrastructural and developmental deficiencies lacking resources for implementation	Improves the living circumstances of community life in depressed areas through self-help initiatives with Government funding for infrastructure and community development.	Ministry of Public Utilities and the Environment in conjunction with Self-Help Commission of the Ministry of Community Development and Gender Affairs

Social Intervention Programmes

Programme/ Areas of Focus	Target Group	Programme Description	Lead Agency
Family First Project Family life Education	General public	Provides Parenting and Family Life Education and Information through four components - Conscious Parenting Project; - Family Life Management Programme; - Family First Project; and - Early Childhood Care.	National Family Services Division of the Social Services Delivery Unit, Office of the Prime Minister
Retirees Adolescent Partnership Programme Home Work Centre Youth Development	- Children of single parents; - Parents unable to provide homework supervision; and - Children included by school referral	After school programme, provides academic support to secondary school- age children using retired persons and young persons as teachers and tutors	Ministry of Community Development and Gender Affairs
Community Concerts Programme Community Development	Residents of Communities throughout the country	Promotes the skills and talents of community members through the staging of concerts at pre-determined venues throughout the country	Ministry of Community Development and Gender Affairs
Craft Skills and Artisans Programme Training Youth Development	Young persons between the age of 18 to 25 years	Provides training for persons with an affinity towards craft skills	Ministry of National Security
Aural and Visual Testing Programme for Primary School Children Social Development	All primary school Children between the age of 4 to 13 years	Provides aural and visual testing to detect sight and hearing impairment	Ministry of Education
Self-Help Programme Community Development	Communities across the country	Provides funding for infrastructural and community development programmes	Ministry of Community Development and Gender Affairs

