



THREE YEAR PUBLIC SECTOR INVESTMENT PROGRAMME 2013-2015

**Ministry of Planning and
Sustainable Development**

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ABBREVIATIONS

ACTI	Association of Caribbean Tertiary Institutions
ACTT	Accreditation Council of Trinidad and Tobago
ADR	Alternative Dispute Resolution
CARICOM	Caribbean Community
CARIRI	Caribbean Industrial Research Institute
CBBI	Community-based Business Incubators
CBO	Community Based Organisations
CCS	Carbon Capture and Storage
CCST	Caribbean Council of Science and Technology
CCTV	Closed Circuit Television
CDA	Chaguaramas Development Authority
CDF	Community Development Fund
CEC	Certificate of Environmental Clearance
CISL	Community Improvement Services Limited
CMMS	Computerised Maintenance Management System
CNG	Compressed Natural Gas
COHSOD	Council for Human and Social Development of the Caribbean Community
COMDESI	Community Centred Design & Innovation
COSTAAT	College of Science, Technology and Applied Arts of Trinidad and Tobago
CRH	Churchill Roosevelt Highway
CROSQ	CARICOM Regional Organisation for Standards and Quality
CSO	Central Statistical Office
CSP	Citizen Security Programme
EAP	Employee Assistance Programme
EBC	Elections and Boundaries Commission
ECCE	Early Childhood Care and Education
ECIAF	Eastern Caribbean Institute for Agriculture and Forestry
EDB	Economic Development Board
EIA	Environmental Impact Assessment
EMA	Environmental Management Agency
EMBD	Estate Management and Business Development Limited
EPA	Economic Partnership Agreement
EPOS	East Port of Spain Development Company Limited
ESA	Environmental Sensitive Area
eTeck	Evolving Technologies and Enterprise Development Limited
EU	European Union
EWMSC	Eric Williams Medical Sciences Complex
FIMS	Financial Information Management System
FPAMA	Forest and Protected Areas Management Authority
GORTT	Government of the Republic of Trinidad and Tobago
HDC	Housing Development Corporation

HIMS	Health Information Management System
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
HR	Human Resource
HSRP	Health Sector Reform Programme
HYPE	Helping You Prepare for Employment
IAAC	Inter-American Accreditation Cooperation
ICON	Inspiring Confidence in Our Neighbourhood”
ICT	Information Communication Technology
IDB	Inter-American Development Bank
IDF	Infrastructure Development Fund
IhRIS	Integrated Human Resource Information System
IMA	Institute of Marine Affairs
IVF	In-Vitro Fertilization
LGRP	Local Government Reform Programme
LSA	Land Settlement Agency
M&E	Monitoring and Evaluation
MDP	Municipal Development Plan
MFPLMA	Ministry of Food Production, Land and Marine Affairs
MIC	Metal Industries Limited
MIP	Municipal Investment Plan
MLG	Ministry of Local Government
MLSMED	Ministry of Labour and Small and Micro Enterprise Development
NMC	National Mail Centre
MIP	Municipal Investment Plan
MNS	Ministry of National Security
MoE	Ministry of Education
MOU	Memorandum of Understanding
MTP&SD	Ministry of the People and Social Development
NACC	National Aids Coordinating Committee
NALIS	National Library and Information System Authority
NAPA	National Academy for the Performing Arts
NCSHL	National Commission for Self Help Limited
NEC	National Energy Corporation
NES	National Employment Service
NESC	National Energy Skills Center
NGC	National Gas Company
NGO	Non-Governmental Organisation
NHP	National Highway Programme
NIB	National Insurance Board
NIHERST	National Institute of Higher Education, Research, Science and Technology
NIPDEC	National Insurance Property Development Company
NMC	National Mail Centre
NOMP	National Organisational Mentoring Programme
NPMC	National Petroleum Marketing Company Limited
NPSTA	National Public Service Transformation Agenda

NQF	National Qualifications Framework
NSDP	National Skills Development Programme
NTA	National Training Agency
NUP	Neighbourhood Upgrading Programme
NYCTT	National Youth Council of Trinidad and Tobago
OAS	Organisation of American States
OPGW	Optical Ground Wire
OSHA	Occupational Safety and Health Act
PAN	Positive Adolescent Network Yard Initiative
PATT	Port Authority of Trinidad and Tobago
PCEMP	Public Capital Expenditure Management Programme
PIU	Programme Implementation Unit
PLWHA	Persons Living With HIV/AIDS
PMAS	Performance Management and Appraisal System
PMU	Programme Management Unit
POSGH	Port-of-Spain General Hospital
PSAEL	Palo Seco Agricultural Enterprises Limited
PSI	Population Services International
PSIP	Public Sector Investment Programme
PSRIP	Public Sector Reform Initiation Programme
PTSC	Public Transport Service Corporation
PURE	Programme for Upgrading Road Efficiency
R&D	Research and Development
RBMS	Results Based Management System
RDC	Rural Development Company
RFP	Request for Proposal
RHA	Regional Health Authority
RMMS	Routine Maintenance Management System
ROP	Repeat Offenders Programme
ROSQ	Regional Organisation for Standards and Quality
RRM	Routine Road Maintenance
RSHDC	Regional Social Human Development Councils
SAUTT	Special Anti-Crime Unit of Trinidad and Tobago
SEMP	Secondary Education Modernization Programme
SEPP	Socio Economic Project Planning
SES	Seamless Education System
SEW	Single Economic Window
SFGH	San Fernando General Hospital
SIDC	Seafood and Industry Development Company
SILWC	Sugar Industry Labour Welfare Committee
SME	Small and Micro Enterprises
SPS	Sanitary Phytosanitary
SPSEs	Special Purpose State Enterprises
STAR	Service Training Attitude and Respect
STEP	Small Tourism Enterprise Projects

STP	Sewerage Treatment Plant
SWMCOL	Solid Waste Management Company
T&CPD	Town and Country Planning Division
T&T Ent	Trinidad and Tobago Entertainment Company
T&TEC	Trinidad and Tobago Electricity Commission
TCPD	Town and Country Planning Division
TDC	Tourism Development Company
THA	Tobago House of Assembly
TIC	Trade and Investment Convention
TMB	Traffic Management Branch
TOR	Terms of Reference
TQF	Tertiary Qualifications Framework
TTBS	Trinidad and Tobago Bureau of Standards
TTFC	Trinidad & Tobago Film Company
TTHTI	Trinidad and Tobago Hospitality and Tourism Institute
TTIC	Trinidad and Tobago Innovation Centre
TTIT	Trinidad and Tobago Institute of Technology
TTPOST	Trinidad and Tobago Postal Corporation Limited
TTPS	Trinidad and Tobago Police Service
TTTIC	Trinidad and Tobago Tourism Industry Certificate
TUCO	Trinidad Unified Calypsonian Organisation
UBH	Uriah Butler Highway
UDeCOTT	Urban Development Corporation of Trinidad and Tobago
UNDP	United Nations Development Programme
UTT	University of the Trinidad and Tobago
UWI	University of the West Indies
VFM	Value for Money
VHL	Vanguard Hotel Limited
VMCOTT	Vehicle Maintenance Corporation of Trinidad and Tobago
WAN	Wide Area Network
WASA	Water and Sewerage Authority
WTP	Water Treatment Plant
XRF	X-Ray Fluorescent
YAPA	Youth Apprenticeship Programme in Agriculture
YFS	Youth Friendly Spaces
YouthRISE	Youth Resources for Implementing Successful Enterprises
YTEPP	Youth Training and Employment Partnership Programme

INTRODUCTION

1. The Public Sector Investment Programme (PSIP) is one of the key development instruments and strategic management tools to translate the national development objectives of the Government into viable programmes and projects geared towards achieving the desired national outcomes. In 2013, the Government reintroduced the Three Year Public Sector Investment Programme for the period 2013-2015, which outlines a three-year investment portfolio of capital projects aligned to the Medium-term Policy Framework (MTPF) 2011-2014 and which will be the key mechanism for coordinating the implementation of medium-term socio-economic policy objectives. The medium-term outlook to budgeting also seeks to effectively link policy, planning budgeting and measurement of performance.

2. Over the medium-term, Government's intent is to detail a core set of programmes and projects that can be sustained, with careful regard to the likely availability of financial resources even in the context of the vulnerability of revenue inflows to external shocks, as well as giving consideration to implementation capability.

3. This multi-year PSIP, as one of the principal implementation mechanisms of the national policy framework, will assist in achieving greater coherence and effectiveness in the execution of the national development objectives. The three-year PSIP also enforces the overall focus of the Ministry of Planning and Sustainable Development to integrate and articulate Government's approach to development on the basis of shared priorities and cross cutting interventions.

4. Formulation of the PSIP 2013-2015 was based on an evaluation and prioritization of projects against key policy measures and strategies as outlined in the MTPF, which articulates Government's commitment to socio-economic transformation for a secure, prosperous and sustainable nation and for which five (5) Strategic Priorities have been identified as follows:

- Crime and Law and Order
- Agriculture and Food Security
- Health Care Services and Hospitals
- Economic Growth, Job Creation, Competitiveness and Innovation
- Poverty Reduction and Human Capital Development

5. The three-year PSIP will streamline the portfolio of projects to ensure the following:

- closer alignment with the national priorities
- greater impact on people and communities
- a reduction of development programme expenditures that have become characterised as annual requests for disbursements, without due regard to proper project conceptualisation, feasibility analysis and planning principles
- a shift in emphasis from isolated projects to long-term integrated investment programmes formulated with reference to a public investment strategy determined by national objectives

6. Therefore, the purpose of the three-year PSIP commencing with the 2013-2015 period is to:

- be a primary programming tool for identifying and listing specific programmes and projects as well as activities to achieve the broader sectoral goals and targets specified in the MTPF
- attract investment
- be the mechanism for allocating resources to investment programmes that are nationally identified priorities shown in the MTPF 2011-2014, as well as a tool for monitoring the progress of this alignment over time

7. The Ministry of Planning and Sustainable Development will also monitor and measure performance over the medium-term. This will be done not only in terms of expenditure but in accordance with the deliverables of planned activities to measure outputs so as to evaluate these in terms of outcomes and impacts of the key results areas of Government policy. This will give greater coherence to Governmental action through Ministries and Departments and will provide a rational basis for the assessment of performance.

8. It is the intention over the medium-term that the MTPF 2011-2014 and the PSIP 2013-2015 will be supported by a National Policy Review. The institutionalisation of this Review will serve to:

- ensure consistency and alignment of the various sectoral policies and strategies with the MTPF 2011-2014
- identify any policy gaps that may exist and recommend new initiatives for implementation by individual Ministries, Departments and the THA
- identify any legislative and/or regulatory adjustments that may have to be initiated by Ministries and Departments

9. In addition to the three-year PSIP, the Ministry of Planning and Sustainable Development will be institutionalizing a new approach in determining the composition of the PSIP geared towards transforming the Programme into a more robust tool for development. The new approach will entail the following:

- Ministries and Departments will be required to complete a business case for projects, which would include indicators for value for money as well as a system for monitoring and evaluation of projects and programmes
- Ministries and Departments will be required to submit proper project documentation for projects
- the selection and prioritization of projects will be based along the lines of policy objectives as articulated in the MTPF 2011-2014
- an indicative budget ceiling for each Ministry/Department will be determined by the Ministry of Planning and Sustainable Development and communicated via the Call Circular; selection, screening and prioritisation of Ministries' projects based on their lump-sum allocations which will be submitted to the Ministry of Planning and Sustainable Development for further review. This approach will necessarily cause Ministries to seriously rethink the composition and size of their slate of projects for the fiscal year 2014 and beyond
- Ministries and Departments will be required to submit new projects with supporting documentation to the Ministry of Planning and Sustainable Development for review prior to seeking Cabinet's approval for the project. The projects will be reviewed to ensure their alignment with national objectives and that they are well defined and profiled. This process will lead to a pipeline of projects that are 'bankable'.

THE MACRO-ECONOMIC FRAMEWORK

10. Prior to the global financial crisis in 2009, Trinidad and Tobago's economy enjoyed robust annual average growth rates of approximately 6.5 per cent from 1995 due to a high performing Energy Sector. However, for the third year in a row since 2009, growth rates have slowed, with the economy experiencing growth of 1.4 per cent in 2011. This slowdown reflects the combination of negligible increases in contributions of both the petroleum and non-petroleum sectors.

11. The volatility and exhaustibility of energy revenues present challenges to the design of suitable policy frameworks for Trinidad and Tobago. Similar to many other countries, the Government responded to the global recession by adjusting the level, as well as increasing the efficiency of its expenditure. However, the challenge remains one of ensuring short-term macroeconomic and fiscal stability, achieving long-term fiscal sustainability and adequate savings for future generations while allocating sufficient resources to meet current development needs. Capacity constraints also limit the quality and effectiveness of spending and there is also an urgent need to develop the appropriate institutions, increase labour force participation and productivity and foster entrepreneurship.

Macro Economic Overview

12. Over the medium-term 2013-2015, Government will work towards changing the present economic environment to one which will maintain macroeconomic stability primarily by conducting sound monetary and fiscal policies, promoting healthy current and capital accounts and balance of payments, while containing inflationary pressures. A package of well-targeted stimulus measures will ensure stable growth and high levels of employment.

13. Although production declines in the energy sector and the tightening of revenues have led to a revision of estimates, Government will continue to direct spending toward priority projects, particularly in the area of critical infrastructure. While achieving sustainable growth is admittedly Trinidad and Tobago's number one economic challenge, Government will ensure there is investment in areas such as education, innovation, and in promoting competitiveness, productivity, and the optimal functioning of the labour market.

14. A single digit inflation rate remains important to the achievement of macroeconomic stability. It is crucial to anchoring inflation expectations while maintaining price stability and providing a suitable environment for business planning and investment activity. With underlying (core) inflationary pressures well contained, the Central Bank maintained an accommodative monetary policy stance in an effort to stimulate growth in the domestic economy and support the expansion of economic

activity. The repo rate was maintained at 3 per cent, the rate to which it was lowered in July 2011. Over the next three years, this policy stance will be continuously reviewed and adjusted as the prevailing circumstances requires.

15. Sluggish credit demand combined with limited capital market activity was the main factor contributing to the significant growth in excess reserve deposits. The Central Bank has sought to reduce this excess liquidity through the use of compulsory reserve deposits and through sales of foreign exchange. By the end April 2012, excess reserves were reduced to roughly one-half of the peak of \$6.1 billion. The high level of excess reserves has put downward pressure on short-term interest rates. In the review period, three-month Treasury bill rates reached a low of 4 basis points. As such, the Bank will continue to adjust its approach as the need arises.

16. Capital market reforms were also introduced to encourage the domestic mobilisation of savings. The Trinidad and Tobago Stock Exchange adopted a new method of determining the closing price of stock listed on the first and second tier and mutual fund markets. Also, the Insurance, Central Bank and Financial Institutions Acts were amended towards enhancing the coverage and effectiveness of the regulatory authorities. These and other necessary reforms will be pursued over the next three years.

17. Prudent fiscal and monetary policy co-ordination as well as public and private collaboration will ensure sound economic management. Additionally, macroeconomic policy must be flexible and responsive to both internal and external shocks that may impact the economy simultaneously. In this regard, the focus will be on growth with fiscal discipline, ensuring that the public debt remains sustainable, the unemployment rate is below six per cent and foreign exchange reserves are fairly robust at over 12 months of import cover.

Medium-term Outlook

18. Over the medium-term, it is expected that through a number of new economic strategies there will be a shift from overreliance on the hydro carbon sector. While the Energy Sector will remain one of the main drivers of the economy, it should be noted that as production in the Sector improves in response to a new package of incentives which spans the value chain, the Sector's contribution to growth will continue as the other sectors emerge.

19. Given that exogenous shocks to our energy sector have a dramatic impact on the entire economy, particularly exports, Government revenue and ultimately growth, crafting our economic strategy must be addressed holistically. However, it should be noted that notwithstanding that as production in the energy sector improves in response to a new package of incentives which spans the value chain, the sector's contribution to growth will continue as the other sectors emerge.

20. In an effort to address the fundamental issue of overdependence on the hydrocarbon sector the economic strategy will be to insulate the economy from the effect of economic shocks through the creation and development of other strategic growth clusters. A structural shift in the economy is expected to commence as sectors such as manufacturing, IT, telecommunications and the creative industries increase their contribution to GDP growth.

21. Emphasis will be placed on productivity-led growth, a more diversified production structure, value and wealth creation; building the knowledge and talent of our human resources; and socio-economic development in the context of prudent spatial management and environmental limits. In terms of diversification, six (6) strategic business clusters and potential value chains from these clusters have been identified for development: Food Sustainability; Energy; Maritime; Tourism and Financial Services; and Culture and Creative Industries. These areas were selected based on the potential for expanding employment opportunity; global competitiveness; and net foreign exchange earners.

22. In order to achieve sustained growth at higher levels than at present, Government will continue to strengthen the foundations of the economy, pursue diversification measures and restructure the economic base. Therefore, the medium-term economic strategy will focus on the promotion of a conducive environment for growth and competitiveness by strengthening the functioning of the legal system; creating a facilitative environment for an advanced ICT infrastructure; providing a stable Government; promoting savings and investment and making strategic interventions with public sector spending especially on social infrastructure projects which have a high impact on communities and facilitates job creation.

23. The key components of a knowledge economy include a greater reliance on innovation capabilities rather than on physical inputs or natural resources, as well as continuous improvements in every stage of the production process. In this regard, Government is committed to the promotion of innovation as the basis for transforming existing production systems and creating new goods and services. The medium-term economic strategy will also place emphasis on the following:

- establishing an innovation system with supporting mechanisms for financing, intellectual property protection and linkages between research and development and commercialisation
- targeting innovation initiatives at areas that have the potential to provide high impact in terms of value creation and job generation
- developing a framework to attract and retain talent in the country
- establishing a comprehensive incentive programme to attract entrepreneurs and support incubators in Trinidad and Tobago

- promoting a stronger research effort that is supported by the re-orientation of education resources towards science-based learning and a rethinking of curriculum in alignment with market demand, the entrepreneurial imperative and the diversification thrust
- establishing mechanisms to link research to commercial prospects and industry innovation

24. In moving towards sustainable development, the mission, as outlined in the MTPF 2011-2014 is “to achieve economic inclusiveness in an innovation-driven growth economy with greater equity, more meaningful participation and a rising tide of prosperity for all in Trinidad and Tobago”.

25. Within the context of the seven development pillars articulated by the Government, the main thrusts of the MTPF are to:

- diversify and deepen the production base in order to ensure that in a context of depleting energy resources, the economy will continue to grow and sustain a high standard of living
- move the economy up the value chain, improve competitiveness and expand investment both local and foreign
- have a secure and safe nation and to strengthen the framework, institutions and infrastructure to support human security
- expand the capacity of our citizens for knowledge accumulation and use, innovation, creativity and entrepreneurial activity
- reduce socio-economic and regional inequalities within our borders, move people out of poverty and promote social inclusion through more meaningful economic participation

26. In setting five (5) priorities for action over the next three years, the Government is effectively responding to some of the major concerns of the population while, at the same time, building the foundations for achieving sustainable economic and social advancement of all citizens in the future. The priorities in the MTPF 2011-2014 are outlined at Paragraph 4.

27. An important thrust of the economic and social transformation effort is the wider dispersion of productive activities across the country. Government has identified five (5) Growth Centres for focused attention – Central; South Western Peninsula; East Port of Spain; North-Coast in Trinidad; and the North-East Region of Tobago. The chosen areas will benefit from a special package of fiscal incentives and will be allowed to access the tax incentives provided to the Agriculture, Manufacturing and Tourism Sectors.

28. For the MTPF period, Government aims at striking an appropriate balance in fiscal and monetary policy to maintain macroeconomic stability and promote broad-based growth. As to the latter, the structural policy and programs which will boost productivity, competitiveness and employment generation have been prioritised. Also, over the medium-term, growth rates are projected to increase, starting with approximately 1.8 per cent in 2012. For the period 2013-2016, real GDP growth rates are targeted at 3 per cent per annum.

PUBLIC SECTOR INVESTMENT STRATEGY

29. Government's target is to increase economic growth by three per cent (3%) per annum over the medium-term by focusing on an investment strategy which is premised on the transformation of Trinidad and Tobago's economy through diversification into six (6) strategic business clusters, investment in human capital, and creation of knowledge industries and reduction in poverty.

30. The transformation will take into account counter-cyclical industrial diversification with a concentration on domestic capital building. The challenge for the Government is the effective utilisation of resources into growth-enhancing activities that generate income and wealth with an associated reduction in poverty levels. As such, focus will be placed on capital formation to provide adequate and growing infrastructure for increased productivity and competitiveness and in accessing the growing out-sourcing markets in the world.

31. To achieve this outcome, a structured investment strategy is needed. During the period 2004 -2008, the average ratio of Gross Capital Formation (GCF) to GDP in Trinidad and Tobago was 17.5 per cent¹. Although part of this relatively good performance was the high investment ratios observed in the oil boom eras, Trinidad and Tobago's capital formation still seemed low when benchmarked against countries such as China - 42.4 per cent; Russia - 22.3 per cent; and South Africa - 19.9 per cent (2004 - 2008 average). The Government is committed to increasing the GCF which is a necessary condition for growth, employment and development over the medium-term and therefore will seek to strive for a public investment rate of eight per cent (8per cent) of GDP per year.

32. For 2013-2015, the public investment strategy will seek to enable the achievement of the policy measures and strategies outlined in the MTPF 2011-2014. The total public investment by the Central Government, Local Government and the Tobago House of Assembly over the medium-term is projected to be approximately \$23,000 million with an emphasis on investing in economic growth, poverty reduction and human capital development as well as the improvement in law enforcement. Specifically, Economic Growth, Job Creation, Competitiveness and Innovation is estimated to account, on average, for 36 per cent of total public investment during 2013-2015 while for Poverty Reduction and Human Capital Development it is estimated at 28 per cent over the same period. Crime, Law and Order is estimated to be 13 per cent. These three (3) Strategic Priorities will account for approximately 77 per cent of the overall medium-term public investment budget. The key principle that will drive public investment in the medium-term will be the Government acting as a facilitator in the economic and social transformation of the country.

¹ Central Bank of Trinidad and Tobago, Summary of Economic Indicators June 2012

33. A striking feature of the recent investment process in Trinidad and Tobago is the large heterogeneity by economic sector. In terms of current prices, the petroleum and nonpetroleum sectors expanded by 11.6 per cent and 5.4 per cent, respectively. Overall growth in both the energy and non-energy sectors reflect the growth in investment in the respective sectors: it is booming in one and sluggish in the other. While fiscal policy is moving in the right direction, and many of the constraints to growth have already been eliminated, the underdevelopment of the non-energy tradable sector could seriously hamper Trinidad and Tobago's future economic growth. Government will seek to increase non-energy exports by 100 per cent over the medium-term.

34. Over 2013-2015, it is expected that the private sector will play a greater role than previously in the area of investment in support of economic transformation. Government is of the view that the investment level by the private sector, both local and foreign, should match or exceed the annual \$7,000 - \$8,000 million in public sector investment spending to be undertaken by Government during the same period. In addition, publicly owned institutions also invest heavily in infrastructure development and there will be opportunities for divestment of some state-owned enterprises over the next three (3) years. Investments from the private sector are needed to improve productivity and competitiveness, to expand exports and to diversify its investment portfolio in alignment with new markets.

35. Thus, it is necessary to mount an aggressive investment strategy to materialise new investment in a cluster-type development approach. Targeted clusters for investment include Energy, Food Sustainability, Culture and Creative Industries, Maritime, Tourism and Financial Services. These clusters will consist of a highly efficient, self-sustaining network of businesses and other supporting institutions with complex value chains producing goods and services that are of a higher value, generate increased foreign exchange and increase competitiveness.

36. As a foundation for building a competitive economy, focus will also be on widespread ownership as an investment strategy. Initiatives aimed at achieving widespread ownership are: divestment of state enterprises to improve the efficiency of the state enterprise sector and to foster asset accumulation across the wider population; expansion of public offerings programme to increase stock market capitalisation and provide opportunities for businesses in all clusters to raise capital; development of the local capital market, robust securities market regulation and oversight with new Securities legislation.

37. Government will be placing considerable emphasis on improving the investment environment in an attempt to attract both local and foreign investors and will be finalising an Investment Policy. The purpose of the new policy will be "to prescribe the legislative changes necessary to improve the institutional and regulatory framework for investment". It will include the review of the Foreign Investment Act of 1990 toward the drafting of a new Investment Act which will take into consideration Trinidad and Tobago's

commitments under the Revised Treaty of Chaguaramas, and under the many bi-lateral investment treaties signed with foreign countries.

38. To further enhance its role as a facilitator, Government undertook the rationalisation and streamlining of investment agencies to better attract new investment into the economy. A new structure for investment policy making and implementation of investment promotion and execution for Trinidad and Tobago was recently implemented. The new arrangement gives the Economic Development Board (EDB) advisory responsibility to Government on new areas of business development for the non-energy sector, the development of new economic spaces (5 Growth Centres) and the investment policy. The Council for Competitiveness and Innovation (CCI) will advise on strategies for investment climate reform. InvesTT, as the national investment promotion agency, will implement Government's investment policy and act as the national gateway and point of access for potential investors. The National Energy Corporation (NEC), the Trinidad and Tobago International Financial Centre Management Company Limited (TTIFC) and the Tourism Development Company (TDC) will focus on the development of the energy, financial services and tourism sectors, respectively.

39. Government, as part of its public investment strategy over the medium-term, will continue to support and strengthen these agencies to fulfill their mandates in creating the new thrust in investment facilitation that would eventually lead to an improvement in the country's global competitiveness.

40. Private investment resources will also be mobilised through Public-Private Partnerships (PPP) which will be used over the medium-term for infrastructural projects. The objective is to alleviate infrastructure bottlenecks in Trinidad and Tobago and expand access to effective and efficient infrastructure and infrastructure-related services through the application of PPP models. Government will also seek to identify two or three relevant pilot PPP projects. It is expected that in developing and implementing these PPPs, the technical, managerial and institutional capacity to design and manage PPPs will be developed and embedded within key Government Ministries and Agencies. The PPP Project is supported by a Grant from the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB).

41. Policy and institutional reform of the public investment management system is expected to commence and will be actively pursued over the medium-term. Government will accelerate meeting its obligations under the IDB-assisted Public Capital Expenditure Management (PCEM) Loan. The PCEM is a policy-based loan aimed at the identification and implementation of policy measures for achieving improvements in the quality of public investment through the enhancement of the policy formulation process that guides the investment decisions and establishing of systems to evaluate, rank, and select proposed public investment projects, based on objective criteria.

42. More specifically, starting with the 2013 PSIP, the three-year PSIP seeks to improve the country's infrastructure, stimulate the economy and invest in projects that would create future jobs and earnings. The three-year PSIP comprises a mix of on-going projects and new initiatives aimed at realizing these objectives.

THREE-YEAR PSIP 2013 – 2015

Size of the Three-Year PSIP 2013-2015

43. Government proposes to invest an amount of \$22,830 million over the three-year period 2013-2015. This is based on requests that stand at \$65,640 million for the period. The projected expenditure over the three-year period averages \$7,610 million per annum which is consistent with past annual PSIPs.

Financing of the Three-Year PSIP 2013-2015

44. The majority of the funding requirements for the period will be sourced mainly from the Infrastructural Development Fund (IDF) in the amount of \$13,467.9 million or 59 per cent of the estimated total funding required, while \$9,362.5 million or 41 per cent, will be accessed through the Consolidated Fund. This pattern is consistent with past trends, where the greater portion of the PSIP focuses on mainly infrastructural projects being implemented through Special Purpose State Enterprises (SPSEs). Furthermore, Government revenue will continue to provide the majority of funding for projects and programmes in the PSIP (96.8 per cent in 2013). The IDB will continue to be the biggest contributor of loan and grant financing to the Government of Trinidad and Tobago over the medium-term.

Strategic Priority Allocations

45. As can be seen from Table I below, the indicative total of \$23,830.4 million will be allocated over the three year time period and across the Strategic Priorities as follows:

- Economic Growth, Job Creation, Competitiveness and Innovation - 35.7 per cent
- Poverty Reduction and Human Capital Development – 27.8 per cent
- Crime and Law and Order - 13.2 per cent
- Health Care Services and Hospitals – 8.5 per cent
- Agriculture and Food Security – 6.3 per cent

46. Projects and programmes that facilitate the Priority initiatives will utilise 8.5 per cent of the total indicative allocation over the period. Appendices I and II refer.

Table I
PSIP 2013-2015 - Funding by Strategic Priorities
(TT\$Million)

Strategic Priorities	Total Allocation	Per cent
Crime and Law and Order	3,003.2	13.2
Agriculture and Food Security	1,426.6	6.3
Health Care Services and Hospitals	1,938.6	8.5
Economic Growth, Job Creation, Competitiveness and Innovation	8,182.4	35.7
Poverty Reduction and Human Capital Development	6,350.1	27.8
Facilitative Priority Initiatives	1,929.5	8.5
Total	22,830.4	100.0

Source: Ministry of Planning and Sustainable Development

Limitations of the Three-Year PSIP 2013-2015

47. The limitations of this first attempt at developing the three-year PSIP 2013-2015, must be clearly outlined. By so doing stakeholders in the process will fully appreciate the work that lies ahead in fiscal year 2013, in addressing the weaknesses to fully realize the benefits of undertaking this new approach to the PSIP, as opposed to the annual perspective that was hitherto employed. The three-year PSIP 2013-2015 is therefore a work in progress.

48. The three-year PSIP 2013-2015 was mandated by the Minister of Finance Call Circular No. 1 dated February 15, 2012. Contained therein were new reporting requirements and a new methodology to facilitate the production of the three-year PSIP 2013-2015. However, not all Ministries and Departments complied with the Call Circular with respect to the projections for 2014 and 2015.

49. As a result, the total requests for funding for 2013, 2014 and 2015 were \$33,540 million, \$18,158 million and \$13,941 million, respectively. This general decline in requests for funding is atypical since it has historically been trending upwards and in recent years has averaged at approximately \$30,000 million per year. This decline may be explained by the following:

- the non-compliance of some Ministries and Departments in submitting requests for funding for 2014 and 2015 even where projects are to be continued
- among those who did comply, a less than rigorous approach used in considering funding requirements for 2014 and 2015
- a general lack of properly developed new projects and programmes, including pipeline projects, which are actively being considered for implementation over the medium-term

50. Consequently, the total requests for funding for the 2014 and 2015 are significantly understated while the use of an average annual budget ceiling of \$7,610 million for the same period is realistic. This suggests that when the requests for funding for 2014 and 2015 are made more robust and realistic, the Ministry of Planning and Sustainable Development will have to re-prioritise the projects and programmes in keeping with national objectives to determine those which will receive allocations in order to stay within the average annual budget ceiling of \$7,610 million.

51. These deficiencies will be addressed by Ministries and Departments over the course of the 2013 fiscal year to refine their requests for funding for the 2014-2016 Estimates.

52. In this regard, the Ministry of Planning and Sustainable Development is in the process of strengthening the systems to effectively institutionalize the three-year PSIP. This will include the procurement of a consultant to develop guidelines for the three-year PSIP and to provide training to line ministries and implementing agencies in developing their three-year PSIPs. These initiatives should result in greater compliance with the Call Circular requirements as well as produce a more robust Three-Year PSIP, commencing in fiscal year 2014.

STRATEGIC PRIORITIES AND SECTORAL EMPHASIS

STRATEGIC PRIORITY – CRIME AND LAW AND ORDER

53. Crime and citizen security is one of the most formidable challenges faced by Trinidad and Tobago. A high level of crime is costly both in economic and social terms. From an economic perspective it threatens the business environment and has a negative impact on the investment climate with the potential to threaten both foreign and local investor confidence as well as increase the cost of doing business, thus hindering economic growth and sustainable development. It also impacts on human and social conditions by adversely affecting the quality of life of individuals, families and communities.

54. The Government of Trinidad and Tobago recognizes the gravity of this problem and has outlined a strategic approach to both contain and reduce criminality. This is based on a multi-pronged approach and involves strengthening law enforcement and its agencies, as well as strengthening the legal framework and the criminal justice system; improvement in infrastructure and solvency rates, via technology, and the surveillance and control of borders; reduction of recidivism through rehabilitation and social interventions; and the provision of opportunities for meaningful economic participation. Priority will be given to the use of innovative technology-driven techniques that would help improve detection and solvency rates. Two critical initiatives in this regard are the automation of Police Administration and the National Security Operations Centre.

55. Efforts in the area of crime reduction are to be supported by the medium-term economic strategy that deals with economic growth and the creation of sustainable employment opportunities.

56. The delivery of an effective and efficient judicial system will centre on the construction of additional courts and special courts over the medium-term, including the use of video-conferencing technology. This multifaceted approach is being executed with the prime objective of creating an environment which ensures public safety, security and the protection of life and property. New legislation including the Trafficking in Persons Bill and the Miscellaneous Provisions (Bail and Kidnapping Bill 2010) are to be used in combating the crime situation. On the preventative side, initiatives such as the National Structured Mentorship Programme, which was launched in April 2011, will provide and facilitate a sustained relationship between adults and youths aged 9-25. In this Programme, the adult offers support, guidance and assistance to the youths in important growth and personal development challenges.

Public Safety and Citizen Security

57. Providing citizen security and safety will continue to be at the centre of Government's plans for national development in the ensuing three (3) years. During this time, the PSIP will facilitate investments in physical infrastructure of and equipment for the various agencies involved in addressing crime issues and engendering a sense of security among citizens.

58. The IDB-assisted Citizen Security Programme (CSP) will continue with its programme of activities to reduce crime and violence in high risk areas which will be increased from 22 to 30. Activities planned for the period include:

- initiation of a cease-fire intervention pilot project targeted at high risk groups
- the Pan Initiative involving pan camps
- establishment of youth-friendly spaces at 15 sites to provide a full range of affordable and accessible services to young people
- provision of assistance to the Trinidad and Tobago Police Service (TTPS) in refurbishing police stations to accommodate Victim Support Units and in expanding the TTPS Fingerprint System
- continuation of the School-Based Violence Prevention Grants Project
- continuation of community engagement projects in each of the 30 communities that include community outreach, sporting, family engagement and other micro projects
- implementation of a Public Education and Social Norms Campaign to influence behavior change and reduce violence
- implementation of the institutional strengthening of NGOs to build capacity in the group of NGOs assessed for collaboration with CSP
- continuation of assistance to Police Youth Clubs and provision of grants for funding of police-led community based micro projects and
- facilitation of training and provision of furniture and equipment for Victim Support Officers

59. The Programme will require funding in the amount of \$140 million to complete these activities.

60. The Trinidad and Tobago Air Guard will continue to focus on maintenance and training activities associated with the recent major investment associated with the procurement of four (4) Medium Twin-Turbine Helicopters. Approximately \$200 million will be required each year over the medium-term to fund these activities. The acquisition

of the helicopters and the drive to increase the number of officers attached to the Air Guard have created the need for expanded and upgraded physical infrastructure. The following represents some of the activities that will be undertaken:

- construction of buildings at Piarco Air Wing
- construction of Logistic Stores Complex
- upgrading and retrofitting of Hangar 2 and the construction of an Ancillary Building
- design and construction of dormitory accommodation for the Other Ranks
- development of additional land at Air Guard Headquarters into a car park and parade ground
- construction of a hanger at Air Guard Base at Piarco
- purchase vehicles such as forklifts, crane trucks, ramp sweeper, aircraft tow tug and refueller truck
- procurement of one (1) Light Fixed Wing Utility/Trainer Aircraft and two (2) Long Range Surveillance Aircraft and
- training of Air Guard personnel

61. The cost of the Air Guard's planned programme of works over 2013-2015 is estimated to be \$850 million.

62. The Trinidad and Tobago Coast Guard will continue to invest in its physical infrastructure and increase its fleet of vessels over the next three (3) years. The Coast Guard proposes to accomplish the following:

- construct Bachelors Quarters and male and female Junior Rates dormitory, and upgrade All Ranks Facility at Staubles Bay
- procure vehicles including a fuel truck, forklifts and 4x4 wheel tractors
- construct perimeter fence, workshop dormitory and messing; install new septic system and security lighting; and undertake coastal erosion protection measures at Galeota facilities
- acquire four (4) high speed interceptors, estimated to cost \$84 million, to enable the provision of safe and reliable surveillance and law enforcement capability in both open waters and shallow waters along the coastline
- continue refurbishment work and install a tank water system at the Staubles Bay facilities

- procure a communication system (Global Maritime Distress Safety System) and outfit the Command and Control Centre at Staubles Bay
- complete construction and upgrade work at Cedros Base
- complete construction of an antenna tower at Morne St. Catherine and
- establish a Coast Guard base at Charlotteville, Tobago

63. It is anticipated that the Coast Guard will require funding in the amount of \$267 million to complete its planned programme of works for 2013-2015.

64. During 2013-2015, the Trinidad and Tobago Regiment will continue to undertake extensive construction and upgrade works at various camps. The Warrant Officers' and Sergeants' Mess, and Medical Inspection Room and Family Clinic will be constructed, and the internal fresh water distribution lines will be installed at Camp Ogden at an estimated cost of \$9 million. The power distribution system will be upgraded, the secondary power generation system will be integrated; and the Detachment Centre will be constructed at Camp Omega at an estimated cost of \$19 million. At Camp Cumuto, construction of the Battalion Headquarters; Warrant Officers' and Sergeants' Mess; the vehicles and equipment washbay; and kitchen facility and detention centre will be completed at an estimated cost of \$42 million. A number of initiatives are to be undertaken at Regiment facilities at Teteron Barracks at an estimated cost of \$75 million. These include:

- construction of a Band Room and Other Ranks Facility
- construction of a training facility
- construction of Officer Cadet Facility, a Detention Centre and a Command Row to serve as self-contained living accommodation and
- establishment of an Army Learning Centre

65. In Tobago, it is expected that construction of a dormitory and Detachment Headquarters at Camp Signal Hill and refurbishment work at other Regiment facilities will be completed at an estimated cost of \$60 million.

66. In addition to the programme of work scheduled for the various Camps in 2013, infrastructural work will be completed for establishment of Camps at La Romain, Felicity and Foress Park. This is expected to cost \$25 million.

67. Investments will be made to improve Defence Force facilities over the three-year period. Re-construction of the Defence Force Headquarters Administration Building, which is estimated cost \$163 million, will commence; and the Defence Force Reserves facilities in Tobago and Granwood will also be upgraded.

68. Investments will also be made to upgrade and expand the physical facilities of the Trinidad and Tobago Fire Services as well as to increase the stock of vehicles. Construction of five (5) Fire Stations will be completed at an estimated cost of \$338 million. These Stations are located at Arouca, Chaguaramas, San Fernando, Woodbrook and Mayaro. Also, upgrade and rehabilitation work will continue on the old salt water mains.

69. It is expected that another \$35 million will be provided for the purchase of specialised vehicles for the Fire Services, including one (1) 4x4 Emergency Water Tender, four (4) Breathing Apparatus and Charging Vehicles, four (4) Light Water Tenders one (1) Enhanced Command Support Unit; and one (1) Land Search and Rescue Pod Unit.

70. Allocations will be made for upgrading the facilities of the Trinidad and Tobago Prison Service and for purchasing of vehicles and equipment as follows:

- improvement works to Convict Prison buildings at Port of Spain, Golden Grove and Carrera
- refurbishment of Food Services building at the Youth Training Centre
- upgrading of the electronic security system, and construction of perimeter fence and laundry at Maximum Security Prison Complex
- purchase of vehicles and equipment including one (1) Water Tanker Truck; one (1) forklift; one (1) self-loading concrete mixer; one (1) welding plant; and protective gear for the Prison Officers including bullet-proof vests
- construction of Senior Officers' Mess at Golden Grove Prison compound
- construction of Quarter No. 4 for senior officers at Golden Grove Prison Compound
- outfitting of the Emergency Response Unit at Golden Grove Prison with security equipment
- installation of stainless steel toilet–vacuum system
- upgrading of animal husbandry at Golden Grove Prison

71. The above activities are expected to cost approximately \$35 million.

Law Enforcement

72. In furtherance of achieving its mission of safer, more secure and healthy communities, the development focus of the TTPS over the 3-year period 2013-2015 will be based on the strategic priorities of reducing crime and the fear of crime; providing a

citizen centered police service (Policing for People); and becoming a model of efficiency and effectiveness.

73. Over the medium-term, the PSIP will fund projects and programmes in five (5) key areas:

- improvement works to police facilities
- construction of police stations and other police facilities
- purchase and maintenance of vehicles
- development and utilisation of information technology for case management
- transformation of the Service

74. Funding will be provided for the upgrade and rehabilitation of police facilities. These will include:

- five (5) Police Divisions
- Police Commissioner's Residence
- Police Headquarters
- Canine Units at Arouca, Ste. Madeline, West End and Caroni
- various police stations such as the Toco and Scarborough Police Stations
- Mounted Branch
- Traffic Branch
- Police Training Academy

75. Over the 3-year period, improvement works at police facilities is expected to cost \$130 million.

76. Improvement and expansion of the police infrastructure will be a key area for investment in the upcoming years. Construction of Police Stations will continue and/or commence at Arima, Brasso, Maloney, Piarco, Cumuto, La Brea, Moruga, Oropouche, Besson Street, St. Joseph, Mathura, Maracas/St. Joseph, Matelot, Manzanilla, Old Grange, Roxborough and St. Clair. The total estimated cost for construction of these 17 Police Stations is \$704 million.

77. Infrastructural work at the Police Training Academy will continue during 2013-2015 to cater for the Ministry of National Security's drive to recruit additional officers for the Police Service. Construction of new facilities at the Academy will accommodate

eight (8) classrooms, a 200-bed Dormitory, a Simulation Centre, a Practical Simulation Village and a 12-bay indoor firing range and training space. The estimated total cost of these construction works is \$77.5 million.

78. The fleet of vehicles for the Police Service will be increased by approximately 200 at an estimated cost of \$70 million and will include marked and unmarked sedans, marked sport utility vehicles, dog vans, two (2) ambulances and two (2) trucks. The vehicles will be “fit for purpose” and custom built to facilitate the continued standardisation of the fleet and to allow for improved mobility as the vehicles would meet the specifications for the rigors of Police use. The vehicles will facilitate patrols, implementation of the Transformation Initiative; deployment of canine services throughout the country; medical emergency response involving its officers; and the community policing.

79. Computerisation of the Police Service will continue aimed at providing the Service with up-to-date tools for crime prevention and detection. It is the intention during the ensuing period to continue to build information technology systems that will provide the TTPS with accessible, critical and reliable capability to improve efficiency and effectiveness and revolutionise policing in the Trinidad and Tobago. Some of the projects activities to be undertaken include:

- upgrade of server rooms at secondary locations
- network cabling of police headquarters
- network cabling of stations
- expansion of police network
- procurement of Livescan, software and IP PBX solution
- upgrade of network security and content management solution
- computerisation of Police Charge Rooms
- expansion of the GPS Project
- upgrade of Property Rooms Management System
- procurement of Mobile Computer System and License Plate Recognition

80. The overall estimated cost of the Computerisation Programme is \$51 million.

81. The transformation of the Police Service will continue over the medium-term 2013-2015 at an estimated cost of \$50 million. This includes the following:

- civilianisation of the Police Service which involves the establishment of civilian staff structures adopting roles traditionally performed by Police

Officers and/or Public Servants with the consequent return of public officers to the public service and the release of Police Officers to perform policing functions

- community relations which involve the establishment of facilities for newly created Police Youth Clubs; a safe house for at-risk women and children; purchase of furniture, equipment and furnishings required by the Community Policing Secretariat to support the operations of the Police Youth Clubs; facilitation of developmental activities and training for facilitators, Youth Club members and the less privileged youth in various communities; and the continuation of the Schools Intervention and the Community Policing Caravan
- procurement of essential tools and equipment for the Armoury Management Unit to carry out of its functions as mandated under the United Nations Stockpile Management Approach to dealing with the management of small arms and light weapons in Trinidad and Tobago
- training to equip officers with the necessary skills and abilities to effect the improvements and changes being targeted for the Service

82. The Programme *Improvement in Law Enforcement* will continue with implementation of the Electronic Monitoring Programme and the Offender Management Programme by the Ministry of Justice.

83. Through the Programme *Establishment of Municipal Police Units*, equipment and supplies will be provided to the Municipal Corporations to assist in the fight against crime.

Social Rehabilitation Services

84. The upgrade and construction of facilities that offer housing and rehabilitation services for ex-prisoners is a priority of the Government in dealing with issues of reducing the prevalence of recidivism. Inmates will be given more opportunities to excel and become productive members of society. Facilities will be established to offer programmes geared towards increasing their basic skills and provide them with the opportunity to work towards educational qualifications, and vocational and industry-recognised certification in order to improve their future employment prospects. Two (2) such facilities will be constructed as follows:

- a Remand Home for Young Female Offenders
- an Anti-Crime, Ex-Prisoners In-Transit Rehabilitation, Reintegration and Delinquency Treatment Centre

STRATEGIC PRIORITY – AGRICULTURE AND FOOD SECURITY

85. Food security via the agricultural sector is one of five (5) areas identified for focus over the medium-term. The objective is to develop a highly productive agricultural sector that is modernised and internationally competitive, and that generates sustainable income levels for producers comparable to those obtained in other sectors of the economy.

86. However, the Sector has faced a multitude of challenges including flooding, praedial larceny, land tenure issues, low levels of technology etc. In spite of these challenges, the Sector has been chosen as a key diversification area, given the increase in demand for food globally, and the potential to generate jobs as well as strengthen entrepreneurship within the Sector.

87. In order to address the challenges and revitalise the sector, Government has adopted a strategy of nine (9) key initiatives, which are aimed at the following:

- increasing agricultural production, distribution and access
- developing a water resources management strategy
- improving land management and the tenure of farmers
- expanding source markets for imports
- encouraging youth participation
- encouraging higher levels of productivity
- encouraging the consumption of healthy, locally produced food
- creating the linkages between agriculture and other productive sectors
- the control of food inflation

88. The specific medium-term objectives include a reduction in the food import bill; a reduction in the food inflation rate; the creation of sustainable, long-term productive employment in the Sector; and the increase of the Sector's contribution to GDP from 0.4 per cent to 3 per cent by 2014. To this end, the Ministry of Food Production developed the National Food Production Action Plan 2012-2015. The focus has been placed on six (6) commodity groups –staples, vegetables, legumes and pulses, fruits, livestock and aquaculture. The overall goal is to achieve a greater degree of self-sufficiency in the medium-term for each commodity. In addition to these, attention has been placed on cocoa and honey – two (2) strategic crops that have a significant revenue and export earning potential.

89. In order to achieve success, the action plan also outlines the framework for the development of the enabling environment which will facilitate Sector growth, such as policies and legislation (and the required amendments); specific programmes and incentives; training; and encouraging investment in the Sector.

Agriculture

90. Food security is a major goal of the Government and the overall objectives are to reduce the food bill, create sustainable, long-term employment in the Agriculture Sector; and increase the Sector's contribution to GDP. Over the medium-term 2013-2015, Government will continue to focus on agricultural land management, water management and flood control; accessibility to farms and markets; use of new technology in farming; and development of fishing centers and the Fish Industry.

91. The Programme *Establishment of Agricultural Settlements* in Trinidad aims to settle new farmers in new areas of land development by the provision of roads, drains, electricity, water and other physical infrastructure in an effort to boost agricultural production. It is being implemented in both Regional Administrations North and South and comprises construction of access roads and cylinder crossings and water management (desilting works and pumping facilities). The funding requirement for these works is \$40 million.

92. In the North, access roads will be constructed in areas such as Caroni (e.g. Ramlal/Line Trace – 2km); St. George West (e.g. Aranguez South - 2 km); St. George East (e.g. Esperanza - 2 km); and St. Andrew/ St David (e.g. Hunt Trace - 1km). Desilting of drains and irrigation channels, refurbishment of pumping facilities and construction of cylinder crossings will also be executed in these areas.

93. In the South, the planned works emphasize construction of cylinder crossings and box culverts, repair/construction of sluice drains and desilting of channels. These works will be undertaken in areas such as Victoria (e.g. - Sookhan Trace, Barrackpore; Sandstone River, Bonne Aventure); St. Patrick East (e.g. Seukaran Trace and Ramsabad Trace, Clarke Rochard Road, Penal); Nariva/ Mayaro (e.g. Cushe Food Crop Project, Cushe; Legendre Road, Ecclesville); and St. Patrick West (e.g. Lake Road, Fyzabad; - Thomas Street, Erin).

94. Additionally, cultivation of 15 large commercial farms will continue in joint-venture arrangements with private investors with the main objectives of reducing the shortfalls in domestic food supply and of providing the feedstock for the agro-processing sector as one of the principal strategies to move the Agricultural Sector forward and assist in the diversification of the economy.

95. One of the major programmes being implemented by the Ministry of Food Production and which will continue over the medium-term is the *Water Management and Flood Control Programme*. The objective of the Programme is to increase farm output and income through improved water management infrastructure. The total estimated cost of the Programme over the period 2013-2015 is \$554 million. The Programme comprises the installation of communal irrigation systems in various Food Crop projects including Moruga, Orange Grove and Edinburgh covering approximately 1,470 hectares of agricultural land. The scope of works involves the engagement of consultants to review final designs for installation of irrigation systems, obtain approvals such as CEC, conduct geotechnical surveys and prepare final tender documents and to supervise execution of works; hire contractors to execute works; and provide security for pumping installations. The Programme also involves:

- construction/rehabilitation of farm ponds
- clearing and desilting of channels
- construction of crossings
- establishment of water control structures
- infrastructure works for commodity crops
- upgrade and maintenance of pumps and sluice structures

96. The *Accelerated Pond Construction Programme* will continue over the medium-term and is intended to provide on-farm water storage via the construction of irrigation ponds in the agricultural food baskets of Trinidad; thereby increasing agricultural production particularly in times of water shortages and droughts. The scope of works of the Programme involves the construction of 2,349 ponds during 2011-2015 at a total cost of \$82 million.

97. The two (2) key projects being implemented by the Ministry of Food Production involving the construction of access roads are the *Agricultural Access Roads Programme* and the *Food Basket Road Programme*. Both Programmes are geared towards boosting agricultural settlement, farm income, food production and marketing. The former focuses on rehabilitating agricultural access roads, and the latter on facilitating ease of access to and egress from agricultural holdings located in the 69 major food basket areas in Trinidad by constructing roadways and bridges. The total estimated cost of these two (2) Programmes is \$1,200 million.

98. The Ministry of Food Production will continue to boost employment in the Agriculture Sector by encouraging young persons interested in agriculture and aspects of farm management, crop cultivation and livestock production to become engaged in commercial farming in an efficient, competitive and profitable manner. The sum of \$42

million will be required over the period 2013-2015 for the continuation of the following Programmes:

- the Youth Apprenticeship Programme in Agriculture (YAPA) whereby participants between the ages of 18-25 years are exposed to technological knowledge and skills involved in the business of agriculture and
- the Young Professionals in Agricultural Development and Mentoring Programme in collaboration with the University of the West Indies which allows tertiary level graduates to be mentored, on an annual basis, in primary production, agro-processing, agricultural academic development and professional skills

99. A new initiative being implemented by NAMDEVO is the *Development of Demonstrative Projects – Protected Agricultural Production*, which involves demonstration in the use of green house and irrigation technologies to increase the supply of fresh agricultural produce. It also involves the establishment of efficient distribution systems in the shortest possible time that will even out the fluctuations in supply and allow for steady and reasonable prices to both producers and consumers. The Project activities include the purchase, installation and operation of the following improved technology systems:

- completed Protected Agricultural Structure (Green House)
- completed Irrigation Systems
- training and Consultancy

100. The estimated cost of the Project over 2013-2015 is \$8.2 million.

101. Over the medium-term, Government will continue to emphasise the fishing sub-sector in terms of both providing adequate physical infrastructure and developing the fishing industry as a means to diversifying the economy. The Projects related to the development of fishing centres and related fish facilities aim to facilitate growth and expansion of the fisheries sub-sector at the fish landing sites for food and income opportunities. The development of small business enterprises is encouraged through the provision of processing, cold storage and marketing facilities including the compliance with international sanitary standards and the minimisation of maintenance costs via the use of materials appropriate for the coast. Project activities include:

- reconstruction of the mooring and berthing facilities at the Blanchisseuse Fishing Facility
- development of the Cumana Fish Landing Site

- construction of a Jetty and Ancillary Facilities at the Brickfield Fishing Facility
- extension of the causeway at the Orange Valley Fish Landing Site
- upgrade of the Blue River Fish Landing Site
- development of the Cacandee (Felicity) Fish Landing Site
- development of the La Brea Fish Landing Site
- development of the Las Cuevas Fishing Facility - Phase I
- development of the Las Cuevas Fishing Facility - Phase II
- development of the Las Cuevas Fishing Facility - Phase III
- upgrade of the Grand Chemin Fishing Facility
- development of the Mayaro (Plaisance) Fishing Facility
- upgrade of the Matelot Fishing Facility
- upgrade of the St. Marie (Cedros) Fishing Facility
- construction of facilities for Offshore Fisheries at Sealots
- construction of a centralized Vessel Repair Facility in North East Trinidad
- construction of a centralized Vessel Repair Facility in South West Trinidad
- construction of a Centralized Vessel Repair Facility in South East Trinidad
- construction of a Centralized Vessel Repair Facility in North West Trinidad
- upgrade of the Carenage Fishing Facility - Phase II
- construction of a Data Resource Centre

102. Approximately \$230 million will be required over the period 2013-2015 to undertake the above-mentioned works.

103. In addition, through the Seafood Industry Development Company Limited, the Ministry will continue to the Programme *Development of the Fish Processing Industry* in pursuit of diversifying the economy. The purpose of the Programme is to improve the institutional and competitive environment of the fish and fish processing industry by improving the effectiveness of key institutions, empowering coastal communities and creating opportunities for business development within the sector. The scope of the Programme relate to modernizing the seafood value chain, developing new product (downstream processing), management of landing sites and aquaculture development. The estimated cost of this Programme over the medium-term is \$43 million.

104. Focus will also be placed on livestock rearing to arrest the decline in local production and diversify the Agriculture Sector. One of the main contributing factors to the decline in production is the inability of local farmers to consistently source a supply of high quality forage for their stock. It is therefore important that a successful forage farm be established and operated to assist in improving the supply of locally grown forage in the short run, and act as a pilot for the establishment of other similar ventures, particularly by the private sector. Therefore, an important project for the development of the Agriculture Sector is the *Establishment of a Small Ruminant Commercial Production Enterprise at Mon Jaloux* which will continue for the next few years. The scope of the Project involves the renovations of buildings for offices, storage space and garages; purchase of machinery and equipment/vehicles; procurement and installation of irrigation systems; and maintenance of pastures. The estimated cost of this Project is \$36 million.

STRATEGIC PRIORITY – HEALTH CARE SERVICES AND HOSPITALS

105. The quality of the public health care system continues to be of paramount importance to both the citizens and Government of Trinidad and Tobago. It is recognised that the delivery of first class health services is largely predicated upon efficient and well managed hospitals that are operated in accordance with acceptable global practices. The Ministry is firmly dedicated to this objective and has successfully introduced significant improvements in the management and delivery of emergency services and human resources. Over the medium-term, the goal of the Ministry of Health is to become a people centred, caring and proactive institution providing effective leadership for the Health Sector.

106. In addressing the major issues and challenges in the Sector, the Ministry of Health has embarked on a number of strategic initiatives geared towards achieving desired goals and reducing these issues. These approaches include supporting patients' rights and services through health quality standards; improvement of the physical infrastructure of public health care facilities; reducing the prevalence of communicable diseases including HIV/AIDS; addressing chronic diseases and mental health; and addressing the human resource deficiencies.

107. Based on the core values of professionalism, total quality, client-centeredness, evidence-based decision making and visionary leadership, the Ministry of Health seeks to continue its role in maintaining, protecting and improving the health status of the people of Trinidad and Tobago.

Health/HIV AIDS

108. The Ministry of Health will continue to work on the construction of the National Oncology Centre which is expected to be completed in fiscal year 2014. The Centre will be located at the Eric Williams Medical Sciences Complex and will provide a comprehensive state-of-the-art system of cancer control including radiation oncology, and prevention and screening to reduce the incidence of cancer. It is estimated that the sum of \$565.0 million will be required to complete construction of the National Oncology Centre in fiscal year 2014. The services provided will include:

- Radiation Therapy services using linear accelerator technology
- Chemotherapy
- CT Simulation
- Treatment Planning
- High-Dose Radiation (HDR) Brachytherapy

109. In an effort to upgrade the Physical Infrastructure of the public health care facilities, the Ministry of Health will commence construction of the new Arima Hospital. Construction on the new Hospital is expected to commence in the first quarter of fiscal year 2013 and be completed in 2015. The estimated cost of the Hospital is \$711.0 million. It is projected that the sum of \$250.0 million will be required to continue construction in 2014 and \$350.0 million for completion in 2015.

110. The Hospital Enhancement and Development Programme will continue to focus on the purchase of equipment for health care institutions operated by the Regional Health Authorities (RHAs). An allocation of \$40 million is made for 2013, and it is projected that the sum of \$75.0 million will be required in 2014 and \$23.0 million in 2015 for the upgrade of equipment for the RHAs.

Sport and Recreation

111. The strategic direction of the Ministry of Sport continues to be guided by Government's Medium-term Policy Framework and influenced by the National Sport Policy. Based on the need to coordinate the strategies embodied in these and other supporting policy instruments, the Ministry relies on its Strategic Plan 2011-2015 to anchor its strategic operations and keep its development objectives on track.

112. The focus of the Ministry will be on facilitating and building close collaborative relationships with key stakeholders while maintaining the highest standards of accountability, transparency and integrity.

113. The Budget Estimates 2013-2015 are expected to fund activities to improve and develop the plant and equipment through, *inter alia*, the provision of three (3) National and three (3) Regional mega sport facilities:

- a National Cycle Centre at Tacarigua, estimated at \$255 million, with a 2,500 seating capacity in the cycling track configuration
- three (3) Multipurpose Sport and Indoor Facilities to cost a total of \$165 million; each facility will cater for indoor and outdoor sporting games including Badminton, Basketball, Netball, Volleyball, Gymnastics, Tennis, Soccer and Cricket
- a National Tennis Centre at Mt. Hope estimated to cost \$140 million; the designs will cater to the general public, VIP officials, the media, sports' participants, coaches, judges, tennis training centre staff, event organizers, concession staff and operating /maintenance staff
- a National Aquatic Centre at Couva, estimated to cost \$175 million, involving the main 51.2 meter swimming pool which will be designed and equipped to host international swimming competitions

114. The Ministry will also place special emphasis on upgrading facilities in rural and suburban areas to facilitate *Total Participation in Sport*. Apart from extending the realm of sport programmes to rural communities in the new fiscal year, focus will be placed on assisting sporting groups with equipment and other minor purchases as one of the strategic areas to build capacity. The Ministry will also use sport as a medium to address the incidence of criminal activity and sustainable livelihoods through the LIFE-sport Programme.

115. The National Excellence in Sports for Trinidad and Tobago (NESTT) Programme will commence in fiscal 2013 and will be implemented over the next seven (7) years. Forty-one sporting academies will be constructed with facilities such as gyms, 25m swimming pools and indoor facilities. These Academies will facilitate the training and educational needs of our country's most promising young athletes, who will be exposed to the best Coaches, Sport Psychologists, Therapists, Nutritionists and Strength and Conditioning Specialists. This all-encompassing Programme, beginning in the formative years at the Early Childhood Care and Education level, will continue into primary and secondary schools, extending to the tertiary level, seamlessly.

116. In the area of Sport Science, the Ministry of Sport and the Sport Company will collaborate to establish five (5) High Performance Centres, one in each stadium. These centres will provide clinical services for national athletes and teams to enable them to perform at the highest level of their respective disciplines. This collaboration will also extend to the establishment of a High Performance Programme; Talent Identification; a long term pathway development through the Pathway model; capacity building programmes for sport stakeholders; and programmes in Bio-mechanics and Physiology to develop the scientific aspect of sport.

117. In keeping with the objective to make sport an industry, the Ministry and the Sport Company will advance their work programme in sport tourism with data collection and drafting a development policy towards the establishment of a Sport Tourism Plan for the country. This effort will also facilitate the development of partnerships with the corporate sector to assist National Governing Bodies by providing the necessary investments in sport that will result in a reduction of dependence on the State for funding.

118. With the foregoing efforts and appropriate funding, the Ministry will be positioned to continue its lead role in facilitating the growth and development of the sport services sub-sector; chart a sustainable course for stakeholders through increased accountability; and provide the basis for cultivating a culture of healthy lifestyle through sport.

STRATEGIC PRIORITY – ECONOMIC GROWTH, JOB CREATION, COMPETIVENESS AND INNOVATION

119. The medium-term strategy for economic growth will revolve around efforts to drive innovation and entrepreneurship, support new strategic sectors, generate high-paying jobs, promote cluster development, re-structure the energy sector and improve the business environment.

120. The identification and development of new and emerging strategic sectors with the potential for becoming internationally competitive and generating high paying jobs is central to the national diversification strategy. During the period 2013-2015, there will be a series of policy measures that will guide the growth of new strategic sectors such as the Creative Industry, where opportunities will be created for commercialisation and sharing of our creative products. Other areas include environmental services, renewable energy, sports, ecological and convention tourism. Critical to the diversification efforts is the creation of the digital economy, which entails ICT products and services, as it is a high value, fast growing industry. The Tamana Intech Park is primarily focused on attracting investments in this sector.

121. Within Trinidad and Tobago, the creation of new economic spaces is an imperative over the medium-term. In this regard, five (5) Growth Centres have been identified – Central Trinidad, the South West Peninsula, East Port of Spain, North Coast and North-Eastern Tobago. These areas will be centres of investment in industry and job creation for citizens in the surrounding communities. The Centres will complement the development of strategic clusters throughout the country. This Strategic Business Cluster and Value Chain Approach entails the identification of six (6) clusters for promotion and development – Energy, Food Sustainability, Culture and Creative Industries, Maritime, Tourism and Financial Services.

122. The finalisation of the 2011 – 2015 Investment Policy is underway. It will outline the legislative changes necessary to improve the institutional and regulatory framework for investment and inform the drafting of the Investment Promotions Act.

123. A National Innovation Policy (NIP) is in the process of being developed by the Economic Development Board (EDB) of the Ministry of Planning and Sustainable Development, and will outline the direction of Government in promoting sustainable economic growth. The NIP will be linked to the development of an Industrial Policy and provide support for Micro, Small and Medium Enterprise (MSME) activities.

124. Furthermore, the Services Industry Strategy (SIS) is in the process of being formulated to identify and support viable services capable of penetrating foreign markets. The National Business Incubation Policy developed by the Ministry of Labour and Small and Micro-Enterprise Development (MOLSMED) which establishes business incubators

that generate revenue, will also support MSME activities. Complementing the National Business Incubation Policy will be the establishment of a Micro and Small Enterprises National Policy, Strategy and Institutional Framework. To ensure diversification in our exports and export markets, development of an integrated National Export Strategy is being considered to provide support for improving the performance of those products and services with high export potential.

125. Capitalising on our extensive experience within the energy sector by promoting the export of our energy services will enable greater opportunities in international energy markets and the continued development of our human capital. Recognising too, that changing global forces have fuelled the thrust toward the use of alternative sources of energy, development of our Renewable Energy Policy and Carbon Reduction Strategy will aid in reducing our carbon footprint.

126. During the medium-term, a new Foreign Policy will be formulated that will allow for improved responsiveness to international developments. Another new policy measure is the Trade Policy and Strategy 2012-2016 with the primary purpose of delineating a clear path for this country's engagement in international trade issues. The Policy will focus on facilitating private sector trade expansion in high value goods and services. Through our diplomatic missions, steps will be taken to establish a commercial, economic and political presence in emerging markets.

127. A critical element for building an innovation-driven economy is the widespread access to affordable high-speed broadband services. The legislative framework for the expansion of the Information and Communication Technology (ICT) sector as an economic driver and the related network infrastructure for both the public and private sectors, will be enhanced with the finalisation of the new National ICT Plan 2012-2016 (*smarTT*) by the Ministry of Science and Technology.

128. It appears that to ensure global competitiveness, especially in the area of exports, a new Port Rationalisation Plan is now essential to guide the development of new ports and upgrading of existing ones to meet the international capacity levels for imports and exports of goods in a timely manner. A National Drainage Management Policy and Action Plan as well as the establishment of a National Drainage Authority are all part of improving the drainage infrastructure. Through the development of a Public Service Renewal and Modernisation Programme the efficiency of the Public Service of Trinidad and Tobago will be improved.

129. Updating the National Environmental Policy and finalising legislation will ensure that Trinidad and Tobago's commitment to international treaties is adequately reflected and will guide the operations of all sectors of the economy. The implementation of a Climate Change Policy will address adaptation measures to climate change in an effort to reduce our carbon footprint.

130. Development of the Land Use Policy will ensure sustainable development practices for both domestic and commercial use. Conservation of biological resources will be enforced through the National Parks and Recreation Authority and our green resources will be protected through the development of a new Forest Policy and a new Protected Areas Policy. Emergency response and reconstructive measures will be strengthened and guided by a Disaster Management Policy Framework.

131. Reducing the environmental impact of enterprises and economic sectors will be achieved by developing a Green Jobs Policy which will be crafted by the Ministry of Labour, Small and Micro Enterprise Development within the fiscal year 2013.

Science, Research and Development

132. NIHERST proposes to invest \$81.5 million over the next three (3) years as it continues development in the area of Science and Technology. The following projects/activities will be implemented over the period:

- *Sci-TechKnoFest* – conduct of Community Science weeks throughout the country along with other science exhibitions
- *Development of a National Innovation System*
- *Research and Development Foresighting* – conduct of study on jobs for future growth, foresight updates, and more assistance to promote the commercialization strategy for foresight best bets
- *Exhibitions on the Environment* - expansion of current programmes to support education and awareness, and demonstration projects in additional schools regarding the benefits of renewable energy solutions and rainwater harvesting
- *Presentation of Inventors and Innovators Award/Prime Minister's Award for Innovation and Invention and NIHERST President's Award for Excellence in Science, Teaching, Research and Development*
- *Community Centred Design & Innovation (COMDESI)* - launch and conduct of a formation programme for secondary students on community-centred design and innovation
- collaboration between NISTADS and NIHERST in staging a conference on Science and Technology
- development of a science city

133. The Innovation Financing Facility will continue over the period 2013-2015 with a proposed allocation of \$14 million. The Facility, which is under the purview of the Council for Competitiveness and Innovation, Ministry of Planning and Sustainable Development, will be used to:

- support innovative projects and programmes emanating from the second *i2i* (idea 2 innovation) competition
- engage partners to provide technical assistance during the implementation process
- support innovative ideas in areas such as Intellectual Property Investigation and document preparation, Export Regulatory and Standards compliance
- conduct a series of workshops to build business skills

Economic Restructuring and Transformation

134. One of the platforms for improving the quality of lives of citizens is growing the economy. For Trinidad and Tobago, this necessarily involves restructuring and diversifying the production base as well as encouraging investments and trade for sustained growth and development. To this end, Government will continue to invest in projects and programmes that support industry/business development and innovation.

135. One of the strategies for transforming the economy is the development of new Growth Centres in five (5) geographic areas in Trinidad and Tobago. It is expected the development works on these Centres will require an injection of approximately \$50 million over 2013-2015. It is intended that each Centre will focus on developing a cluster of business/industry. These Centres will be located in:

- Central, Trinidad (light industrial development and services and creative industries)
- the South Western Peninsula, Trinidad (port development, fishing industry, manufacturing, support services and agriculture)
- East Port of Spain (construction, creative industries, tourism and small business development)
- North Coast, Trinidad (real estate, fishing, marina, agriculture and services)
- North Eastern Region, Tobago (Tourism including hotels, fishing, marina, agriculture and services)

136. Complimentary to the Growth Centres initiative are the development of the Invader's Bay Waterfront at Chaguaramas to encourage investors in the area; and management of Port of Spain City as part of the IDB-funded *Sustainable and Emerging Cities Programme* which is geared towards developing long-term strategies for sustainability in environmental, fiscal, and urban management, and to plan for the impacts of climate change. It is anticipated that approximately \$110 million will be needed to fund these two (2) initiatives.

137. Another aspect of the diversification strategy is the development of the Creative Industry, including Film, Entertainment and Fashion, for which an allocation of \$50 million is proposed over the three-year period. Through the newly created Creative Industry Company, financial support will be given to continue promoting Trinidad and Tobago Film Industry with emphasis on feature film programmes, film familiarisation tours, provision of film incentives, hosting of film festivals and execution of the Production Assistance and Script Development Programme. It is expected that investment in this area will:

- assist the growth of local and foreign direct investment in the non-energy sector by supporting the expansion of local screening and distribution opportunities
- assist in the diversification of the local economy and society by creating new employment and investment opportunities through the development of the Industry

138. Financial assistance will also be given to support the entertainment industry - music, dance, theatre, carnival, steelpan and visual arts, excluding film. The financial support will be used to promote local entertainment at international trade fairs, festivals and special events, continue the development of the website for revenue generating purposes, market local products and provide training in business for the entertainment sector.

139. Activities designed to grow the Fashion Industry will be undertaken including research, stakeholder consultation, and preparation of a strategic plan on the way forward for the development of the Sector. It is expected that a vibrant and successful Fashion Industry will realize the potential for revenue generation, foreign exchange earnings and employment.

140. In addition to supporting the Creative Industry, focus will be placed on developing the Food and Beverage Industry which will involve food safety training for HACCP compliance and participation in domestic, regional and international food and beverage trade shows and exhibitions. An investment of \$10 million is expected in this Industry over 2013-2015.

141. Government will continue to promote and strengthen the Services Industry using the expertise of the Coalition of Services Industry. The Coalition will continue to undertake educational/promotional activities relating to the Services Sector, build capacity among its membership, host trade missions, encourage the adoption of international operating standards within the Services Industry, and develop business for the Sector with the goal of increased exports generated by the Industry. It is expected that a provision of \$6 million would be made to finance these activities.

142. Assisting businesses in increasing productivity and market share through adoption of Green Manufacturing Practices and international standards, promotion of research and development, innovative business practices and ICT use will continue over the medium-term. The overall estimated cost for financing this assistance is \$15 million.

143. Creating the foundation for the growth of industry is one side of the development thrust. The other necessary aspect is the promotion of investment for which an allocation of \$30 million is proposed over 2013-2015. Promotional activities will be undertaken by eteck using the invesTT brand to publicized internationally Trinidad and Tobago's business offering as a location for investment and as a source of high quality goods and services in the non-energy sector. The objective is that there would be a consequent increase in foreign direct investment activity specifically in the non-energy sector in Trinidad and Tobago.

144. In addition to the foregoing initiatives, it is expected that support in the form of \$44 million will be provided over the next three (3) years to enable competitive business in Trinidad and Tobago as part of the agreement between the Government and the European Commission under the 10th EDF. It is expected that such support will, in part, lead to the economic transition of the country to a modern and sustainable economy that is less dependent on the oil and gas sector.

145. An integral part of the development strategy is the promotion of trade. Trade promotion activities will therefore continue over the medium-term with expected funding in the amount of \$60 million to conduct market surveys for identifying potential export markets, support local industries in mounting trade missions/fairs and trade shows internationally, strengthen the trade institutional infrastructure by removing technical barriers to trade, and provide a line credit to local manufacturers exporting to the Cuban market.

146. Research and development leads to innovation and the creation of new products and services and competitiveness. An injection \$30 million is anticipated over 2013-2015 for the Research and Development (R&D) Facility, which is administered by the BDC. The BDC will continue to disburse grants to companies for the purpose of engaging in research and development activities. The grants are expected to:

- stimulate innovative potential that would transform ideas into new commercially viable products and services or add value to existing ones, leading to job creation as the products are successfully marketed
- position Trinidad and Tobago to achieve and sustain international competitiveness
- help manufacturing and service firms to develop innovative products, processes, systems and services

- increase the number of companies performing effective R&D in Trinidad and Tobago
- increase the scale of the investment in R&D in the country

147. Under the IDF, the implementation of a Single Economic Window (SEW) will continue through the medium-term in furtherance of making a significant impact on the delivery of government trade and business services as well as on the competitiveness of the Country. Activities will include the implementation of Company Registry Backend Module, Risk Management Module at the Ministry of Health, E-Maritime Module and the Contractor Management Module for the Central Tenders Board.

Manufacturing

148. Government's agenda for development and transformation of the Trinidad and Tobago economy includes diversification of the economy in the non-energy manufacturing sector. To this end, funding will be provided to continue several initiatives aimed at developing industry in Trinidad and Tobago.

149. Development of new light industrial parks will continue with the completion of remedial work at Debe Industrial Park. Construction of Dow Village Industrial Park and four (4) factory shells at the Diamond Vale Industrial Park to accommodate businesses which were destroyed by fire in February 2011 will also be completed at an estimated cost \$100 million. This project is meant to ensure that the demand for light industrial space within Trinidad and Tobago is adequately met as well as assist in the diversification of the economy.

150. Construction of the Flagship Building at Wallerfield Industrial and Technology Park (Tamana InTech Park) will be brought to completion at an estimated cost of \$80 million. Commencing from 2013, eTeck, the implementing agency, will engage the private sector to develop additional spaces at the Park for leasing through the public-private partnership arrangement. The Tamana Intech Park consists of 1,100 acres, housing a commercially viable industrial and technological facility with academic research and development capabilities. The Park is being developed on a phased basis and would facilitate the creation of the New (Non Energy) Economy. When completed, it would comprise six zones:

- an *ICT Zone*, which will engage in processing, software development, programming and business process outsourcing
- a *High Value Manufacturing Zone* with technology-based specialized manufacturing.
- a *Mixed Use and Services Zone* to provide technical support, maintenance, medical consultancy and health care

- a *Knowledge Based Zone* comprising UTT and Research and Development activity
- an *Agro Tech Zone* and
- a *Park and Community Service Zone* Centre, providing a recreational facility for children, nature and historical centres as well as amenity areas

151. Business investment opportunities for the Tamana InTech Park will be fostered over the 3-year period with an expected investment of \$15 million. The main aim of this proposed investment is the creation of new businesses in Trinidad and Tobago in the knowledge-based, downstream energy and high value Manufacturing Sectors, utilizing the enabling environment (including the infrastructure, legislation, investment facilitation and human resource capacity) in order to develop a sustainable non-energy sector. This will be done through the following actions:

- conduct of due diligence for identified business opportunities for Tamana InTech Park as well as for downstream companies
- determination of optimal relationship options between the Government and business ventures
- creation of legal arrangements e.g. leasing, alliances, joint ventures, equity stakes
- development of clusters in targeted areas
- conduct of sectoral studies and production of sectoral development plans
- promotion of the Tamana InTech Park for tenancy by branding and marketing the Park through local and international advertisements

Tourism

152. For the period 2013 to 2015, the Ministry of Tourism and its Agency - the Tourism Development Company, the Municipal Corporations and the THA will continue implementation of programmes aimed at sustainable development of the Tourism Sector. These include:

- upgrade of beach facilities and development of sites and attractions through the Tourism Action Programme
- development of the tourism product, service delivery, safety and security, marketing of Trinidad and Tobago as the tourism destination of choice through the Tourism Development Programme
- Local Government Tourism Programme led by the Municipal Corporations

- improvement in basic tourism infrastructure in Tobago

Industrial Development

153. Initiatives geared toward improving competitiveness globally in the Maritime, Yachting and Printing and Packaging Industries will continue in an effort to develop the non-petroleum sector. In particular, the following activities will be undertaken:

- the Maritime Industry - focus will continue on the development of four (4) key strategic areas of ship building, marine construction, ship ownership and transshipment in order to produce economically viable and competitive industries as well as improve the legislative and regulatory environment
- the Yachting Industry - the implementation of projects overseen by the Yachting Steering Committee including research and development, competitive analysis and economic impact assessments, and comprehensive promotion through marketing and attendance at trade fairs
- the Printing and Packaging Industry (PPI) - the Business Development Company Limited will continue work on the development of alliances for cooperation, implementation of the competitive programme, and market research and development

Energy/Renewable Energy Alternatives

154. The National Energy Corporation (NEC) will continue with its mandate to develop, construct, operate and manage industrial estates, ports and marine infrastructure. This will become more urgent as the country seeks to diversify, attract foreign investments and add value with downstream energy industries.

155. Some of the major investment to be undertaken by the NEC will cost an estimated \$2,400 million over the three-year period and will include:

- completion of construction the Galeota Port and Facilities Phases 1 and 2 over 18 months at an estimated cost of \$645.9 million
- completion of designs and commencement of construction of Savonetta Pier V at an estimated cost of \$265 million within three (3) years
- design and construction of Point Lisas South and East Ports at an estimated cost of \$500 million and the Point Lisas North Port at an estimated cost of \$501 million over three (3) years
- completion of design and commencement of construction of Point Lisas South and East Industrial Site at an estimated cost of \$405 million and the Point

Lisas North Industrial Site at an estimated cost of \$117.4 million over three (3) years

156. The Government will continue its ambitious programme on renewable energy and energy initiatives by focusing on pilot projects, research and building capacity. This strategic approach will continue to foster the development of green designs and technologies and build upon pilot projects utilizing solar power, water heating and photo voltaic exterior lighting at selected community centres and secondary schools. Projects will include:

- completion of a National Wind Resource Assessment Programme at an estimated cost of \$3.1 million
- continuation of training workshops on renewable energy technology and utilization for stakeholders at an estimated cost of \$2.4 million
- development of a Regional Renewable Energy Research Centre at an estimated cost of \$37 million
- establishment of a Solar Water Heater Test Facility at an estimated cost of \$3.7 million

Electricity

157. Streetlighting as well as the lighting of parks, recreation grounds and public spaces will continue to be funded by the Government. These key initiatives which continue to have an impact on safety, and fostering of greater socialization and participation in outdoor activities, will continue under the purview of the Ministry of Public Utilities in conjunction with T&TEC, the Municipal Corporations and THA. The overall sum of \$46 million has been estimated for works over the next three (3) years to include:

- preliminary Surveys and Investigations
- design of lighting
- procurement of Material
- installation of Fittings and Fixtures and line extension as required and
- commissioning

158. The importance of disaster preparedness has not been overlooked by the Central Government and is supported by Disaster Preparedness Capabilities in T&TEC at an estimated cost of \$100 million. These will include:

- A Vulnerability Assessment
- procurement of standby generator
- spares and Emergency Supplies - poles, transformers, conductors, connectors, switchgear, transmission spares, tents, power saws etc.
- training

159. Furthermore, as the country develops, additional demand is placed on the electricity supply. Thus bulk power requirements have to be met and the government is focused on developing the necessary infrastructure to move bulk power from the generating sites to the load centres. Additional transmission infrastructure required to move power from Trinidad Generating Unlimited to the national grid is estimated to cost \$136.5 million and includes:

- establishment of Gandhi Village 220/132/12 kV Substation
- reconductoring of the following systems:
 - Penal – Philippine 66 kV Circuit
 - Harmony Hall – Buen Intento 66 kV Circuit
 - Harmony Hall – Lady Hailes 66 kV Circuit
- establishment of a 132 kV Double Circuit from the Pt. Lisas – Bamboo
- 132 kV Interface to San Rafael Substation

160. Meeting additional bulk power requirements will require work on the expansion of the electricity transmission and sub transmission system, and the establishment and upgrade of substations. Such work includes:

- establishment of Sealots/Gateway 132kV Cable Circuit
- establishment of Gateway 132/33kV Substation
- upgrade of Pinto Road 66kV Substation.
- establishment of the St. James 33kV Substation
- compensation to Landowners
- acquisition of land and Valuation Consultancy Services

The Arts and Multiculturalism

161. Over the period 2013-2015, it is estimated that the sum of \$69 million will be invested for the development of the creative cultural economy of Trinidad and Tobago.

The Ministry of the Arts and Multiculturalism together with the Ministry of National Diversity and Social Integration is committed to promoting the development of our arts and the protection of our rich cultural heritage. Efforts to protect the rich cultural heritage include the following:

- establishment of the Sugar Museum at Sevilla House, Couva
- refurbishment of the Museum of the City of Port of Spain
- establishment of a Virtual Museum of Trinidad and Tobago
- renovation of the Royal Victoria Institute
- creation of a National Heritage Site at Nelson Island

162. Additionally, it is the intention of the government to provide state-of-the-art cultural facilities to showcase our diverse culture. An initial sum of \$41.4 million is projected over the period 2013-2015 for the following projects;

- refurbishment of Queen's Hall
- completion of Pan Trinbago Headquarters
- establishment of a Pan Chroming Facility
- renovation of Naparima Bowl
- construction of TUCO Convalescence Home for Calypsonians

Water Security

163. The Water Sector provides critical support to the economic development of the country. An investment programme will continue over the next three (3) years with ongoing and new initiatives in the Sector. Critical deliverables will include projects that address the high levels of unaccounted-for treated water which is lost through leakages; undersized and deteriorated pipe networks; and increase in the number of customers with a 24/7 service. It will also focus on improving the sustainability of water systems and upgrade of water storage and production facilities. Among the programmes to be implemented over the period at an estimated cost of \$250 million are:

- upgrade of water distribution systems at Acono, Biche, Mayaro, El Socorro and Valsayn, to facilitate improvement in plant operations and final water quality, along with refurbishment of Granville Water Works; construction of a new Clear Well complete with pumping units; and construction of a service reservoir at Mayaro
- reduction of loss of treated water from leakages through the replacement of high-leakage mains along the Old Hollis main, the Navet transmission line (a

continuation of the Navet Trunk Main replacement) and along the Naparima-Mayaro Road

- increase in transmission capacity and the provision of network redundancy through the design and installation of two (2) km of pipelines for interconnection with the Caroni Water Treatment Plant and the San Fernando Booster
- water supply projects across the country including the upgrade of South West and South East transmission systems; upgrade of transmission mains along the Southern Main Road to St Mary's Junction; refurbishment works to Water Treatment Plants to improve plant operation and final water quality at North Oropouche, Hollis Water Works and Petrotrin-Guayaguayare; priority pipeline installation in Santa Cruz; and the construction of Vessigny Service Reservoir
- the installation of water mains by Local government Authorities in Arima, Couva, Diego Martin, Pt. Fortin, Sangre Grande and Princes Town
- programme of works to desilt and rehabilitate the Hillsborough Dam in Tobago to increase the storage capacity of the reservoir along with the upgrade of distributions systems in Tobago.

Sewerage

164. In advancing WASA's objective to improve the efficiency of sewerage plant operations and effluent quality and prevent pollution of our local water courses, a provision of \$183 million is projected to expedite projects in Trinidad and Tobago over the three-year period. Implementation of the IDB-assisted *Programme for Improvement of Trinidad and Tobago Wastewater Systems*, with a total estimated cost of US\$50 million (TT\$321.75 million), will commence in fiscal year 2013 and continue over the medium-term. The focus of the Programme will be the rehabilitation/expansion of private Wastewater Treatment Plants in the Maloney, San Fernando and Chaguanas catchment areas geared towards modernising wastewater facilities.

165. Additionally, the implementation of improvements to the following sewerage systems will also be undertaken:

- rehabilitation of Mt. Hope Lift Station
- consultancy services to Improve Wastewater Services at Scarborough
- Waste Water Treatment Plant
- consultancy service for Sewer Collection System in the Malabar South Catchment
- design and construction of Beetham Sludge Management System

166. The Authority further plans to improve the efficiency of private Wastewater Treatment Plants in the Maloney, San Fernando, Couva and Chaguanas catchment areas.

Roads and Bridges

167. The Ministry of Works and Infrastructure provides a range of services to its clientele and the general public which includes:

- construction and maintenance of highways, major and secondary roads under the authority of the Ministry
- construction and maintenance of major waterways; dams and drainage systems; land reclamation; and coastal management in collaboration with stakeholders
- provision of technical advice to other Ministries and Departments on construction projects and specialized equipment, as well as the construction and maintenance of government buildings and facilities and the Ministry's buildings and facilities
- Traffic Management

168. In keeping with its mandate, the Ministry will continue several of its projects which have started, and will implement several new projects. These include:

- the redefinition of highway reserves for Churchill Roosevelt Highway, Uriah Butler Highway, Diego Martin Highway, Beetham Highway, Wrightson Road, Audrey Jeffers Highway and the San Fernando By Pass
- construction of an overpass at Southern Main Road (Kay Donna) and Churchill Roosevelt Highway
- completion of the interchange at the Churchill Roosevelt and Uriah Butler Highways
- improvement of roadway at Diego Martin Main Road, Diego Martin Highway, Wendy Fitzwilliam Boulevard and St. Lucien Road
- rehabilitation of roads, stabilization of landslips and reconstruction of bridges throughout Trinidad and Tobago
- construct an overpass which will take the Lady Young Road over Eastern Main Road and the Priority Bus Route

Transportation

169. Improvements in air, land and sea transport will continue in the medium-term with an expected investment of \$256.7 million during this period.

170. The Vehicle Management Company of Trinidad and Tobago (VMCOTT) has projected that in addition to its 2013 allocation of \$11 million, \$115 million will be needed over the following two (2) years for continuation of improvement works at its facilities in San Fernando, Tobago and Beetham and to finance the purchase of a GPS tracking and camera surveillance system.

171. The Airports Authority of Trinidad and Tobago will be implementing a slate of projects over the 2013-2015 period at a cost of \$160 million. Among the activities to be undertaken will be the completion of work on its Security equipment upgrade, CCTV cameras and the Engineering and Maintenance workshop.

172. The Public Transport Services Corporation will continue to roll-out its programme over the three-year period with a total projected allocation of \$82 million to continue improvement works in public transport throughout Trinidad and Tobago.

Drainage

173. The Government will continue to focus on the upgrade of the drainage infrastructure in Trinidad and Tobago between 2013 and 2015. One of the key programmes which will continue to be implemented by the Ministry of the Environment and Water Resources is the National Programme for the Upgrade of Drainage Channels. The projects which will be undertaken include:

- Mausica River Improvement Works
- Malick River Improvement Works
- San Juan River Improvement Works
- Arima River Improvement Works (Phase II)

174. Other programmes which will assist in the reduction of flooding in low lying areas include the Major River Clearing Programme and the Infrastructure Rehabilitation and Flood Reduction Programme. The projects which will continue under the Infrastructure Rehabilitation and Flood Reduction Programme and will include:

- Dunder Hill Improvement Works
- Santa Cruz River Flood Reduction Works

- Tunapuna River Rehabilitation and Flood Reduction Works and
- Diana River Improvement Works

Information Technology Infrastructure

175. The improvement of the information technology infrastructure of the Public Service will continue through the medium-term via the Public Sector Reform Computerization Programme. These improvements will have the benefit of greater efficiency and quality of Government services. Activities will focus on the following:

- improvement of security for the network at the Inland Revenue Division at the Ministry of Finance
- implementation of the integrated Social Enterprise System/E-PASS
- improvement of the network, upgrade of Versadex and expansion of the GPS project at the Police Service
- continued improvements to the network at the Judiciary and expansion of the video conferencing system

176. The Government will continue implementation of its National Information and Communication Technology (ICT) agenda focusing on several key areas including:

- bridging the Digital Divide and continuing the implementation of initiatives designed to promote greater Digital Inclusion in Trinidad and Tobago
- providing all citizens with increased opportunities to use ICT and creating the enabling environment to empower citizens with the necessary skills and tools to effectively use ICT to improve their lives, thereby alleviating poverty through increased knowledge opportunities and pushing forward towards meaningful social transformation.
- aggressively advancing and completing the National e-Legislative Agenda with a specific focus on Cybercrime and Cybersecurity
- continued implementation and expansion of Government-to-Citizen, Government-to-Business and Government-to-Government e-Services; all geared towards meeting the objective of "joined-up" and "connected" Government
- eliminating internal Government inefficiencies, improving customer service delivery, and achieving significant cost savings and economies of scale
- Advanced National ICT Infrastructure and enhanced Internet Governance including:

- Shared Services Platforms
 - Business Process Re-engineering and Transformation
 - Cloud Computing approaches
 - Internet and Mobile Content and Service Delivery
 - Free and Open Source Software models
- ongoing ICT Capacity Building in the primary, secondary, post-secondary, technical/vocational and tertiary level systems with an ultimate focus on Local Content production as well as export-ready knowledge capital
 - accelerating the roll-out of local business and international trade-friendly e-Commerce and e-Business platforms and solutions with a special focus on the entrepreneurs and the Micro, Small and Medium Enterprise Sector
 - widening and deepening the local ICT Industry through specific investments and investment incentives; local, regional and international partnerships; and ongoing knowledge sharing and collaboration

Communication

177. The Trinidad and Tobago Postal Corporation will further the goal of providing an innovative, competitive, high quality service. This will be furthered in the medium-term through investments in postal equipment and technological upgrades as follows:

- security upgrades
- improvement of the transport fleet
- installation of Enterprise Wide Networking System
- refurbishment of buildings in the Delivery and Retail Network

Foreign Policy and Trade Relations

178. The Government will continue the upgrade and refurbishment of all buildings occupied by Missions abroad. Chanceries and residences in Jamaica, Washington, New York, Caracas, Canada, Costa Rica, Nigeria, Pretoria, Belgium, Geneva, Brazil and India will benefit from a total projected investment of \$53 million.

STRATEGIC PRIORITY – POVERTY REDUCTION AND HUMAN CAPITAL DEVELOPMENT

179. One of the priorities of the Government over the medium-term is reducing the incidence of poverty and ensuring that all our citizens have a decent standard of living. The Government is therefore committed to strategies and programmes that would transform the economy, provide meaningful and sustainable income-generating opportunities and promote self-sufficiency and ultimately lift citizens out of poverty. The main initiatives in this regard include:

- increased access to adequate and affordable housing
- empowering the poor and most vulnerable groups in society through a more targeted social support regime
- community development by strengthening social capital and creating self-reliant and sustainable communities

180. In a similar vein, the development of the country's human capital through education, training and skills building is also essential to transforming the economy, improve standards of living, and realizing the goal of a knowledge based, innovation driven and creative society. Investment in human capital also holds the potential for alleviating many of the social problems confronting our nation such as crime, poverty and social displacement. The Government's multi-pronged strategic approach to building human capital not only entails social transformation to ensure that the basic needs of citizens are met but further involves a radical change of the education and training systems.

181. Critical to this transformation are the reform of the education system to promote critical thinkers, learners and innovators; promotion of positive values and attitudes through the education system; building workforce competencies; supporting continuous learning and encouraging self-actualization among workers; and adopting a structured approach to human capital development by creating the linkages between the demand and supply of labour.

182. The country has made significant strides in terms of universal primary and secondary education. Over the next three (3) years, the main areas of focus will include increasing access at the level of early childhood education to achieve universal enrolment by 2015; increasing access to tertiary education; upgrading educational facilities and infrastructure; alignment of the tertiary education programmes to development needs of the country; improving and modernizing the curriculum; and improving student performance particularly in the areas of Mathematics, English and Science.

Early Childhood Education

183. The institutionalization of formal, quality, relevant and inclusive education from an early age is essential in creating a society of successful adults and a workforce that is capable of leading and moving the country forward. Early Childhood Care and Education will continue to be high on Government's agenda over the medium-term. The main programme to be implemented is the IDB-assisted Seamless Education System (SES) Programme which has an overall estimated cost of \$394 million. The SES seeks to address the deficiencies in the ECCE sector in terms of the physical accommodation at the pre-school level, the curriculum and the management of the sector.

184. A seamless education system will be inclusive by allowing equitable access to all students and will facilitate the smooth transfer from ECCE to tertiary level through articulated curricula and performance standards. In order to achieve this objective, bottlenecks in the ECCE sector must be resolved. This means that the sector must be regulated to allow for greater access for those with different learning needs. It also means that there must be standardized quality among providers with respect to physical infrastructure, teaching methods, teacher qualifications and curricula. The intent of the SES is to ensure that ECCE providers meet uniform quality standards.

185. In order to improve access to and quality of ECCE, Government will, under the SES, continue the construction of a total of 50 Centres in targeted areas and strengthen the institutional capacity to oversee implementation of the national standards and the curriculum guide.

186. In last quarter of fiscal 2012, construction commenced at 20 sites out the 24 identified for locating Centres. The 20 ECCE centres are located at:

Arima New	Cunupia (St. Ambrose)	Mount Hope
Arouca (Pine Haven)	Jacob's Hill	Plamiste
Bamboo	La Ruffin	Pleasantville
Barataria	Madras	Salazar Trace
Brothers	Malabar (Phase IV)	Southern Gardens
Buen Intento	Maloney Gardens 2	Quarry Village
Corinth Hills	Maracas	

187. Construction of these centres will be completed in fiscal 2013. The other four (4) identified sites are California, Brighton, Siparia and Fyzabad. The remaining 30 centres will be constructed over the period 2013-2015. The total funding required over the medium-term for the completion of the 50 centres is \$120 million.

188. In seeking to improve the quality of ECCE education, consultancy services will continue to provide technical assistance in developing an Overall Strategy for Early Childhood Care and Education aimed at facilitating achievement and sustainability of quality ECCE. Technical Assistance will also continue in respect of the *Longitudinal Tracer Study on Child Development* to assess the effectiveness of the ECCE Programme by establishing a baseline of children's social and cognitive levels and assessing achievement throughout until the end of the primary school level. The budgeted cost of consultancy services is \$5.4 million.

189. In order to facilitate an inclusive system of education through "Children Understanding" as well as the services to be provided to children so as to satisfy the diverse learning needs of children, technical assistance will continue for the Design, Development and Implementation of Appropriate Strategies, Plans and Structures for Children Understanding; and for the Design and Delivery of Suitable Children Service. In addition, eight (8) ECCE Centres will be selected and upgraded to serve as demonstration centres and schools for inclusive education. The aim of inclusive education is to ensure that all children, including children with disabilities and disadvantages, have access to quality education.

Primary Education

190. The current reforms taking place in the primary school curriculum, testing and assessment agenda and the concerted drive to improve the primary school infrastructure will continue over the medium-term.

191. The SES Programme will also serve to improve the quality of primary education through modernizing the primary school curriculum in order to better align it with the revised secondary curriculum, introducing continuous assessment at all levels and incorporating Spanish as the first-foreign-language into curricula at all levels to deepen cultural and economic linkages with neighboring countries. In order to realize these objectives, the following consultancies will continue to provide:

- technical assistance in Developing, Revising and Implementing the Curriculum in seven (7) subject areas, at an estimated cost of \$7 million, to meet the requirements of a National Primary Level Curriculum and to guide the process thereof
- technical assistance for Examination Testing and Assessment at an estimated cost of \$3.2 million

192. The Ministry of Education will also seek to introduce Spanish in Primary Schools at a cost of \$11 million which will allow for Spanish Immersion Programmes, training and study tours.

193. Teacher training and development in relation to curriculum implementation will also be addressed under the SES. Technical Assistance will continue in conducting a Baseline Study of a Representative Sample of Teachers to establish a baseline of teacher performance, and student and parent attitudes. This study, along with determining ICT readiness among teachers, is expected to cost approximately \$4 million.

194. In addition, eight (8) primary schools will be upgraded to serve as demonstration centres and schools for inclusive education. This upgrade, along with that of the eight (8) ECCE centres, is expected to cost \$12.8 million.

195. The Ministry of Education has embarked on a comprehensive programme to construct and expand primary schools throughout the country, not only to provide improved accommodation for students and teachers, but to facilitate the expanded school curriculum. This programme will continue over the next few years. In an effort to meet the urgent needs of communities and the demands of a modern primary school education system in terms of physical accommodation, the Ministry of Education has employed a strategy of constructing traditional type structures and modular type buildings; the latter is less expensive than the former and is expected to last over 50 years. Thirty primary schools are being constructed or earmarked for early construction at a total estimated cost of \$525 million. The Primary Schools are:

- Phase II St. Barbara's Spiritual Shouters Baptist
- Fanny Village Government
- Monkey Town Government
- Belmont Boys' R.C.
- New Grant Government
- Cap-de-Ville Government
- Rose Hill R.C.
- Paramin R.C.
- Chatham Government
- Penal Quinam Government
- Point Cumana R.C.
- Febeau Government
- Lower Morvant Government

- Manzanilla Government
- Kanhai Presbyterian
- Curepe Presbyterian
- San Fernando S.D.A.
- Union/Siparia Presbyterian
- Lower Cumuto Government
- Preysal Government
- Union Presbyterian
- Piparo Presbyterian
- Rio Claro Presbyterian
- Barrackpore A.S.J.A.
- Rousillac S.D.M.S.
- Moruga A.C.
- Egypt Village Government
- Eckel A.C.
- Longdenville Presbyterian
- Woodbrook Presbyterian

Secondary Education

196. The Secondary School Construction Programme is an initiative established to create greater opportunities for the youth through an expanded education system. As education and development of our youth are at the centre of the national development agenda, it is envisioned that the construction of these new schools will provide academically balanced and highly skilled youths with the ability to contribute to the economic development of the country. The Secondary School Construction Programme will continue during the period 2014 to 2015 with ongoing construction of eight (8) schools to a stage of practical completion.

Tertiary Education

197. The development of tertiary education is an important part of the overall development of the country. This development will continue over the medium-term through investments in the University of Trinidad and Tobago (UTT) and the University of the West Indies (UWI). Infrastructural works will continue on:

- the signature building of the UTT Campus at Tamana
- the establishment of a UWI South Campus in Debe
- UTT Campuses at, O'Meara, Pt. Lisas, Chaguaramas and Centeno
- the Seismic Research Centre, Canada Hall, the Moot Court and the Chemical and Engineering Block at the UWI Campus

198. The National Library and Information System Authority (NALIS) is responsible for the development and coordination of all library and information services in Trinidad and Tobago. For the period 2013 to 2015, NALIS will concentrate on developing its public, schools and special libraries. Its programme of works include the following:

- completion of libraries at Rio Claro, Mayaro, Couva and Chaguanas
- commencement of new libraries in Siparia, Toco, Moruga, Penal, Arouca and Morvant
- development of its human resources through online distance learning (ODL) scholarships
- restoration and refurbishment of the old Trinidad Public Library situated at Knox and Pembroke Streets, Port of Spain to house collections of national significance such as those of former and current Presidents and Prime Ministers
- outreach programmes to the youths, adults and senior citizens, as well as provision of services for the differently-abled library users
- improvement of the security service at public libraries
- completion of the laboratory for conservation and preservation of materials

199. For the period 2013 to 2015, COSTAATT will continue to strengthen its academic enterprise in the continuous pursuit of overall academic excellence. The initiatives to be implemented will treat with the deficiencies within existing systems that involve faculty, staff and students and will include:

- introduction of new academic programmes in accordance with labour market needs
- evaluation and improvement of student learning outcomes
- strengthening the institutional capacity for quality improvement in instructional effectiveness and applied research

200. Accordingly, the College will continue with its programme of activities as follows:

- expansion of physical infrastructure through the establishment of learning centres in Siparia and Princes Town
- establishment of a main campus in Chaguanas
- establishment of a Nursing and Allied Health Training Facility at El Dorado
- development and implementation of a Master Plan for COSTAATT
- upgrade of the National Community College
- establishment of a campus in Chaguanas

201. The Ministry of Public Administration anticipates that a review of allowances paid to scholars will be undertaken with a view to increasing all existing allowances in 2013 and beyond as well as recommending the emergence of new allowances. The Ministry expects, over the next three (3) years, to continue to fund new and continuing scholars' tuition and living expenses, under the following categories of Scholarships:

- *Training of Librarians at Master's Level* - \$11.38 million
- *President's Medal and Non Advanced Level Examinations* - \$18.6 million
- *Teachers on Full Pay Study Leave at Local Institutions* - \$169 million
- *National/Additional Scholarships based on Advanced Level Examinations* - \$435.3 million
- *Annual Scholarship and Technical Assistance Programme* - \$49 million
- *Undergraduate Scholarship Scheme for Students with Disabilities* - \$3.82 million
- *Programme of Development Scholarships for Public Servants* - \$34.6 million
- *Postgraduate Scholarships* - \$106 million to fund new and continuing scholars tuition and living expenses

Skills Development

202. The projects falling under the Ministry of Tertiary Education and Skills Training (MTEST) directly relate to meeting the objectives of *Poverty Reduction and Human Capital Development* through its planned projects and programmes.

203. The projects targeted for implementation will assist the Ministry in achieving the following targets:

- 60 per cent participation rate in tertiary education by 2015

- alignment of tertiary education and training programmes with labour market needs
- increased accessibility to all tertiary education and technical and vocational skills training programmes throughout Trinidad and Tobago
- rationalization of the Tertiary Education and Technical/Vocation Skills Training Programmes
- workforce assessment and development to compete globally
- quality assurance in Tertiary Education
- employment generation

204. During the period 2013 to 2015, the Ministry through its agencies, namely, MIC, NESO and YTEPP, will continue with its programme of activities, including:

- establishment of technology and skills training centres in Diego Martin, Chaguanas and Debe/Penal
- upgrading of existing facilities in Pt. Fortin, La Brea, Laventille, Moruga, Palo Seco, Ste. Madeleine
- provision of training for journeyman, engineering technicians, machinists, tool and die makers, plastic technologists and industrial maintenance technicians
- completion of construction of YTEPP centres at Waterloo and Chaguanas

Capacity Building/Institutional Strengthening

205. The area of Capacity Building and Institutional Strengthening is regarded as an important agent for reducing poverty and developing human capital over the medium-term. It should be noted however that projects seeking funding over the period will be required to satisfy rigorously applied criteria, designed to ensure that all initiatives are undertaken within the context of an approved Training Plan and Strategic Plan and that such training is focused on developing the core competencies of the Ministry or Departments. This approach is designed to establish and build upon a critical mass of competencies within the Public Service in the shortest possible timeframe.

206. Towards this end, an estimated \$416.0 million is required over the three-year period for capacity building and institutional strengthening initiatives across the public service in both islands of Trinidad and Tobago. There are therefore significant opportunities for local and international training consultants to meet the needs that exist across the public sector, particularly in the following areas:

- Enhanced Career and Succession Management in the Public Sector

- Project Cycle Management
- Strategic Planning
- Change Management
- Conflict Management
- Quality Customer Service
- Total Quality Management and
- Organizational Development

207. In addition, specialised training and capacity building are also required to meet the needs of such organizations as the Auditor General's Department in the areas of Value for Money and IT Audits, and the Parliament. Consultancies also exist in such areas as the conduct of Job Evaluations and Diagnostic Studies, Local Government Reform, development of Public Private Partnership Models, labour sector strengthening (particularly as labour legislation reforms are implemented), Public Sector Reform, and Human Resource Development. Additionally, specialised training is also to be undertaken for the Security forces to build and maintain competencies in areas specific to their needs.

Social Development

208. The Ministry of the People and Social Development (MPSD) is the core social sector Ministry with responsibility for coordinating the implementation of Government's social and human development objectives. The MPSD is mandated with responsibility for addressing the social challenges of poverty, social inequality and social exclusion. Particular emphasis is placed on developing and executing programmes and services that protect and assist vulnerable and marginalized groups in society such as persons with disabilities, the poor/indigent, the socially displaced, ex-prisoners, deportees and persons living with HIV/AIDS.

209. Guided by the tenets 'Helping, Empowering and Transforming Lives', the Ministry seeks to empower its clientele through rehabilitative and skill enhancement initiatives, which promote human prosperity in the context of sustainable development. The MPSD is also responsible for developing, coordinating, monitoring and evaluating social sector policies and programmes to ensure sustainability, cultural relevance and economic viability. Over the period 2013-2015 focus would be given to key areas as identified below.

Poverty Reduction

210. The Ministry of the People and Social Development will continue to engage in initiatives geared towards reducing the number of persons living below the poverty line by 2 per cent per annum. The following initiatives will be the major focus of this Ministry for the fiscal years 2013-2015:

- provision of support to poor and vulnerable groups via the administration of Social Welfare grants
- development of a National Poverty Reduction Strategy to guide the formulation and implementation of poverty reduction programmes in Trinidad and Tobago. This is expected to increase social sector efficiency by articulating clear roles for stakeholders and providing time-bound targets, necessary for transparent monitoring and evaluation
- conduct of the Survey of Living Conditions which measures the incidence of poverty in the country
- monitoring of the implementation of the RISE-UP (Rights of Individuals to Social and Economic Security-Universal Prosperity) co-responsibilities under the Targeted Conditional Cash Transfer Programme (TCCTP) – the food support programme to assist poor and needy families
- expansion of the Community-based Tele-centres Project which is designed to empower people by providing access to information and computer-based skills
- continuation of work on the Consolidation of Cash Transfer Programmes under the MPSD, as part of the Inter-American Development Bank (IDB) assisted *Reform of Social Safety Net Programme* which would seek to expand programme coverage to the poor, strengthen existing administrative systems and eliminate duplication in processes
- implementation of the UNDP Joint Programme: Reducing Inequities and Promoting Social Justice through MDG 1 Progress which aims to improve the efficiency of public spending by enhancing coordination in the area of poverty reduction

Social Integration

211. The Ministry promotes a range of initiatives to facilitate social integration and inclusion of special groups in society such as persons with disabilities, socially displaced persons, ex-prisoners and the elderly. The following initiatives would be the focus for fiscal 2013-2015:

- establishment of a National Development Centre for Persons with Disabilities at Carlsen Field, Chaguanas and the Day Activity Centre for Persons with Disabilities
- implementation of the National Policy for Persons with Disabilities to ensure full integration into society
- establishment of a Halfway House for ex-prisoners
- establishment of new facilities to accommodate and rehabilitate socially displaced persons
- enhancement of programmes to upgrade the physical environment at existing facilities for socially displaced persons
- continuation of support services for Older Persons (ELDAMO Transport Shuttle)
- establishment of an Adult Daycare Services Programme

Social Research and Policy

212. The Ministry of the People and Social Development is also responsible for developing and coordinating social sector policies that are sustainable, culturally relevant and economically viable. The following initiatives would be addressed over the 2013-2015 period:

- publication of the Report on the Multiple Indicators Cluster Survey 4
- conduct of a National Social Policy Forum which focuses on presenting and obtaining stakeholder feedback on documents developed by the Inter-Ministerial Social Policy Committee
- development of a Policy Agenda for the Social Sector to educate and inform public sector stakeholders and civil society of draft policy initiatives
- compilation of Policy Development Guidelines for the Social Sector to provide structure and consistency to the policy development process, improve the quality of policy documents produced and promote evidence-based policy making
- monitoring the implementation of the Social Sector Research Agenda

Improvement in the Social Service Delivery System

213. The MPSD is mandated to deliver a network of integrated, effective and accessible social services to the nation's poor and vulnerable citizens. Access to high quality services that are timely and people-focused is critical to the well-being of the

Ministry's clientele. The focus on people's issues seeks to resolve challenges including bottlenecks and insufficient resources within various Ministries. The monitoring and evaluation of these issues assist in the formulation of recommendations for continuous improvement in the service delivery of Ministries, enabling them to better serve the people. Through the 'Direct Impact' and 'Direct Effect' Outreach Programmes, services and programmes offered by the Ministry are brought closer to the people. These include the Targeted Conditional Cash Transfer Programme (TCCTP), Poverty Reduction Programme and Social Welfare services. Continued efforts to reach poor and vulnerable persons will be undertaken in the three-year period to target potential clients with limited or no access to conventional media. The following initiatives would be the focus for 2013-2015:

- inculcation of a more customer-focused culture through the training of staff in quality customer service, among other initiatives
- computerisation of the Social Welfare Division
- establishment of an Integrated Social Enterprise Management System/ E Pass
- continuation of decentralisation of Social Services Delivery
- establishment of a Social Services Centre in Point Fortin
- establishment of an NGO Unit to effectively manage the system of delivery of social service by service delivery partners
- expansion of the 'Direct Impact' and 'Direct Effect' Outreach Programmes
- development of an electronic-based monitoring and evaluation mechanism for the resolution of people's issues

214. The Ministry of Child Development, Youth and Gender Affairs will be undertaking a series of development programmes in during the period 2013-2015 in an effort to realise its goals and objectives. These projects are all designed to enhance gender, youth or child development, and in some instances, they may be beneficial to all citizens of Trinidad and Tobago. This Ministry proposes the construction of several centres and facilities that are conceptually new to the region. Once completed, these institutions will foster a new level of human development for citizens of this country.

215. These programmes were designed to meet the specific needs of the population of this country. The Ministry understands that these initiatives must be organic if they are to be successful, given the diversity and uniqueness of this society. Rigorous research and planning were key inputs into the design of these development programmes. The Ministry has recognised the importance of satisfying the emerging needs of the people, in order to advance the well-being and standard of living of all citizens.

216. The programmes proposed by the Ministry of Gender, Youth and Child Development seek to pave the way for a brighter future for all citizens of Trinidad and Tobago and by extension, for future generations to come.

217. The Ministry has identified a number of Key Result Areas for the period 2013 to 2015 to be targeted for development. The following projects, which will be geographically dispersed across the country, have been identified as critical at this point for the Ministry to accomplish its aims and objectives:

- establishment of a Model Children's Home
- establishment of Transition Homes for Children leaving homes
- construction of three (3) Inter Disciplinary Child Development Centres
- construction of three (3) Safe Houses
- construction of an Institute of Healing
- construction of two (2) Respite Centres and
- construction of four (4) Assessment Centres

Community Development

218. The Ministry of Community Development will continue in its efforts towards the achievement of the overarching goal of "*a transformed community sector which is a proactive, self-reliant contributor to national development.*" It is estimated that a total of \$681 million will be invested over the period 2013-2015 in the area of community development. Among the goals of the Ministry are the development of infrastructure to support lifelong learning, skills building and institutional strengthening in communities.

219. The strategic goals for the enhancement of the sector include the following:

- development of an economically viable, socially responsible and resilient community sector
- implementation of innovative programmes and services to build and enhance the social and economic skill capacity of the community sector
- improvement in governance mechanisms of community facilities
- development of a state-of-the-art ICT system to transform the Ministry and the Community
- promotion of environmentally sensitive programmes with the aim of sustainable development

- establishment of stronger relationships with local, regional and international agencies in the development and implementation of innovative programmes

220. The main aim will be to provide modern, comfortable, appropriately-sized community facilities throughout Trinidad with appropriate management structures. The principal strategy to be employed is to identify communities with inadequate community facilities as a priority for construction and/or refurbishment. The Ministry of Community Development will embrace ‘green technology’ through the utilization of solar power energy in the community centres.

221. Government proposes to invest approximately \$98 million under the Community Development Fund in order to articulate and implement solutions that will alleviate poverty and contribute to the holistic development of communities.

222. The Community Development Fund programmes for 2013-2015 will:

- emphasize support for entrepreneurship, skills training and job creation as meaningful instruments for tackling poverty alleviation
- develop meaningful partnerships with the private sector and non-governmental agencies for the implementation of jointly-funded poverty alleviation initiatives
- strengthen the capacity of relevant personnel within communities to deliver poverty alleviation programmes

Youth Development and Entrepreneurship

223. The Government is committed towards the development of the nation’s youth. A key focus is the facilitation of projects and programmes which allow youths to meet their basic personal and social needs to be safe, cared for, valued, useful, and spiritually grounded, while building skills and competencies that allow them to function and contribute in their daily lives. Several major projects and programmes which will be implemented include:

- *Youth RISE*, which seeks to promote entrepreneurship as a viable alternative to youth employment and a medium through which sustainable development may be achieved
- *Community Gatekeepers and National Youth Volunteerism* Projects which encourage greater social action by young men within specified communities
- *Youth Health* which involves intervention activities promoting prevention and reduction in the spread of HIV/AIDS among young people including

vulnerable categories such as young women, gay/bi-sexual youth and commercial sex workers

- *Refurbishment of Youth Training Facilities* which seek to provide safe spaces for children, youth, men and women in need of some social intervention or support or resources through social education and training
- Refurbishment of National Youth Development Centres involving restoration and upgrade of the three (3) Centres that facilitate agricultural and livestock production

Housing and Shelter

224. Over the period 2013 to 2015, the Ministry of Housing and its Agencies, the HDC, LSA and SILWC along with the THA will continue implementation of projects and programmes in the housing sector.

225. An initial investment of \$123.8 million will be utilized to continue implementation of the IDB-assisted Neighbourhood Upgrading Programme (NUP) through the following activities:

- Squatter Settlements Regularization
- Improvement and New Housing Subsidies
- Sector and Institutional Strengthening
- Design and Programme Administration

226. The Land Settlement Agency (LSA) has also projected an expenditure of \$186 million over the same period to undertake:

- Early and Emergency Upgrade of Squatter Sites
- I.C.T. Development Programme
- Resettlement of Squatters
- Residential Lots Programme (Land for the Landless)

227. The Sugar Industry and Labour Welfare Committee (SILWC) will utilise an initial investment of \$25.4 million for infrastructure development and upgrade of housing settlements and related activities through the following programmes:

- Upgrading of SILWC Housing Development
- Picton Housing Development

- Cleaning of SILWC Housing Development
- Establishment of SILWC Administration Building

228. The Housing Development Corporation has significant contractual obligations over the period and it is expected that construction of housing units, infrastructure development and wastewater installation and upgrade will continue.

229. Financial assistance to needy persons will continue through the Housing Grants and Emergency Shelter Relief programmes.

230. The Housing and Settlements Expansion Programme in Tobago will also continue.

FACILITATIVE PRIORITY INITIATIVES - GOOD GOVERNANCE

Administration

231. The government will continue its programme of construction of new public buildings for administrative purposes with a view to reducing the high rental costs incurred by Government, while pursuing its policy of decentralisation. Such buildings carded for completion include:

- the Administrative Complex for the Ministry of Tertiary Education and Skills Training with NTA/YTEPP Head Offices in Chaguanas, at an estimated cost of \$375 million
- the South Office for the Attorney General, estimated at \$59 million
- Registration Offices for the Elections and Boundaries Commission at Arima/Piarco and Siparia, at an estimated cost of \$11 million
- the Tobago Meteorological Services Division, at an estimated cost of \$45.4 million
- a companion building for the Red House to house administrative and other support offices, estimated to cost \$308 million
- an office complex in central Trinidad for use by statutory bodies such as the Equal Opportunity Commission, Equal Opportunity Tribunal, the Environmental Commission and the Tax Appeal Board, at an estimated cost of \$134 million

232. Public buildings will also continue to be refurbished, customized, furnished and equipped to meet Occupational Safety and Health (OSH) Standards and create a comfortable working environment. Some of these works include:

- refurbishment and re-tooling of Constituency Offices of Members of the House of Representatives, at an estimated cost of \$12 million
- refurbishment of District Revenue Offices across Trinidad and Tobago, at an estimated cost of \$4 million
- refurbishment of the Tunapuna Administrative Complex, at an estimated cost of \$10.5 million
- upgrading of the Central Statistical Office, at an estimated cost of \$12.3 million
- infrastructure development for the Ministry of Labour and Small and Micro Enterprise Development one-stop-shops at Arima, Sangre Grande, and Tobago, at an estimated cost of \$18.4 million

- outfitting of the Personnel Department offices at its new building in Barataria, at an estimated cost of \$18.8 million

233. The Restoration of Historic Buildings Programme will continue with implementation of projects including:

- Whitehall Restoration
- Red House Restoration
- Restoration of the President's Residence
- Mille Fleur Restoration

234. Implementation of projects under the Improvement/Refurbishment to Court Facilities Programme will continue as follows:

- rehabilitation of the Halls of Justice, Trinidad and Tobago
- acquisition of Property for construction of court facilities
- refurbishment of Magistrates' Courts
- provision of accommodation for the San Fernando Magistrates' Court
- implementation of a Comprehensive Security System in the Judiciary
- expansion of Rio Claro Magistrates' Court
- provision of accommodation for Court Administration Offices
- establishment of Drug Treatment Court
- improvement works and furnishing of the Industrial Court

235. Projects will continue under the Programme, *Construction of new Court Facilities* as follows:

- preparation of suitable accommodation for the Anti-Corruption Investigations Bureau
- construction of four (4) purpose-built Supreme Court of the Judicature buildings
- provision of accommodation for the Chaguanas and Siparia Magistrates' Courts
- establishment of a Centralized Coroners' Court and Petty Civil Court

236. The development of a Court Annexed Mediation Process in the Judiciary and the implementation of the Administration of Justice (Indictable Proceedings) Act No. 20 of 2011 will also continue.

Law Reform

237. The *Revision and Printing of the Laws of Trinidad and Tobago* and the *Drafting and Amendments to Law* regarding the THA Act will continue over the three-year period.

Regional Development Planning

238. As outlined in the MTPF, the objective behind strengthening social capital at the community level is to enhance synergies that provide social support, employment opportunities and facilitate community development. Towards this end, the development of Regional Plans has been identified as a vehicle for reducing regional inequalities through infrastructural development while building communities through citizen participation and fostering community commitment and volunteerism.

239. Under the guidance of the Ministry of Local Government, projects and programmes which have been identified in fiscal year 2012, under the Municipal Investment Plans (MIPs) will continue to be rolled-out over the three-year period by each of the fourteen Regional Corporations at a total estimated cost of \$200 million. These projects cover a wide range of activities, mainly geared towards developing the local economies, particularly the local tourism sector, through the improvement of the physical amenities. They are as follows:

- Chaguanas Borough Corporation – development of the Ramsaran Street Boulevard to make it more attractive for business development
- Couva/Tabaquite/Talparo Regional Corporation – enhancement of domestic tourism through the phased development of six sites including Knolly's Tunnel, the Gran Couva River Lime, and La Vega Estate
- Penal/Debe Regional Corporation – enhancement of the Debe-to-Penal Entrance through the installation of a Feature including a flag display
- Point Fortin Regional Corporation – upgrade and expansion of recreation facilities in the Borough focusing on the relocation of tennis facilities to Coronation Park and the provision of a multi-level carpark for Mahaica Oval
- Princes Town Regional Corporation – enhancing the domestic tourism through the development of the Moruga Beach Facility, the L'Anse Mitan Spring Bridge, The Devil's Wood Yard and the Ste. Medeleine Recreation Facility

- San Fernando City Corporation – redevelopment of the waterfront including the upgrade of the fish market and the restoration of the Old Railway Building
- Sangre Grande Regional Corporation – Town Centre redevelopment involving the relocation of the PTSC Garage and the redevelopment of that site
- San Juan/Laventille Regional Corporation – Croisee Renaissance project
- Siparia Regional Corporation – facilitating domestic tourism through the development of entrance features at the three points of entry into the town, the construction of a band stand and plaza at Irwin Park and the development of a transportation hub along the SS Erin Road
- Tunapuna/Piarco Regional Corporation – Installation of Features at the Auzonville Road and the Macoya Road points of entry, along with pavement upgrade and landscaping in the vicinity of the Tunapuna Market.

240. The MIPs of the other four (4) Municipal Corporations (Port of Spain, Arima, Diego Martin and Mayaro/Rio Claro) will be developed in consultation with the Councils of those Regional Corporations and projects will be identified for implementation, from the latter half of fiscal year 2013 onwards. It is envisaged that the MIPs will continue to be a source of new and region-specific projects which will continue over time to be employment creating as well as revenue generating at the regional and community levels and within the ambit of the Local Government Reforms that will be rolled out.

Environment

241. Fundamental to the social and economic transformation of the country is a healthy respect for the environment. Striking the balance between the nation's development and environmental conservation is therefore the key to meeting present demands without compromising the development agenda of future generations.

242. In this regard, efforts by the various arms of the government charged with the responsibility for environmental management are accorded high priority as a facilitating mechanism for the implementation of the five (5) Strategic Priorities. The Environmental Policy and Planning Division of the Ministry of the Environment and Water Resources, constitutes the major facilitator of environmental policy development, while the implementers of government's environmental agenda are the Environmental Management Authority (EMA), the Trinidad and Tobago Solid Waste Management Company Ltd (SWMCOL), the Forestry Division of the Ministry of Housing, Land and Marine Affairs and the Tobago House of Assembly (THA).

243. A number of key policy initiatives will be advanced under the three-year PSIP 2013-2015 at an estimated cost of \$12 million. Among these are:

- implementation of the new Forest Policy and the Protected Areas Policy through the establishment of the Forest and Protected Areas Management Authority (FPAMA)
- reduction of Methyl Bromide In Quarantine and Pre-shipment Usage in Trinidad and Tobago
- development of a Strategy for Reduction in Emissions of Carbon Dioxide and
- development of an approach to facilitate the Main Streaming of Climate Change into the National Development Strategy

244. These policy initiatives have obvious implications for the future development of Trinidad and Tobago, and will provide the basis for a new slate of environmental programmes and projects. Included among such developmental programmes which are imminent, but not yet identified within the Three-Year PSIP are:

- increasing use of innovative technologies including “green technology”,
- retrofitting of government buildings,
- roll-out of a comprehensive recycling programme embodied in the recently approved Solid Waste Management Policy, including inter alia, the remediation and decommissioning of existing landfill sites
- conversion of government vehicles in the first instance to the use of Compressed Natural Gas (CNG)
- a more holistic and comprehensive programme of reforestation
- comprehensive programmes for the further development of protected areas
- building capacity among industry partners to reduce their carbon footprint

245. Among the implementation agencies of the government, the EMA and SWMCOL are the most noteworthy, because of their potential for generating significant developmental programmes in the sector. Consistent with its mandate to coordinate, facilitate and oversee execution of the national environmental strategy and programmes, the EMA has proposed a major flagship project over the three-year period, the construction of “Green” Building at Trincity, at an estimated cost of over \$100 million. This will provide a prototype for future development of government buildings. SWMCOL has the overall responsibility for waste management with specific responsibility for the management of three landfill sites, industrial and commercial solid and liquid waste collection as well as paper and cardboard recycling activities. The Company is in the process of reorganising itself to better discharge its functions over the three-year period.

246. The Forestry Division will undertake over the three year period, the replanting of over 600 hectares of forest cover under the Forest Regeneration Programme among the five Conservancies of Trinidad. Additionally contracts are scheduled to be awarded over the period for the upgrade of Forestry Access Roads at an approximate cost of \$56 million.

APPENDIX I

PUBLIC SECTION INVESTMENT PROGRAMME 2013-2015 (TT\$ Mn)
ALLOCATION BY STRATEGIC PRIORITY AND SECTOR

Strategic Priority	Sector	Projected Allocation 2013-2015
Agriculture and Food Security	<i>Agriculture</i>	1,426.580
	Total	1,426.580
Crime and Law and Order	<i>Law Enforcement</i>	12.000
	<i>Public Safety and Citizen Security</i>	2,991.150
	Total	3,003.150
Economic Growth, Job Creation, Competitiveness and Innovation	<i>Communication</i>	21.800
	<i>Drainage</i>	454.950
	<i>Economic Restructuring and Transformation</i>	338.800
	<i>Electricity</i>	189.850
	<i>Energy</i>	9.000
	<i>Energy/Renewable Energy Alternatives</i>	2,025.000
	<i>Foreign Policy and Trade Relation</i>	50.500
	<i>Industrial Development</i>	3.000
	<i>Information Technology and Infrastructure</i>	477.051
	<i>Manufacturing</i>	511.480
	<i>Multi-sectoral Programme</i>	2.000
	<i>Primary Education</i>	5.700
	<i>Roads and Bridges</i>	2,843.800
	<i>Science, Research and Development</i>	130.850
	<i>Sewerage</i>	187.800
	<i>The Arts and Multiculturalism</i>	73.800
	<i>Tourism</i>	91.600
	<i>Transportation</i>	354.600
	<i>Water Security</i>	410.798
	Total	8,182.379
Facilitative Priority Initiatives	<i>Administration</i>	1,783.076
	<i>Environment</i>	114.450
	<i>Law Reform</i>	3.500
	<i>Regional Development Planning</i>	28.500
	Total	1,929.526
Health Care Services and Hospitals	<i>Health/HIV AIDS</i>	1,467.300
	<i>Sport and Recreation</i>	471.400
	Total	1,938.700

**PUBLIC SECTION INVESTMENT PROGRAMME 2013-2015 (TT\$ Mn)
ALLOCATION BY STRATEGIC PRIORITY AND SECTOR**

Strategic Priority	Sector	Projected Allocation 2013-2015
Poverty Reduction and Human Capital Development	<i>Capacity Building/Institutional Strengthening</i>	416.850
	<i>Community Development</i>	989.600
	<i>Early Childhood Education</i>	17.900
	<i>Housing and Shelter</i>	821.345
	<i>Primary Education</i>	1,163.200
	<i>Secondary Education</i>	710.900
	<i>Skills Development</i>	162.315
	<i>Social Development</i>	153.550
	<i>Special Education</i>	29.350
	<i>Tertiary Education</i>	1,873.697
	<i>Youth Development and Entrepreneurship</i>	11.400
	Total	6,350.107
	Total	22,830.442

CHART I

**Three-Year Public Sector Investment Programme 2013-2015
Indicative Funding by Strategic Priority (TT\$ Mn)**

