



Republic of Trinidad & Tobago

## **Government at your Service Highlights of Achievements 2002 – 2007**

### **“Accounting for the Resources”**

- Pillar I      Developing Innovative People
- Pillar II     Nurturing a Caring Society
- Pillar III    Enabling Competitive Business
- Pillar IV    Investing in Sound Infrastructure and  
the Environment
- Pillar V     Promoting Effective Government



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## INTRODUCTION

Over the period 2002 to 2007, the Trinidad and Tobago economy experienced unprecedented growth and development as Government undertook deliberate policy actions to transform the country into a Developed Nation by the year 2020. Government at Your Service: Highlights of Achievement 2002-2007—Accounting for the Resources, expounds and synthesises these achievements in the context of the Vision 2020 Developmental Pillars of:-

- i. Developing Innovative People;
- ii. Nurturing a Caring Society;
- iii. Enabling Competitive Business;
- iv. Investing in Sound infrastructure and the Environment; and
- v. Promoting Effective Government;

Given that the Ministries are the implementing agencies in respect of initiatives under each Pillar, the document is subdivided under Ministry Headings. It should be noted however, that while the document seeks to present a realistic and comprehensive picture of the major accomplishments over the period, it is not an exhaustive account. It is nevertheless a tribute to the progress that has been made in shaping and implementing informed policy choices that accent and build capacity, support good governance and develop modern relevant institutions.

# ECONOMIC REVIEW

## Gross Domestic Product

Trinidad and Tobago continued to display impressive economic performance during 2006, reaffirming the country's position as the economic and financial leader of the Caribbean. In 2007, the economy is expected to maintain its expansionary trend, recording a further 5.5 percent growth over the previous year's rate of 12 percent. With this achievement, the economy will have recorded its 13th successive year of positive economic growth.

As a result of these developments, GDP per capita is expected to reach US\$16,015 in 2007, an increase of 8.3 percent from the US\$14,789 level recorded in 2006.

As the pace of economic activity has accelerated, the country's GDP has increased from \$51.4 billion in 2000 to an impressive \$132.1 billion in 2007.

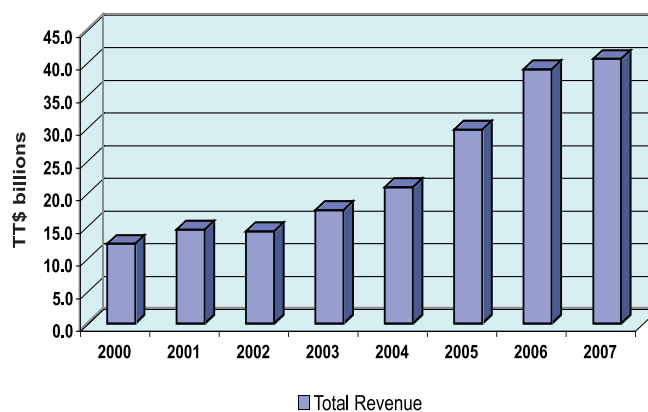
Trinidad and Tobago is now one of the fastest growing economies in the Western Hemisphere and boasts:-

- The largest Energy and Manufacturing Sectors in the English-speaking Caribbean;
- A rapidly emerging Financial Services Sector;
- Non-energy growth averaging 6.3 percent per year;
- Energy Sector growth averaging 14.8 percent per year; and
- Annual economic growth averaging 9.2 percent per year since 2003.

## Central Government Fiscal Operations

Between fiscal 2006 and 2007 Central Government Fiscal Operations mirrored the robust Energy Sector, with Central Government Revenue expected to increase by 4.1 percent, from \$38.9 billion in fiscal 2006 to \$40.5 billion fiscal 2007. (Figure 1)

Figure 1: Central Government Revenue 2000-2007



Source: Ministry of Finance

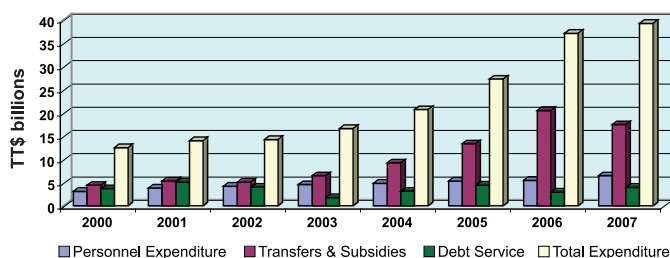
During the same period, Central Government Expenditure and Net Lending, inclusive of the Revenue Stabilisation Fund, increased by 5.8 percent from \$37.1 billion to \$39.2 billion. (Figure 2).

Balances on the Revenue Stabilisation Account have been steadily increasing:-

- During fiscal 2003, Government transferred \$497.4 million to the Revenue Stabilisation Fund;
- During fiscal 2004, Government transferred \$1.26 billion to the Fund;
- During fiscal 2005, Government transferred \$2.59 billion to the Fund;
- During fiscal 2006, Government transferred \$3.16 billion to the Fund; and
- By the end of fiscal 2007, Government will have transferred \$2.03 billion to the Fund.

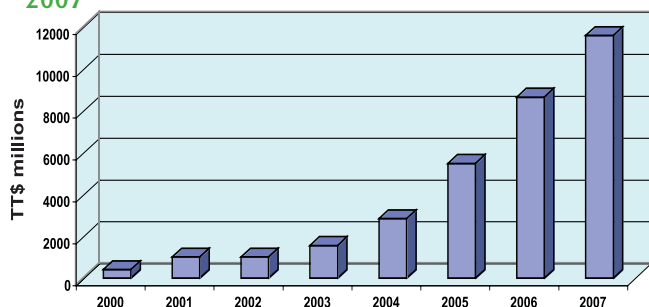
Between 2000 and 2007 the size of the Revenue Stabilisation Fund increased twenty-eight-fold from \$415.3 million to \$11.6 billion. (Figure 3)

Figure 2: Central Government Expenditure 2000-2007



Source: Ministry of Finance

Figure 3: Revenue Stabilisation Fund Balances 2000-2007



Source: Ministry of Finance and Central Bank

The Central Government, in fiscal 2008 is expected to record a fiscal surplus for the fifth consecutive year, of \$1.3 billion or 0.96 percent of GDP. This is a substantial improvement on the budget deficits of 0.6 percent in 2000 and 0.2 percent in 2002.

### Public Debt

Trinidad and Tobago's Public Debt Stock, as a percent of GDP, declined significantly from 30.5 percent in fiscal 2006 to 28.3 percent in 2007, further demonstrating the country's continued prudent fiscal and monetary management. (Tables 1 and 2)

Table 1: Gross Public Sector Debt 2000-2007

Year	Million \$	% of GDP
2000	26,792	52.2
2001	29,758	54.1
2002	32,794	58.3
2003	35,491	49.9
2004	36,911	44.6
2005	35,858	37.6
2006	36,812	30.5
2007	37,008	28.3

Source: Ministry of Finance

Table 2: Central Government Debt 2000-2007

Year	Million \$	% of GDP
2000	20,749	40.4
2001	20,044	36.4
2002	20,637	36.7
2003	21,461	30.2
2004	22,043	26.6
2005	20,287	21.3
2006	19,511	16.2
2007	21,328	16.1

Source: Ministry of Finance

### Balance of Payments

Trinidad and Tobago registered its sixth consecutive Balance of Payments surplus in 2006 with an overall external balance of US\$1,645.4 million. This out-turn is in contrast to the Balance of Payments deficit of US\$441 million recorded during 2000 and exceeds the combined positive balances achieved during the 2001 – 2005 period.

### Foreign Reserves

The country's Gross International Reserves in 2006 increased from US\$6,115.8 million at the end of 2005 to US\$8,824.6 million. Gross Official Reserves of US\$5,134.1 million as at December 31st 2006 represented 7.8 months of import cover and a favourable increase over the 2005 figures of US\$4,015 million and 7.1 months of cover.

## Economic Review

### Foreign Direct Investment

Trinidad and Tobago has developed one of the most positive business investment climates in the Western Hemisphere and has continued to attract significant inflows of Foreign Direct Investment (FDI). In 2006 this country recorded US\$883 million in Foreign Direct Investment inflows, compared with the 2000 to 2006 period average of US\$ 847 million. (Table 3)

**Table 3: Foreign Direct Investment 2000–2006**

2000	US\$680 million
2001	US\$835 million
2002	US\$791 million
2003	US\$808 million
2004	US\$998 million
2005	US\$940 million
2006	US\$883 million

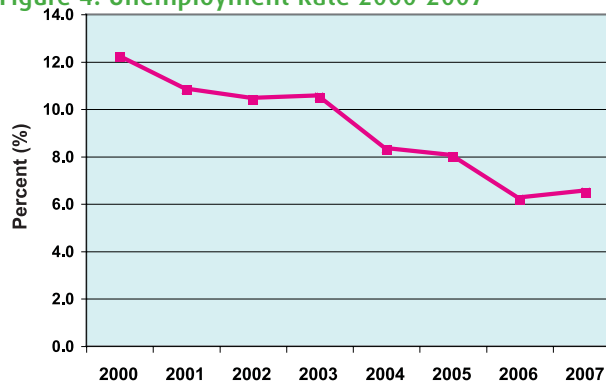
Source: Ministry of Finance

### Employment

The number of employed persons in Trinidad and Tobago rose to 586,200 in 2006 representing an additional 12,200 new jobs since 2005 and a phenomenal 72,125 since 2000. Unemployment as a consequence declined from 12.2 percent in 2000 to 8.0 percent in 2005 to a historic low of 6.2 percent in 2006. The unemployment rate, at 6.5 percent, remained relatively stable at the end of the first quarter of 2007.

These figures indicate that Trinidad and Tobago is very close to attaining full employment which is set at 5 percent according to international standards. (Figure 4)

**Figure 4: Unemployment Rate 2000–2007**

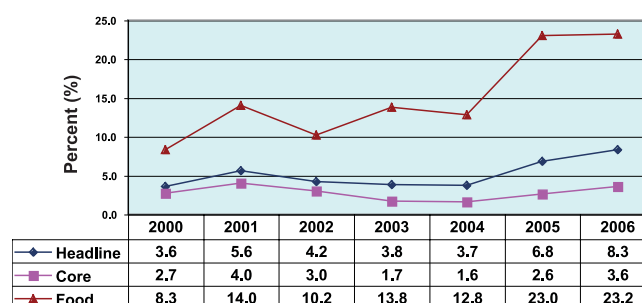


Source: Ministry of Finance

### Inflation

As the rate of economic activity accelerates, a major challenge for Trinidad and Tobago continues to be the control of inflationary pressures. Both Government and the Central Bank of Trinidad and Tobago are aggressively utilising policy instruments on both the supply and demand sides, to contain increases in the general price level brought about by a combination of strong external inflows and rising demand pressures. To this end, the policies put in place have resulted in a decline in the inflation rate for the January-June period for 2007 of 2.7 percent; this compares to a rate of 4.4 percent in the previous comparative period of 2006. In addition, the contribution of food prices to inflationary pressures has decreased from an average of 11.5 percent for the January-June period in 2006 to 4.8 percent for the comparative 6-month period in 2007. (Figure 5)

**Figure 5: Inflation – A Challenge of Expansion**



Source: Ministry of Finance

## Sovereign Credit Rating

Since 2000 Trinidad and Tobago's credit ratings as ascribed by Moody's Investors Services and Standard and Poors have improved and are currently among the highest in Latin America and Caribbean. The current ratings ascribed to Trinidad and Tobago over the period of the review by the major Credit Rating Agencies are outlined below. (Tables 4 and 5)

In April 2007, the regional credit rating agency, **Caribbean Information and Credit Rating Services Limited (CariCRIS)**, issued its first sovereign credit rating to the Government of Trinidad and Tobago, assigning it the top ratings of:-

- CariAAA (Regional Scale Foreign currency);
- CariAAA (Regional Scale Local currency); and
- ttAAA (Trinidad and Tobago National Scale).

In 2005 Trinidad and Tobago's Credit Rating compared favourably with those of other Oil Exporters as outlined below:-

**Table 4: Standard and Poors Sovereign Credit Ratings for Trinidad and Tobago**

Year	Foreign Currency			Local Currency		
	Outlook	Long-term	Short-term	Outlook	Long-term	Short-term
2005	Stable	A-	A-2	Stable	A+	A-1
2004	Positive	BBB+	A-2	Positive	A	A-1
2003	Stable	BBB	A-2	Stable	A-	A-2
2002	Positive	BBB-	A-3	Positive	BBB+	A-2

Source: Ministry of Finance

**Table 5: Moody's Sovereign Credit Ratings for Trinidad and Tobago**

Year	Outlook	Foreign Currency Ceiling				Government Bonds	
		Bonds & Notes		Bank Deposits		Foreign Currency	Local Currency
		Long-term	Short-term	Long-term	Short-term		
2006 (July)	Stable	A1	-	Baa1	P-2	Baa1	-
2006 (May)	-	A2	P-1	-	-	-	-
2005 (Aug.)	Stable	Baa2	P-3	Baa2	P-3	Baa2	-
2000 (April)	Stable	Baa3	-	Ba1	-	Baa3	Baa1
2000 (Jan.)	-	Ba1	-	Ba2	-	Ba1	Baa3

Source: Ministry of Finance

## Economic Review

**Table 6: 2005 Credit Ratings: Oil Exporting Countries**

<b>Standard and Poors</b>			<b>Moody's</b>		
Kuwait		A+	Kuwait		A2
Saudi Arabia		A	Saudi Arabia		A3
Trinidad and Tobago		A-	Mexico		Baa1
Mexico		BBB	Trinidad and Tobago		Baa2
Russia	(Investment Grade)	BBB-	Russia	(Investment Grade)	Baa2
Venezuela	(Speculative Grade)	B+	Venezuela	(Speculative Grade)	B2



# PILLAR I: NURTURING A CARING SOCIETY

## SOCIAL DEVELOPMENT

### Strategic Adjustments

In 2002, the social service delivery function of the Ministry of Social Development was removed to the ambit of the Office of the Prime Minister. The reconfigured Ministry of Social Development was designated the mandate for social sector policy, planning and research and the monitoring and evaluation of social sector programmes and projects.

In May 2005, the Social Services Delivery function reverted to the Ministry of Social Development. However, given that during the intervening period of separation the 2 agencies established different goals, objectives and organisational structures, the operations needed to be rationalised in order to achieve a seamless reunification. A Transformation Team comprising key personnel from each “arm” of the new Ministry, and including representation from the Public Management Consulting Division (PMCD) of the Ministry of Public Administration and Information, was established to address this task. A consultant was also brought on board to strategically guide the process.

To date, the Ministry has developed a Vision, Mission, Goal and Objectives and Core Values for defining the parameters of its unified operations. Objectives include:-

- Create an environment that strongly projects the Ministry’s core values;
- Define an appropriate policy framework;
- Develop and implement a programme of institutional strengthening;
- Acquire and retain personnel committed to the core values of the Ministry and excellence in service delivery;
- Decentralise and create inter-departmental collaboration through the establishment of 15 Social Service Delivery Centres;

- Plan and implement structures and processes to facilitate effective, efficient and timely delivery of social services; and
- Design and implement programmes to ensure that all members of staff have an understanding of the requirement of output budgeting and an appreciation for fiscal policy and procedures.

### Ageing

The Division of Ageing was established in August 2003 under the aegis of the Ministry of Social Development. The mission of this Division is to educate and sensitise the public on ageing issues and to enhance the quality of life of older persons by providing an enabling environment for their continued development. This mandate is critical in view of the fact that current statistics indicate that there is currently over 130,000 persons over the age of 60 in Trinidad and Tobago, a figure which is set to double by the year 2020.

Major initiatives for the provision of social support for the ageing include:-

- Conduct in 2004, of a nation-wide survey on Homes for Older Persons in collaboration with the Ministry of Health which led to the establishment of a comprehensive database;
- Launch of the **Older Persons Information Centre (OPIC)** in 2005, to provide information and/or referrals on products and services related to older persons;
- Launch of 4 Senior Activity Centres in 2006, located in St. James, Maloney, Chaguanas and Rio Claro and an additional centre in Pleasantville in 2007, in collaboration with NGO partners - these Senior Activity Centres are a component of the **Continuum of Health and Social Support Services** which is intended to foster independence among older persons;

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- The inaugural observance of World Elder Abuse Awareness Day was commemorated in June of this year;
- The Division of Ageing was awarded the Prime Minister's Innovating for Service Excellence Award "Making a Difference to People" – for the Senior Activity Centre initiative in the Social Inclusion Category;
- Submission of the *Homes for Older Persons Bill 2007* to both the Lower and Upper Houses of Parliament; and
- Launch of the National Policy on Ageing.

Additionally, over the period 2002 to 2007, 11 Public Open Fora on Ageing and Ageing Issues were conducted in communities throughout Trinidad and Tobago.

### Community Mediation

In addition to mediation services, the Ministry of Social Development also equips persons with the ability to manage potentially volatile behaviours and situations. In fiscal 2005, 1,200 persons in communities throughout Trinidad and Tobago received training in Anger Management and Conflict Resolution.

In 2004, the Community Mediation Services were restructured in keeping with the revision of the relevant legislation. In April 2006, the new programme was launched with the simultaneous opening of 5 centres. Since the inception of the centres, 1,607 clients have accessed the services. Matters are referred by the police and magistrates' courts; however, 72 percent of matters attended to by the centres were self-referred cases.

In August 2006, the centres began offering social work services with 579 persons receiving counselling since that time. In addition, 106 matters have been mediated; 81 were settled with full agreement; 3 with partial agreement; and 19 with no agreement. Of these cases, 66 were court referred and 40 self-referred.

The Community Mediation Services Division has also successfully engaged more than 125 community partners. It

is anticipated that through these partnerships, referrals to the centres will be made and support given to mobilisation and outreach activities.

### Probation Services

The Probation Services Division of the Ministry of Social Development is mandated, among other things to supply the Courts with reports on the background of individuals in criminal and family matters and provide services that are linked to court matters as well as various other *community oriented* services.

- 440 youth probationers benefited from the **Remedial Therapy Programme** in fiscal 2005 and 2006; and
- 250 first time offenders and persons with minor offences received an alternative to incarceration under the **Community Service Orders Programme** in fiscal 2006 and 2007.

### Social Integration

The Social Displacement Unit of the Ministry of Social Development coordinates all activities pertinent to the rehabilitation of socially displaced persons. The Unit also works in tandem with the **Piparo Empowerment Centre** to rehabilitate and provide skills training for male substance abusers who are also socially displaced. In addressing social integration the Ministry of Social Development is also engaged in programming for deportees and ex-prisoners.

Under the various social integration initiatives:-

- 36 persons benefited from the Rehabilitation of Socially Displaced Substance Abusers Programme in fiscal 2004;
- An Empowerment Series for Residents of the Centre for Socially Displaced Persons was launched with the aim of equipping these persons with basic skills for independent living;
- \$500,000 was provided via subventions to NGOs providing services to ex-prisoners in fiscal 2005;

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- 13 persons benefited from the Empowerment Series for Socially Displaced Persons in fiscal 2005;
- 228 socially displaced persons received medical and psycho-social support and care at Assessment Centres for Socially Displaced Persons during the 2006 fiscal period;
- 103 persons benefited from the services offered by the Piparo Empowerment Centre in fiscal 2006;
- 12 deportees received rehabilitative assistance – accommodation and social work interventions in 2007;
- Out of 48 residents at the Piparo Empowerment Centre, 10 successfully completed and exited the programme in 2006/2007 and 18 residents were accepted into the Multi Sector Skills Training (MuST) Programme;
- 18 socially displaced older persons were relocated to Homes for Older Persons in 2006/2007, where they now receive an appropriate level of quality care; and
- 12 persons voluntarily accepted accommodation at the Centre for Persons with Disabilities.

## POVERTY

Poverty reduction is a main thrust of the Ministry of Social Development, and a range of services is provided to respond to the needs of the most vulnerable members of society.

### Adopt-a-Community Programme

In 2003, 600 persons in 14 communities throughout Trinidad and Tobago benefited from this initiative which is a tripartite collaborative approach among Government, communities and corporate entities. The Programme's main objective is community development through support in the following areas: socio-economic, cultural development and infrastructure.

### SHARE/Targetted Conditional Cash Transfer Programme

In fiscal 2004, there was an 87 percent expansion of the SHARE Programme's reach – from the previous capacity of 8,000

households, to 15,000 households and then to 20,000 in the 2006 fiscal year. In 2004 too, 67 skills training programmes were conducted, reaching 12,164 beneficiaries.

During the 2005/2006 fiscal period, the SHARE Programme introduced 2 initiatives intended to empower its clientele toward sustainable living:-

- A Grow Box Pilot Project** – 100 persons benefited from this programme which was subsequently transferred to the Ministry of Agriculture, Land and Marine Resources for incorporation into a National Grow Box Project; and
- Skills Training Programme run by NGOs** – 1,089 persons benefited from this programme – acquiring new skills to allow them to enter the workplace and move away from receiving hampers.

The Monitoring and Evaluation Division of the Ministry of Social Development completed a comprehensive evaluation of the SHARE Programme and, on August 1st 2006, the Conditional Cash Transfer Programme replaced the SHARE Programme. Via the *TT Debit Card*, vulnerable households are given access to nutritional and food security. The initial recipients of the cards were the existing beneficiaries of the SHARE Programme, to be followed by other vulnerable groups who would be subject to a means test. Funds are disbursed monthly as follows:-

<b>Category 1</b>	-	\$300.00
(Families of 3 members and less)		
<b>Category 2</b>	-	\$400.00
(Families of 4 and 5 members)		
<b>Category 3</b>	-	\$500.00
(Families of 6 members and more)		

As at fiscal 2007, 8 Regional Offices have been established and more than 5,000 cases screened.

### The Survey of Living Conditions

The Final Report on the 2005 Survey of Living Conditions has been submitted by the Consultant to the Ministry of Social Development. The information gleaned from analysis

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of the survey data will serve to drive the planning, monitoring and analysis of economic and social policies and social programmes for positive impact on the lives of vulnerable groups in society.

### HUMAN DEVELOPMENT

The Ministry of Social Development also seeks to improve the standard and quality of life of our nation's citizens through programmes and facilities that are developmental and entrepreneurial in nature.

#### Multi-Purpose Community Based Telecentre Project

This project provides access, for persons in communities, to computers and the internet, as well as training in the use of computer software, at 4 centres throughout Trinidad and Tobago. In fiscal 2005, 533 persons received computer literacy training at the Telecentres. In fiscal 2006, more than 800 persons accessed the services and 1,027 persons were trained in use of the Microsoft 2000 software. In fiscal 2007, 1,698 persons accessed the services of the Telecentres.

#### Micro-Enterprise Loan Facility (MEL)

Under this initiative, Community Based Organisations (CBOs) are trained and facilitated to serve as micro-lending and support agencies to target needy persons in communities. The programme promotes entrepreneurship and creates sustainable livelihoods. Loans, to a maximum of \$10,000, are given at a 6 percent rate of interest. The programme targets 50 beneficiaries on an annual basis and operates in 5 communities.

#### Adolescent Mothers

During the period 2004 to 2007, 231 pregnant teens, young mothers and their infants accessed services at 6 centres in Trinidad and Tobago.

#### Disability Assistance Fund

This Fund was established in December 2003 to meet the needs of persons with disabilities and organisations associated with persons with disabilities that do not qualify for assistance under the other existing programmes operated by the Ministry of Social Development. In fiscal 2006, an estimated \$336,950 was disbursed to 154 beneficiaries.

#### Personal Assistants Training Programme

This Programme commenced in 2005 and established a group of trained attendants to offer support services to persons with disabilities, thereby enabling them to enjoy a greater degree of autonomy and independent living. The programme is delivered by SERVOL on behalf of the Ministry of Social Development and comprises classroom and practical training as well as on the job training over a 15 month period. 32 trainees completed the first cycle of training and a second cycle has begun.

#### Social Assistance Grants

A range of financial assistance/grants are disbursed to persons in need through the Ministry of Social Development. These include:-

##### Old Age Pension

- In 2002, the grant was \$800 per person, with \$731,093,910 disbursed;
- In 2003, the grant was raised to \$1,000 and \$741,535,579 was disbursed;
- In 2004, \$779,621,212.20 was disbursed;
- In 2005, the grant was increased to \$1,150 and \$881,067,493 was disbursed; and
- In 2006, the grant was increased to \$1,350 with \$888,732,736.68 disbursed.

##### Public Assistance

In fiscal 2005 the Public Assistance Grant was structured as follows:-



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- For 1 person - \$320.00
- For 2 persons - \$560.00
- For 3 persons - \$770.00
- For 4 or more persons - \$940.00

In fiscal 2006, the Grant was increased by \$150 across the board. Expenditure via these grants for the period was as follows:-

- 2002 - \$105,990,049.00
- 2003 - \$127,704,166.14
- 2004 - \$122,425,607.00
- 2005 - \$148,733,722.00
- 2006 - \$142,455,986.00

### Disability Assistance

In fiscal 2004/2005 the quantum of the grant was \$650 per month and the age criteria for qualifying for the grant was adjusted to cover persons in the age bracket 18 to 64 years. The grant was previously paid to persons 40 years and older. In fiscal 2005/2006 the quantum of the grant increased to \$800 per month, and again in fiscal 2007, to \$900 per month.

Expenditure over the period was as follows:-

- 2002 - \$58,929,081.00
- 2003 - \$62,828,057.00
- 2004 - \$81,423,812.50
- 2005 - \$128,990,776.00
- 2006 - \$145,783,039.00

### Emergency Food Relief

In fiscal 2005, \$79,142.95 was disbursed to flood and fire victims.

### Social Research

In fiscal 2005 a Research Agenda for the Social Sector was established to determine the nature, extent, causes and effects of the social ills impacting society.

During fiscal 2007, the following surveys were undertaken or commenced:-

- Causes and Effects of Alcoholism in Trinidad and Tobago;
- Conformity to Socially Accepted Norms and Values in Trinidad and Tobago;
- Status of Males in Society; and
- Multiple Indicators Cluster Survey (MICS), a national household survey conducted periodically to provide an assessment of goals in respect of the 1990 World Summit for Children.

### Social Sector Policy

During the period 2006 - 2007 the following policy documents were developed and/or finalised:-

- The National Policy to Address the Socio-Economic Impact of Persons Deported to Trinidad and Tobago;
- The National Policy on the Family;
- The National Policy on Persons with Disabilities;
- The National Plan of Action for Children;
- The Policy Framework for NGO/Government Relationships;
- The National Policy on Ageing; and
- The Policy on Rendering Government Assistance to Faith Based Organisations.

## HOUSING

### Housing Policy

Government's activities over the period 2002 to 2007, with respect to Housing, is informed by the Housing Policy for Trinidad and Tobago which was launched in March 2002 and titled: "*Showing Trinidad and Tobago a New Way Home*". The cornerstone of this new policy is making Housing more accessible and affordable to the population.

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### Mortgage Financing

A major achievement in terms of mortgage finance has been the reduction of mortgage interest rates. Prior to 2002 interest rates varied from 8 percent to 12 percent for the **Approved Mortgage Companies (AMC) Programme**. During 2002–2006 the rate was reduced from 6 percent to 8 percent.

In the 2006/2007 Budget, the interest rate was further reduced to 2 percent for beneficiaries of state housing with an income of up to \$8,000. Additionally, recipients of state housing with an income of up to \$8,000 are to be given the option to increase the amount of their mortgage to assist in the purchase of household appliances up to a maximum of \$15,000.

Prior to 2002, the required down payment for mortgages was 10 percent, after 2002, it was reduced to 5 percent. In fiscal 2007, no down payment was required for beneficiaries of state housing with an income of up to \$8,000.

### Subsidies

The Housing Policy focuses on making houses more affordable by indirectly subsidising the cost of houses. In this regard, Government agreed in fiscal 2007, that beneficiaries of Government housing will be required to pay only for the raw cost of the land, with Government meeting the cost of infrastructural development.

The Housing Policy also provides subsidies which are designed to make housing units more affordable for the targeted low-income group. The **Beneficiary Owned Land Subsidy** provides an upfront subsidy to persons in possession of land who wish to construct a home and who satisfy the relevant criteria. The **New Housing Subsidy** provides subsidies to beneficiaries who wish to purchase a new house and who satisfy the relevant criteria.

### Rent-to-Own Programme

The Rent-to-Own Programme was introduced in fiscal 2004, with the prime objective of enabling low and middle income

persons who do not meet the financial requirement, to achieve, on a phased basis, their long-term goal of acquiring a house. Under the Programme, persons are given consideration for rental accommodation based on their income levels and, subsequently, in accordance with stipulated criteria, the rental agreement is converted to a mortgage agreement. The Ministry of Housing has utilised the Rent-to-Own Programme in several of its developments, including Almond Court, Morvant, Oropune Gardens, Piarco and Barataria; to the benefit of 3,300 persons.

### The Accelerated Housing Programme

The Accelerated Housing Programme was instituted in fiscal 2004 in response to the low level of construction activity in the Sector. The major components of the Accelerated Housing Programme are: the Infill Lots Programme; the Joint Venture Programme; and the Urban Renewal Programme. Housing construction under the Accelerated Housing Programme increased progressively between 2002 and 2007:-

- In 2002/2003 - the first year of the Programme, there were 385 housing starts;
- In 2003/2004, the number of housing starts increased by 2,051 to 2,436;
- In 2004/2005 there was a further increase of 5,552 starts to 7,988;
- In 2005/2006, there were 7,965 starts;
- In 2006 to August 2007, there were approximately 7,226 starts;
- In total, from the start of the Programme to August 2007, there were approximately 26,000 starts.

These units are located at over 100 sites, including: Pleasantville; Rio Claro; Palo Seco; Malabar; Boys Lane; Barataria; Ramgoolie Trace; Tarouba North; Carslen Field; Ojoe Road; Mayaro; Buen Intento; Mount Hope; East Grove, Valsayn and Phase 1B Arouca.

### Joint Venture Programme

This Programme comprises a partnership arrangement between the **Housing Development Corporation (HDC)**,



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and private contractors/developers to construct houses. Under the Programme, the HDC identifies the lands on which houses are to be constructed, while the developers\contractors are responsible for the design and construction of the houses. These houses are sold to beneficiaries at selling prices agreed to by Cabinet. The beneficiaries are pre-qualified applicants selected from the **Home Application Fulfillment System (HAFS)** database in accordance with the Allocation Policy approved by Cabinet.

A total of 8,200 housing units have been distributed under this Programme to date and a further 3,000 are scheduled for distribution by September 30<sup>th</sup> 2007.

### Infill Lots Programme

Under the Infill Lots Programme, housing units are constructed by private contractors on vacant lots in existing Government Housing Estates. These lots would have been recovered from persons who were assigned the lots under the **First National Settlement Programme** and HDC (formerly NHA) housing settlements and who failed to build houses within the stipulated time- frame.

A total of 4,100 lots were acquired and 3,125 distributed under the Infill Lots Programme.

### Urban Renewal Programme

The Urban Renewal Programme is designed to address re-development problems in the urban centres with the provision of improved services and infrastructure. The Programme commenced in July 2003 with the reconstruction of Government-owned apartment complexes at Beverly Hills, Laventille and Roy Joseph, San Fernando.

In 2005/2006, a proposed redevelopment scheme for the East Port of Spain area commenced and draft designs and plans completed. To date, all properties in South Quay have been acquired and demolition is in progress.

Plans are also ongoing for urban renewal projects in Clifton Hill, Laventille (Ramdial Mahabir, Alexis St., Dorata St,

Almond Court, Paradise Heights, Observatory St. and Malick), Chaguanas and Mon Repos, San Fernando in fiscal 2008.

A total of 5,000 housing units are planned for construction under this Programme, with 1,100 units to be constructed in the fiscal 2007/2008 period.

### Maintaining the Housing Stock

Over the period 2002 to 2007, Government also introduced policies aimed at improving housing conditions for low-income groups through refurbishment of the existing private and public housing stock.

In 2004/2005 the HDC refurbished 279 apartment buildings representing a total of 2,923 housing units. In 2005/2006, a further 319 buildings comprising 3,329 housing units were refurbished.

Refurbishment works included, repainting of buildings, electrical rewiring, plumbing works, replacement of and/or repairs to roofs, repairs to windows, internal refurbishing, replacement of railings and repairs to ceilings.

These works were undertaken in areas, throughout the country including St. Joseph Road, Beetham Estate, Marciano Quarry Lands, Harpe Place, Powder Magazine, St. Francois Valley Road, Mango Rose, Couva, Maloney Gardens, Ramdial Mahabir Lands, De Freitas St, Dundonald St., Dorata St., Clifton St., Plaisance Terrace and Foster Quevado.

Other initiatives aimed at improving the existing stock of public housing include the **Home Improvement Grant** and the **Home Improvement Subsidy**.

### Home Improvement Grant

The Home Improvement Grant Programme was instituted in March 2003. Under the Programme, eligible persons with a maximum household income of \$36,000 per annum are given a grant of \$15,000 to effect home improvements and repairs.

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Between October 2003 and September 2006, 2,686 grants were provided to beneficiaries in Trinidad and Tobago. Between October 2006 and August 2007, a further 936 grants were disbursed. It is projected that 1,400 grants will be disbursed in fiscal 2007; while a further 1,800 grants will be disbursed in fiscal 2008.

### Home Improvement Subsidy

Under this Programme, subsidies are provided to qualified beneficiaries to effect repairs to their homes. The Home Improvement Subsidy is a matching subsidy that is provided to beneficiaries with a household income of less than \$54,000 per annum. The maximum value of the subsidy is \$20,000 subject to the provision of a matching pledge, which may comprise a combination of funds, materials, and labour. Between 2005 to August 2007, 1,222 agreements were signed for subsidy disbursement to beneficiaries in Trinidad and Tobago. It is projected that 1,360 agreements will be signed for subsidy disbursement by September 2007. In fiscal 2008, it is projected that 1,000 subsidies will be disbursed.

### Squatter Regularisation

The **Land Settlement Agency (LSA)** has been implementing the **Squatter Upgrade Component** of the **Inter-American Development (IDB) Second National Settlements Programme** since 2002. Under this component, the LSA has been improving living conditions and taking steps to provide security of tenure to families living in informal housing settlements on state lands. These improvements have included the provision of basic services; and upgrade of infrastructure such as roads, electricity, water, and drainage and sewer facilities.

Between 2003 and June 2007, the LSA upgraded a total of 1,124 lots under the **Squatter Regularisation Programme**.

In fiscal 2007, infrastructural upgrade works are continuing at Pine Settlement (369 lots), Race Course Lands, Arima (700 lots), Bon Air North, Arouca (457 lots), Milton Village, Couva (350 lots) and River Estate, Diego Martin (700+ plots).

In 2005, the Ministry of Housing, as part of the **Second National Settlements Programme** undertook a study on *the Regularisation of Squatters in the Port of Spain Region*. Phase I of the Project was completed in May 2006, with the completion of the “**Report on the Regularisation of Squatting in Port of Spain – Final Report: Solutions**”. In this first Phase; squatter areas were identified and characterised; regularisation scenarios developed; demonstration sites chosen; and conceptual plans prepared.

Phase II of the Project commenced in fiscal 2007 in: Sogren Trace; Dundonald Hill/Belle Vue; and Scorpion Alley.

It is expected that this Project will facilitate the provision of basic services, upgraded infrastructure and legal land tenure to families. Currently, early works are continuing on these sites under 11 contracts.

This Project is also expected to be instrumental in the development of a policy approach to squatter regularisation that will be applicable to a wider area.

During fiscal 2002, initiatives were pursued to regularise the tenancy of residents at the **Sugar Industry Labour Welfare Committee (SILWC)** sites at Frederick Settlement, Caroni and Kumar Village, Williamsville, as well as, secure the tenure of squatters on its housing settlements. By March 31<sup>st</sup> 2007, SILWC had regularised 63 lots in Hermitage, Golconda and Tarouba.

In keeping with its mandate to prevent further squatting on state lands, the LSA has also been focusing on the containment of squatting. In 2004, the Agency undertook restructuring and rationalisation, which included strengthening its Containment Division which is charged with executing the policy of demolishing illegal structures throughout Trinidad.

The HDC and LSA worked jointly to relocate squatters on state lands required for public purposes. Squatters at Wallerfield on land to be utilised for the Technology Park were relocated to the HDC Housing Estate at K.P. Lands, while squatters

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in the South, on lands required for transport links, are to be relocated to Tarodale and Corinth.

### Land Development

Between 2002 and 2007, the SILWC completed physical infrastructure works on 161 lots on two of its housing sites and commenced physical infrastructural works on 88 lots in 3 of its sites.

### Institutional Strengthening

Over the period 2002 to 2007, the Ministry of Housing continued its aggressive computerisation programme. The Housing Sector's information technology infrastructure was upgraded to provide the Ministry of Housing, its Agencies and stakeholders with integrated systems needed to efficiently and effectively meet Government's objectives for the Housing Sector. These systems included:-

- Development of the **Home Application and Fulfillment System (HAFS)**;
- Implementation of the following Systems:-
  - **FISERV Mortgage System** to administer the portfolio of housing stock sold to citizens;
  - **Yardi Voyager Property Management System** to facilitate improved management of HDC housing estates; and
  - **Microsoft Solomon IV Accounting System** to facilitate the timely and accurate production of financial accounts.
- Installation of a new telephone system that allows access to the Ministry of Housing and its Agencies via 623-HOME; and
- Launch of the Ministry of Housing's Website which allows persons to apply online and view the status of their application.

### Housing Development Corporation (HDC)

In order to better streamline its operations and to increase the effective implementation of Government's Housing Policy, in

2004/2005, the Housing Development Corporation (HDC) was established to replace the NHA.

### Employment Generation

In order to ensure continued viability of small-sized contracting businesses, the Ministry of Housing had taken measures in 2004 to ensure that 10 percent of all contracts awarded for housing construction are given to small contractors.

The Ministry of Housing and the HDC have encouraged and supported the use of on-the-job training by contractors utilising HYPE Programme trainees.

The Ministry also supports the Multi-sector Skills Training (MuST) Programme and has agreed to the use of MuST trainees in several of its housing development projects

### Integrated Sustainable Communities

Over the period 2002 to 2007, the Ministry of Housing, through the HDC constructed multi-purpose complexes in Maloney, La Horquetta and Pleasantville. Construction of complexes also commenced in Bon Air Arouca, Edinburgh Chaguanas, and Couva.

These Complexes were designed to foster the creation of an integrated sustainable community aimed at improving the quality of life of the residents. The objective was to accommodate the small business clientele, encourage community interaction and structured business activities, and provide an alternative to illegal and undesirable use of land. This represented a positive and fundamental change in the management and direction of Government's housing programme by fostering wealth creation and an improvement in the quality of life.

In recognition of the fact that the management and sustainability of communities is critical, the HDC spearheaded the establishment of management committees to manage its housing projects. Individuals and groups have been empowered through the provision of relevant information and training.

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### HEALTH

#### Chronic Disease Assistance Programme(CDAP)

The Chronic Disease Assistance Programme (CDAP) was introduced to: reduce the burden on dispensaries at the public health institutions; minimise patient waiting time and general inconvenience; and provide a measure of social support to citizens in need. The Programme now provides universal coverage to persons suffering from 11 chronic diseases and who are in need of medication. The 11 diseases covered under the Programme include:-

- Hypertension
- Diabetes
- Asthma
- Enlarged Prostate
- Acid Reflux
- Epilepsy
- Cardiac Disease
- Depression
- Arthritis
- Parkinson's Disease
- Glaucoma

Phase II of the CDAP, involves its computerization, which is now 90 percent complete. To date, 210 pharmacies have been supplied with terminals in readiness for the launch of the CDAP Smart Card on July 24<sup>th</sup> 2007. The back-end systems for managing patient, inventory control and claims processing are now in place at NIPDEC's Central Stores.

Over 300,000 citizens have benefited from the CDAP to date.

#### School Health

The **School Health Programme** was introduced in October 2005, to address specific health concerns in the school population that put our children at risk.

Phase I of the Programme, focussed on the re-introduction of screening services for early detection of hearing and visual impairment among actively enrolled students in government and assisted primary schools in Trinidad and Tobago.

The population targetted for screening over the fiscal period 2006/2007 is 19,234. To date 12,573 or 65.1 percent of the target population was screened. It is expected that 100 percent of the target population would be screened within the coming fiscal year. Thereafter the Programme will be expanded to include full audio logical services and to provide of hearing aids to hearing impaired students.

#### Tobacco Control

In 2004, Trinidad and Tobago ratified the **Framework Convention for Tobacco Control** becoming the first country in the Region to do so.

Other steps to protect non-smokers in public offices have already been implemented through the No Smoking Policy in public buildings and work has commenced on the development of a Cessation Programme.

In May 2007, the Ministry of Health conducted phase II of the **Global Youth Tobacco Survey (GYTS)** among school-based children ages 13-15 years old. The survey sought to capture the use, knowledge, perception and attitudes of this group of children toward tobacco and tobacco products. Phase I of this survey was conducted in the year 2000.

During the period June 30<sup>th</sup> to July 6<sup>th</sup> 2007 Trinidad and Tobago participated in the second session of the Conference of the Parties (COP) and was among the countries to submit reports on its activities.

#### HIV/AIDS

The 5-year **National Strategic Plan for the Prevention and Control of HIV/AIDS** was launched in September 2004.



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Between 2001 and 2006, there has been a 69 percent decline in the number of AIDS cases and a 50 percent decline in the mortality rate with respect to AIDS related death.

Laboratory testing as well as a programme for voluntary counselling and testing for HIV are being expanded. In this regard CD4 machines were purchased and installed in four major institutions:— Eric Williams Medical Sciences Complex, San Fernando General Hospital, Trinidad Public Health Laboratory, and Tobago Regional Hospital.

National voluntary counselling and testing policy, plan and guidelines are expected to be finalised and approved by end-August 2007.

### Avian Flu Pandemic

The Ministry of Health in collaboration with the Pan American Health Organisation (PAHO), **Office of Disaster Preparedness and Management (ODPM)** and other key stakeholders has developed a **Comprehensive Pandemic Influenza Plan** to treat with this threat. To date, sensitisation meetings have been conducted with all counties (County Medical Officers of Health) in Trinidad, with the CEOs of the Regional Health Authorities in Trinidad, as well as with the Trinidad and Tobago Medical Association and several stakeholders in Tobago.

As a result, there is enhanced surveillance and port health activities across the country. Materials required for the administration of certain aspects of the **Pandemic Influenza Plan** have been procured, and distributed to various health delivery centers. In addition, hospitals have been audited for emergency preparedness, adequacy of isolation areas, personal protective equipment (PPE), and intensive care capacity. Training will be done separately and hospital audits will continue.

### Tissue Transplants

The **National Organ Transplant Unit (NOTU)** was established in January 2006. The role of the Unit is to allow for

the transplantation of organs and tissue to patients suffering from organ failure.

Regulations to effect the *Tissue Transplant Act*, which legalises harvesting, storage and transplanting of tissue from cadavers and live donors have been completed.

A Tissue Transplant Unit is now in operation and the transplantation of tissues has commenced. Work on the establishment of an eye bank is in progress.

### Improvements in Health Care Service Delivery, Equipment and Infrastructure Upgrade

The upgrade of the Guayaguayare Outreach Centre was completed this year (2007).

The country's 5 main hospitals have received state-of-the-art diagnostic imaging equipment, such as mammography and Magnetic Resonance Imaging (MRI) machines. Tenders for additional machines are currently in various stages of processing.

For the very first time in its history the Port of Spain General Hospital has commissioned a fifth operating theatre enabling the commencement of Laparoscopic procedures and Cardiac Surgeries at this institution.

### Oncology

Government has reinforced its commitment to providing quality health services to the population with its promise to establish a world-class center to fight the ever-increasing threat posed by cancer in Trinidad and Tobago. A sod-turning ceremony was held in April 2007, at the proposed site of the **National Oncology Centre (NOC)** to be located within the compound of the Eric Williams Medical Sciences Complex in Mt Hope. The NOC will address all aspects of cancer care. This includes initiatives that will not only treat cancer, but will also address the burden of the disease as a whole through the

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provision of prevention, screening, early diagnosis, education, awareness, home-care and palliation services.

Although the NOC is expected to become operational within the next two years, work has already started on every major element of the **National Oncology Programme (NOP)**, including the development of training programmes for oncology nurses and radiation therapists, as well as clinical and screening guidelines, and a palliative home-care programme.

In addition, Regional Health Authorities are being supported in the establishment of cancer units in their respective regions.

### Catheterisation Laboratory

At present, cardio vascular complications are the leading cause of death in Trinidad and Tobago. In an attempt to reverse this trend, the Ministry of Health together with the North Central Regional Health Authority has invested in two state-of-the-art catheterisation laboratories.

The successful completion of this initiative will result in patients with cardiac complications benefiting from corrective procedures. Patients with complications such as tight valve, hole in the heart and other cardiac complications can now benefit from procedures such as angioplasty, cardiac interventions and the installation of pace-makers.

The laboratory began its operation in May 2007 and has completed 92 procedures to date.

### Mobile Clinic Initiative

This initiative is only one of the Ministry of Health's efforts to make primary health care affordable, available and accessible to the citizens of the country. In April 2007, the Ministry of Health introduced 10 mobile clinics to visit communities throughout the country, taking to the citizens the services that they most require. The Ministry aims to double the fleet of mobile clinics soon in order to develop a network of mobile

screening clinics which will enhance and complement existing services.

Mobile Units will assist in the early detection of symptoms which could lead to chronic diseases, debility and death. Patients diagnosed with complications can be referred to health centres and/or hospitals to access the necessary care and treatment. Mobile Units will also act as support in the event of disasters and epidemics. They will also provide immunization and emergency treatment.

### Quality Management

The **Directorate of Health Services Quality Management (DOQM)** was established mainly to develop and initiate strategies to achieve the goals of improving and maintaining the quality of health care services in Trinidad and Tobago. The Accreditation segment has been one of the earliest aspects of the Quality Programmes to have been implemented. Standards, policies, and protocols in critical areas to guide the practice of professionals, within all health facilities, have been developed and issued to facilitate the accreditation process.

In 2000, the **Accreditation Standards Manual for the Health Sector** was issued to all public and private health facilities. The manual identified 11 core standards to govern: access to care and continuity of care, patient and family rights, assessment of patients, care of patients, patient and family education, quality management and improvement, prevention and control of infection, governance, leadership and direction, facility management and safety, staff qualifications and education and management information systems.

Recently, the Accreditation Programme has been further strengthened to facilitate the new National Health Service. In May 2007, a National Policy to inform the health services accreditation legislation was developed by the DOQM and approved by Cabinet. This policy was issued as a Green Paper in July 2007. The next steps involve the establishment of the *Health Services Accreditation Bill* and the **Health Service Accreditation Council of Trinidad and Tobago (HSACTT)**.



### Surgical Waiting List

Significant inroads have been made in the reduction of the waiting list for cataract, heart, orthopedic and certain gynaecological surgeries. The waiting list for hernias has been eliminated and is now down to same day surgery. To date, the Ministry of Health through its various waiting list initiatives has facilitated over 12,000 surgical procedures.

### Health Care Financing

The establishment of viable strategies for the financing of health care is a major component of the Health Sector Reform Programme. A **National Health Service Technical Secretariat (NHS)** unit has been established within the Ministry of Health. It has replaced the National Insurance Scheme. Under the NHS, the State will maintain financial responsibility for the provision of an essential basket of services to all citizens and residents of Trinidad and Tobago. Every resident/citizen will be able to exercise choice of provider.

### Poison Centre

The **ERHA Poison Information Centre (PIC)** was launched in May 2006. In collaboration with the UWI Poison Information Centre, it offers information and therapy in instances of either accidental or deliberate poisoning. Expertise in the case of insect bites, snakebites, poison ingestion/inhalation, poisonous plant interactions, drug overdoses and adverse drug interactions are also offered by the PIC.

### Other Successes in Health Care

In fulfilling its commitment to improve health care for all citizens, Government has:-

- Implemented a National Policy on Infection Prevention and Control, as a key strategy for minimising incidences of hospital acquired infections;
- Established a new Chemotherapy Infusion Suite at St. James Medical Complex;

- Opened outreach centres providing a limited range of services from 2–3 days per week in rural areas at Gran Couva, Guayaguayare, Williamsville and health centres at La Brea and Petit Valley;
- Commissioned a new state-of-the-art Ophthalmology Clinic at the Sangre Grande Hospital in May 2007;
- Refurbished the St. Ann's Hospital with a modern/high-tech kitchen, and 1,000 new beds;
- Refurbished the Intensive Care Unit at the Mt. Hope Women's Hospital which now contains a wide range of specialised equipment including new incubators, ventilators, warmers, intravenous pumps, and monitoring and photo therapy equipment;
- Refurbished 7 wards in the Port of Spain General Hospital and 3 wards at the San Fernando General Hospital;
- Re-opened out-patient pharmacies at San Fernando General Hospital and Eric Williams Medical Sciences Complex using the additional services provided by Pilipino pharmacists;
- Refurbished the Eye Clinic at the Port of Spain General Hospital and established a dedicated eye pharmacy staffed with Pilipino pharmacists;
- Turned the sod for the commencement of construction of the Debe, La Romain, St. Joseph, San Juan, Barataria and Oxford Street Health Centres and the Siparia District Health Facility;
- Provided free Mammogram examinations at all major health institutions;
- Achieved a 95 percent immunisation rate for children over 3 months old, resulting in no cases of deaths or morbidity though vaccine preventable diseases;
- Provided free anti retro-viral drugs for persons living with HIV/AIDS resulting in declining mortality among these individuals;
- Provided over 270,000 free CT, MRI scans, ultra sounds and X-ray procedures at public health institutions;
- Performed over 34,000 successful surgical procedures, significantly reducing the waiting list at public health institutions;
- Provided approximately 200 persons with prosthetic attachments;

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- Performed 289 open heart surgeries and 784 angiographic tests, thus significantly reducing the waiting list for such procedures;
- Provided treatment to over 375 persons under the Fibroid Embolisation Programme, allowing them to lead normal lives, once again;
- Trained over 1,000 nurses and nursing assistants;
- Trained over 1,000 patient care assistants;
- Introduced Customer Relations Officers at major health institutions; and
- Facilitated an increase in adult patients visiting the Priority Care Facility of the EWMSC from 23,585 in 2005 to 43,879 in 2006.

## SPORT DEVELOPMENT

### National Sport Policy (Nsp)

The **Sports Company of Trinidad and Tobago Ltd. (SPORTT)** continues to assist the Ministry of Sport and Youth Affairs in the implementation of the revised **National Sport Policy of Trinidad and Tobago (2002)** by contributing to the development, promotion and management of sport and physical recreation throughout the country.

2007 represents the second year of operations of the SPORTT, during which the Company worked toward the further development of hockey, football, netball, basketball, track and field, volleyball, amateur boxing, swimming, cricket and Special Olympics. In addition, 4 new sports were included in the Company's mandate, bringing to 14 the total number of sports under its portfolio. This development brought additional benefits to the sports of riflery, sailing, tennis and amateur golf.

The SPORTT also provided financial and technical assistance to National Sporting Organisations, clubs and community leagues in the sum of \$19.1 million as at May 2007. This funding was in support of the organisations' development programmes.

As part of the operations of the SPORTT also, 90 communities benefitted from Community Sport Programmes conducted throughout the country in the disciplines of basketball, small goal football, windball cricket, netball and hockey at an estimated cost of \$5.5 million.

The SPORTT also facilitated the provision of basic motor skills training by experienced coaches to hundreds of 'at risk' young people and primary school students from urban and rural communities.

In addition, the Company commenced development works to hard courts, jogging tracks (lights), cricket and football fields (drainage, grassing, fencing, floodlighting), pavilions and bleachers, children's play parks, athletic tracks and corporation grounds at a total cost in excess of \$51.3 million.

### High Performance Athletes

A new policy was instituted to offer financial assistance to a maximum of \$250,000 to individual elite athletes to facilitate their nutritional, transportation, training and physiological needs in preparation for the Olympic Games 2008.

20 athletes received \$4 million distributed as follows:-

- 55 percent to Athletics and Track & Field;
- 15 percent to Swimming;
- 10 percent to Taekwondo;
- 10 percent to Table Tennis;
- 5 percent to Cycling; and
- 5 percent to Rifle Shooting.

### Mitigating the use of Illegal Drugs in Sport

Steps are being taken to establish an **Anti-Doping Commission** in Trinidad and Tobago to administer and enforce the Anti-Doping Rules. Toward this end:-

- Draft Legislation is being reviewed by key stakeholders; and
- Anti-doping sensitisation workshops are being conducted for athletes, coaches, officials and other representatives of

Olympic and Non-Olympic sporting bodies in light of the upcoming Olympic Games.

In 2006, to ensure compliance with the World Anti-Doping Code; Trinidad and Tobago became a member to the Regional Anti-Doping Organisation (RADO) headquartered in Barbados.

Trinidad and Tobago also became a *State Party* to the *UNESCO International Convention against Doping in Sport* in March 2007. This means that Trinidad and Tobago is now a party in adopting and enforcing the Code and its rules.

### ICC Cricket World Cup 2007

The ICC Cricket World Cup 2007 was successfully hosted from March 5th to 25th 2007. Four warm-up matches were held at UWI SPEC at St. Augustine and 6 Group Stage matches were held at the Queen's Park Oval. Trinidad and Tobago hosted South Africa, Ireland, Pakistan, and Canada during the warm-up matches and Sri-Lanka, Bermuda, India and Bangladesh at the Group Stage.

An estimated revenue of \$10 million was received from gate receipts.

### Grants to Sport and Youth Organisations

Over \$60 million was invested in the development of sport and youth from 2002 to 2006. Currently, 57 official sports and 7 National Youth-serving Organisations receive annual grants to support their empowerment initiatives. Also in 2006, 27 National Sporting Organisations and 13 sport clubs received \$23 million to assist in their development programmes and promotional activities.

The Government of the Republic of Trinidad and Tobago contributed \$82.25 million towards this country's participation in the FIFA World Cup 2006 in Germany and, in 2007 grants totalling \$4.9 million were disbursed to 30 National Sporting Organisations and \$6 million to Youth Organisations.

### New Sport and Youth Facilities

New facilities are being developed to facilitate participation by every citizen in some form of recreation activity. Initiatives in this regard include:-

- Commencement of works on 3 Indoor Sporting Facilities at Arima and Sangre Grande inclusive of earthworks, fencing, and drainage with works on the Diego Martin Facility to commence pending the removal of squatters;
- Design/tendering in respect of 5 Regional Recreation Facilities at Santa Cruz, Mahaica Oval, Pleasantville, Diego Martin and Toco;
- Upgrading of 20 recreational grounds across Trinidad including pavilions, fencing, lighting and drainage;
- Installation of 11 hardcourts at recreation grounds;
- Installation of 31 lighted jogging tracks around the perimeter of recreation grounds to encourage exercise and socialisation; and
- Refurbishment to the astro-turf and sprinkler system at the National Hockey Centre, Tacarigua.

A Classification System for the Development of Recreation Grounds was formulated and approved by Cabinet. The System categorises sport facilities, originally referred to as recreation grounds, as follows:-

- Play Parks;
- Community Recreational Facilities-
  - Community A - grassed areas over 5.7 acres but less than 10 acres)
  - Community B - open grassed areas under 5.7 acres;
- Regional Sport Facilities - fenced and grassed areas 10 acres and over;
- Sub-Regional Sport Facilities – fenced and grassed areas over 7 acres but less than 10 acres;
- National Sport Facilities; and
- International Sport Facilities.

The *Sport Arm* of the Mayaro Sport/Youth Facility was completed and commissioned in June 2007. This facility will be open for business before the end of calendar 2007.

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Construction works continued on the St. James Youth Facility as well as upgrade works on the Yolande Pompey Recreation Ground.

Designs and tender documents for construction of the *Youth Arm* of the Mayaro Sport/Youth Facility have been completed and contractors short listed.

Development works on recreation grounds in the communities of Diego Martin, Sangre Grande, Toco, Point Fortin, San Fernando, Arima and Santa Cruz are in progress.

### Maintenance and Improvement of Sporting Infrastructure

Approximately 10,000 young persons benefitted from the Ministry of Sport and Youth Affairs sport training programmes conducted at its sport facilities throughout the country. An estimated 1.3 million patrons utilise its 17 sport facilities each year. As such, regular maintenance/refurbishment is required for essential operations, with approximately \$20 million expended on quality maintenance and upgrade of its sporting infrastructure. Major upgrading works on these facilities included:-

- Improvement works to 5 Community Swimming Pools;
- Electrical upgrade of the Jean Pierre Complex;
- Installation of 2 hydraulic lifts for the physically challenged at the Sangre Grande and Siparia swimming pools;
- Acquisition of a Field Cover to protect the Hasely Crawford Stadium during non-sporting activities; and
- Replacement of the synthetic astro-hockey turf at the National Hockey Centre.

### Multi-Purpose Sporting Complex at Tarouba

The Brian Lara Cricket Academy (BLCA) is the first of a campus of facilities to be developed at the Multi-Purpose Sporting Complex in Tarouba. This elite training facility is 70 percent complete and will be utilised as a Training Academy for the holistic development of athletes.

The BLCA will be outfitted with revolutionary, state-of-the-art equipment to simulate different international pitches and environments and will include a high performance Centre for Athletes.

The Centre will offer:-

- Physical facility and training environment;
- Nutrition and Physiology;
- Strength and Conditioning;
- Elite Coaching;
- Physical Therapy, e.g. Physiotherapy and Massage;
- Sports Medicine;
- Athlete Care and Education;
- Psychology;
- Performance analysis;
- Biomechanics; and
- Skill Acquisition.

The Multi-Purpose Sporting Complex will also host baseball, softball, swimming, tennis and hockey facilities.

### Training of Sport Administrators

5 Nationals on scholarship at the *Escuela de Deportes* in Cuba graduated in 2006 with a Bachelor's Degree in Physical Education and Sport and have returned to assist the Ministry of Sport and Youth Affairs in developing and promoting Physical Education and Sport at the district and community level.

An additional 2 nationals who graduated in June 2007 are expected to join the Ministry's Team with another 5 scholars currently enrolled at the *Escuela de Deportes* expected to complete their training by 2010.



## YOUTH DEVELOPMENT

### Implementing the National Youth Policy (NYP)

The Ministry of Sport and Youth Affairs has embarked on the implementation of the **National Youth Policy of Trinidad and Tobago (2004)** through the establishment of a Project Implementation Unit. The Unit became functional in 2007 and has already introduced several initiatives to capture the imagination and participation of young people 12-29 years. Key initiatives include:-

- i. The “*I Stand Campaign*” - a medium to deliver positive messages to the young people of Trinidad and Tobago comprising:-
  - A Youth Television Series – to provide a public forum for young people to discuss issues which affect them;
  - National Youth Awards – to recognise youth role models who are making significant contributions to the society; and
  - A Website – [www.istandevents.com](http://www.istandevents.com), to highlight all the activities arising from the “*I Stand Campaign*”;
- ii. Youth Mainstream Workshop – to increase inter-agency co-ordination and collaboration among youth organisations.
- iii. 4 National Youth Expositions – to showcase positive activities that young persons engage in, such as cook-outs, car shows, freestyle biking and skateboarding, and street style dancing and singing.

### Database of Youth Organisations

This database is the result of a research exercise to identify youth groups and organisations within communities with an

aim to coordinate the youth delivery system. The system was recently upgraded to an online facility and is registered with the Ministry’s online server-base. The url is: [www.youthorgtt.com](http://www.youthorgtt.com). The database will be used to identify and co-ordinate existing programmes for youth development. It outlines demographic data on each organisation, its mission and vision, membership numbers, age composition, etc.

### National Youth Council

A Task Force with representation from Youth Councils, Faith Based Organisations, Community-Based Organisations and Non-Governmental Youth Organisations was established in September 2006 to advance the establishment of the National Youth Council, which is targeted for August 31<sup>st</sup> 2007.

The Task Force has 3 working Committees:-

- The Secretariat Committee - responsible for meeting and maintenance of the Taskforce Office;
- The Constitution Committee – responsible for developing a Constitution for the National Youth Council of Trinidad and Tobago; and
- The Outreach Committee – responsible for sensitising various communities on the status of establishment process for the National Youth Council.

### Youth Education on HIV/AIDS

The Ministry of Sport and Youth Affairs continues to play its role in reducing the spread of HIV/AIDS among young people through education and information disseminated at its Youth Health Caravan. The Caravan rolled into 125 venues during the 2002 - 2007 period, with an average of 25 venues per year.

In 2006, the Caravan visited the Brian Lara Promenade, Harris Promenade and the communities of Pt. Fortin, Gasparillo, Moruga, Sangre Grande, Rio Claro, New Grant, California, Cedros, Diego Martin, St. James, Siparia, Freeport, Enterprise, Carenage, Curepe, Charlieville, Plaisance Park, Blanchicheuse and Diamond Village.

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In celebration of *World Aids Day 2006*, Youth Health Caravans were held in Arima and San Fernando.

In fiscal 2007, the Caravan was renamed the “*Eduvan*” to target the school population. The *Eduvan* visited over 12 secondary schools throughout the country disseminating information on HIV/AIDS. A Focal Person on HIV/AIDS was recruited in 2006 to co-ordinate the dissemination of information on HIV/AIDS and inculcate the understanding of risk, reduction practices and workplace ethics. In 2007, 27 staff members benefited from sensitisation sessions conducted by the Focal Person.

### Caribbean Youth Dialogue

Trinidad and Tobago hosted a Caribbean Youth Dialogue in May 2006 in conjunction with the World Assembly of Youth and the Trinidad and Tobago Youth Councils under the theme “*HIV and AIDS- Feel, Know, Love and Fight*”.

The Dialogue provided a platform for young people in youth-led and youth-serving organisations to discuss the impact of HIV/AIDS on their lives and to formulate solutions for reducing its spread to inform the Expanded Youth Response of the National 5-Year Strategic Plan for HIV/AIDS. Representatives from Namibia and South Africa shared global experiences of the effects of the epidemic on their country’s economic development.

Workshops and fora were conducted in conjunction with community-based youth groups to promote healthy sexual lifestyles. One in particular, which was held in Penal in conjunction with youth-based community groups in the area, was entitled “*Sex, Lies and Truth*”.

## COMMUNITY DEVELOPMENT

### Training and Re-training

During fiscal 2006, 4,237 leaders of Community Based Organisations (CBOs), received training at 144 leadership

training programmes, while 44,696 persons participated in 340 **Community Awareness Sensitisation Programmes**. The programmes focussed on information sharing aimed at alleviating social problems and keeping the public informed about issues of national concern.

In fiscal 2006 too, 104 basic and 30 advanced skills training courses were delivered under the **Community Education Programme** at community centres throughout the country. The target group for these courses was householders, the unemployed and underemployed, the vulnerable, the less fortunate and the “*at risk*”. Since inception, more than 54,000 persons have graduated from these programmes.

The **Skills Bank Programme** is another initiative of the Ministry of Community Development, Culture and Gender Affairs. The Programme, which commenced in 2005, is targetted to underemployed, skilled persons and provides them the opportunity to upgrade their skills and so improve their marketability and job prospects.

The **Export Centre Company Ltd** was established to revitalise the local craft industry and to contribute to community development and poverty alleviation. The core activity is the training of single parent female heads of households under the **Women Craft Training and Development Programme** at centres throughout the country. Besides preparing women for employment, the training encouraged the development of creativity and innovativeness among women. Between January 2006 and April 2006, 295 women were trained in 12 craft disciplines.

### Community Centres

In fiscal 2006, 2 new Regional Complexes were constructed at Mon Repos and Pt. Cumana; and 8 Community Centres have been approved for construction, and are to be located at Pelican Extension, Morvant Central, Preysal, Beetham Gardens, Thick Village, Gonzales, Maracas Bay and La Seiva. 18 centres were also refurbished during the course of fiscal 2006, these centers were located at Sobó, Vance River, Dally Village, Bournes Road, Petit Valley, Piparo, La Fortune,

Boos, Embacadere, Bon Aire West, Wharf Trace, Cane Farm Kandahar, Mayo, Upper Seventh Malick, Oplay Esperanza, Arima and Caparo.

### Community Safety and Enhancement

The **Community Safety and Enhancement Programme** is a crime prevention programme which focuses on education and sensitisation of communities about safety measures and promoting non violent community action through the work of Safety and Enhancement Groups. During fiscal 2006, successful interventions were made in high crime communities of East Port-of-Spain and Diego Martin. In Diego Martin, the North Post Safety and Enhancement Group prepared a nature and tourism park overlooking the ocean.

Other notable projects organised by Safety Enhancement Groups included:-

- A Crime Prevention Art, Poetry and Calypso Competition at Baratara which attracted 500 persons;
- A Safety and Enhancement Netball Competition in Laventille with 120 participants;
- A Health Fair in La Seiva, Maraval;
- A Safety and Career Guidance Summer Camp for 75 youths in Peytonville, Arima;
- An Art and Culture Competition for youth in North Trinidad which attracted 500 youths;
- A workshop to sensitise leaders of Safety and Enhancement Groups about crime prevention strategies; and
- A crime prevention exposition at the Brian Lara Promenade which featured booths from the protective services and social sector Ministries and agencies.

### The Community Development Fund

The alleviation of poverty is a major concern in a caring society. The Community Development Fund (CDF) is a funding facility established to address this concern. The provision of grants to assist with the development of projects in impoverished or disadvantaged communities is one of the mechanisms used in

the fight against poverty. During fiscal 2006, 77 projects were implemented, 21 of which were completed.

The CDF also assisted with the institutional strengthening of NGOs and CBOs. Training courses on *Establishing Strategic Alliances and Starting and Operating a Successful Micro Enterprise* were conducted between March and July 2006, with a total of 510 persons benefiting from this training.

An integrated community approach to poverty alleviation was also implemented under the **Community Enhancement and Generation Programme (CERP)**. The focus of this programme is to undertake projects in a targetted community including both physical improvement works and provision of social programmes.

### CDF Achievements for the Period 2002 to 2006

The key activities undertaken by the CDF over the period 2002 to 2006 include:-

- Implementation of a **Basket of Funding Programme**;
- Implementation of an **Institutional Strengthening and Capacity Building Programme** for organisations within the Non-governmental Sector;
- Implementation of the Community Enhancement and Regeneration Programme;
- Collaboration with the National Commission for Self Help Ltd to develop infrastructure in targetted communities;
- Provision of funding to NGOs as follows:-
  - i. Over 75 community organisations provided with financial assistance to facilitate the implementation of poverty alleviation and other community development/community transformation projects. Of that number 25 groups implemented and completed the projects for which they



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- received funding. Other projects funded and implemented would be completed in the ensuing period;
- ii. Funding provided to cultural practitioner organisations to assist with the implementation of special initiatives;
  - iii. Provision of small “one off” grants to 60 organisations to facilitate short-term programmes and initiatives in poor communities; and
  - iv. Provision of assistance to 5 organisations to enable the establishment of community or social businesses.
- A programme of short courses addressing organisational development, project management and personnel development has been implemented. The series, comprising 3 courses was implemented in 13 areas throughout Trinidad and in Tobago. Approximately 1,117 members of community organisations participated;
  - Technical assistance provided to approximately 20 organisations diagnosed as being in need of special support;
  - Implementation of a course titled, Fundamentals and Techniques in Calypso Composition and Performance, in which 40 persons participated with 37 participants graduating in March 2007;
  - Specialised courses in Financial Management for Cultural Practitioner Organisations; Management and Events Planning for Cultural Practitioner Organisations and Protocol were also implemented; with over 180 persons representing cultural practitioner NGOs participating. A graduation ceremony was held in July 2007;
  - A short course in Video Production targetted at 25 young persons who would otherwise not have accessed the opportunity;
  - A Video Production management of cultural practitioner organisations;
  - The establishment of a **National Organisational Mentoring Programme** with the following distinctive features:-
    - i. Establishment of a **Mentoring Bureau**;
    - ii. Creation of a database of qualified persons willing to lend assistance of community organisations;
    - iii. Allocation of mentors to organisations for specified periods to addresses identified developmental and management issues; and
    - iv. The promotion of mentoring as an instrument for organisational development.
  - A Community Enhancement and Regeneration Programme (CERP) was implemented in La Tosca, Tamana. Achievements included the building of a community facility; the establishment of a garment construction programme; and the establishment of an agricultural programme for women; and
  - A CERP project was also undertaken in Sea Lots and a community business dealing with environmental maintenance was established.
- These programmes have had a positive impact on the communities involved. The CDF has impacted either directly or indirectly on almost 370,000 persons from poor communities over the period of its existence; providing support to the most vulnerable groups. The CDF has also contributed to the growth and development of hundreds of organisations, providing development assistance and infrastructure. One of the most important achievements of the Institutional Strengthening Programme has been the creation of a pool of trainers and management consultants for use in the development of the Non-governmental Sector.
- In reviewing the work of the CDF, consultants have concluded that:-
- “A little over 40 percent (43.1) of the beneficiaries surveyed indicated that they had been able to gain employment as a result*

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*of receiving services through the CDF and 67 percent indicated that they were able to improve their economic status as a result of having participated in the CDF's programmes or projects. Of those surveyed, at the present time, 36.4 percent were employed either full time or part time, 24.1 percent were unemployed and seeking work, and 24.9 percent were employed and not seeking work”.*

### Self Help

The **National Commission for Self Help** keeps alive the spirit of self help by providing financial resources to complement the efforts of persons seeking to build and improve infrastructural facilities in communities. During fiscal 2006, the Commission spent in excess of \$29 million on 1,335 projects, to the benefit of 71,266 persons. Projects funded included drainage, retaining walls, road construction, cultural facilities and minor repairs and reconstruction grant.

### Geriatric Care and Outreach

The building and strengthening of social relations is a necessary prerequisite for achieving the goal of Developed Country Status by the year 2020. **The Geriatric Adolescent Partnership Programme (GAPP)** emerged as a response to the aging population and a desire to provide companionship to the elderly and to engage the energy of unemployed young persons in nation building activities. During fiscal 2006, 1,500 young persons were trained to provide companionship for the elderly, 900 at the basic level and 600 at the advanced level.

### Adolescent Care and Outreach

The **Retirees Adolescent Partnership Programme (RAPP)** was introduced to provide educational support and guidance to young people between the ages of 12 and 16 who are either unsupervised or are having difficulty coping with their schoolwork. Retired experts are engaged as mentors to provide support and guidance at RAPP Centres which are located in community centres and which are managed by NGOs and CBOs. In addition to academic support, mentors also provide

guidance in sports, culture and life skills. During fiscal 2006, RAPP Centres were located in La Horquetta, Couva, Valencia, Belmont, Carenage, and Laventille. Major activities under the Programme included:-

- Exposure of 1,040 children to educational support, guidance and mentoring at 6 RAPP Centres; and
- Exposure of RAPP participants to music literacy, including the playing of the steelpan, guitar and recorder.

This Programme is achieving remarkable success, with parents, teachers and facilitators testifying to marked changes in behaviour, attitude and academic performance among the participants.

### HIV/AIDS Awareness

The **HIV/AIDS Awareness and Sensitisation Programme** began in Moruga with the training of 40 women. An **HIV/AIDS Information and Support Services Centre** was established in December 2005 and the outreach programme has been expanded throughout the county of Victoria. The achievements of the programme included:-

- 468 persons accessed services at the outreach centre during 2005/2006, out of which 68 were counselled and 55 referred to medical practitioners;
- 319 police officers from 8 police stations in South Trinidad were sensitised about HIV/AIDS and related issues;
- 100 members of staff of the San Fernando City Corporation and 75 employees of Petrotrin Point-a-Pierre were also sensitised;
- The HIV/AIDS Education and Prevention Programme in Victoria West was launched in March 2006 with a street march involving 500 persons; and
- 37 women graduated from a training programme which replicated in San Fernando, the services provided in Moruga.

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### CULTURE

Culture touches the lives of every citizen and provides the context for social change through appropriate training and developmental activities. Culture has a crucial role too in the transformation of attitudes and behaviors necessary for the move towards Developed Country Status.

During the fiscal period 2005 to 2007, the Culture Division of the Ministry of Community Development, Culture and Gender Affairs, was involved in the planning and management of regional and international activities which exposed citizens to the expected standards of development. **CARIFESTA IX** was held in Trinidad and Tobago from September 22<sup>nd</sup> 2006 to October 1<sup>st</sup>, 2006, with the theme “*Celebrating Our People: Contesting the World Stage*”. The daily activities at the Grand Market and community concerts held throughout the country were hugely popular attracting thousands of patrons. Another highlight was the cultural contingent chosen to support the Soca Warriors in Germany during this country’s World Cup debut. This was a very successful venture and succeeded in effectively showcasing Trinidad and Tobago’s unique culture.

The country’s successful hosting of the **XV Forum of Cultural Ministers in the Caribbean and Latin America**, in June 2007 proved to be another reliable standard for comparing our status with the rest of the world.

#### Best Village

The Prime Minister’s Best Village Competition is steeped in the community development process. Annually, community groups from throughout the country participate in the various aspects of competition. Besides preserving and developing our cultural art forms, the competition contributes to the building of community spirit and promotes social harmony.

During fiscal 2006, the participation level was relatively high in most areas of competition with:-

- 158 persons participating in Folk Theatre/Folk Performance;
- 125 queens competing in La Reine Rive;
- 175 groups participating in the Environmental Sanitation Competition;
- 100 groups participating in Village Olympics;
- 125 groups participating in the Food and Folk Fair; and
- 35 groups participating in the Village Chat Competition.

In addition, 30 Best Village Camps were organised during the August vacation for children 6 to 18 years old. At these camps, the children acquired information on the history, cuisine and art and craft of our various ethnic groups through research and experiential learning.

#### Community Concert Programme

Similar to the Best Village Competition, the Community Concert Programme promotes community cooperation and social cohesion. The core objective of the programme is to unearth latent talent in the community and expose the talent discovered to training and opportunities to perform.

In fiscal 2006, 65 concerts were organised throughout the country, attracting large audiences. The concerts provide young people with a community building alternative to crime and deviant behaviour.

### GENDER AFFAIRS

As societies evolve from one level of development to a higher level, concerns about social relations must be adequately addressed. It is in this context that the focus of the Gender Affairs Division of the Ministry of Community Development, Culture and Gender Affairs remains on gender equality and equity and gender mainstreaming. As the national focal point for gender and development, the Division works in collaboration with a wide range of stakeholders to promote the mainstreaming of gender in all policies, programmes and projects.

During fiscal 2006, the Division continued to develop the **National Gender Policy** with two drafts being reviewed and further refined.

In addition, a number of training programmes and information sharing activities were successfully implemented; foremost of which are:-

- The **Women in Harmony Programme**, through which 614 women over the age of twenty-five were trained in elderly care at 24 centres and a further 314 in Agriculture/Landscaping at 10 centres;
- The **Defining Masculine Training of Trainers Programme**, which is designed to help men to understand themselves and their relations with other men and women; 5 training programmes were organised in which 132 men, representing 42 organisations were trained;
- Critical gender issues were discussed and the information shared with the public during a six-part television series entitled "*Gender on Your Agenda*"; and
- A distinguished lecture programme, comprising three lectures on gender aspects, including masculinity and the changing social environment, gender and the law; and community issues. This series provided a forum for outstanding academics and researchers on gender issues to share new information on topics related to their expertise.

Other training programmes instituted included:-

- The **Non Traditional Skills Programme**, targetted toward males from NGOs and Government Ministries, and training 60 men from 7 organisations;
- The **Street Theatre Programme**, which commenced in 2004, targetted toward communities throughout the country including Arima, Laventille, San Fernando, Point Fortin, Rio Claro and Rampanalga; and
- Gender Focal Point training, a three-day workshop on gender awareness targetted toward women and men from several NGOs and Government Ministries.

## PILLAR II: DEVELOPING INNOVATIVE PEOPLE

### LABOUR AND SMALL AND MICRO ENTERPRISE DEVELOPMENT

Government has adopted a multi-dimensional strategy, for creating sustainable productive and decent work and a stable industrial relations climate. As Government's key agent in this regard, the Ministry of Labour and Small and Micro Enterprise Development (MLSMED) continued its focus on medium-term objectives:-

- The achievement of labour market equilibrium;
- Employment generation and wealth creation;
- The promotion of principles of decent work in the work place;
- Promotion of industrial peace;
- Enhancement of the MLSMED capacity to undertake an expanded role in formulating and implementing national development goals;
- Promotion of a legislative and regulatory framework which promotes the decent work agenda; and
- Bolstering the establishment of small and micro enterprises.

In fiscal 2005, the unemployment rate declined to 8.3 percent from 9.0 percent in the previous fiscal year and to 5.9 percent for the third quarter of fiscal 2006. As at the end of the fourth quarter 2006, unemployment in Trinidad and Tobago was recorded at 5 percent. The decline in unemployment has been attributed to increases in job opportunities in the Construction Sector, the Community, Social and Personal Services Sector, and the Transportation Storage and Communications Sector.

To enable continued measurements of trends and developments in the labour sector and to contribute to the encouragement of employment opportunities throughout Trinidad and Tobago, the MLSMED undertook several initiatives to achieve labour market equilibrium. The Ministry's participation in the **Caribbean Labour Market information System (CLMIS)**

**Project** resulted in the establishment of a **Labour Market Information Unit** in the Ministry in 2005, the development of a **Labour Market Information Plan** and the establishment of a **National Labour Market Information Library**. The Plan has been drafted and, in July 2006 stakeholder consultations commenced.

#### Achievement of Labour Market Equilibrium

##### Enhancement of the National Human Resource Management Information System (NHRMIS)

The objective of NHRMIS is the provision of labour market information on a timely, continuous and accessible basis to policymakers, employers, investors, researchers, trade unionists and other interested parties. Such a system is critical to the effective matching of the demand and supply of skills in the labour market, thereby facilitating the creation and maintenance of labour market equilibrium through optimal human resource development and deployment.

Currently, NHRMIS contains only supply side labour market data, but the MLSMED is working towards the incorporation of both demand and supply side labour market data into the NHRMIS. Additionally, Government has, in 2006/2007, taken the necessary steps to establish the **Labour Market Information Unit** for the further development and continued operationalisation of the NHRMIS.

##### The National Employment Service (NES)

The MLSMED is **re-engineering the National Employment Service (NES)**, a free automated public employment service that comprises a system of Labour Exchanges located strategically throughout the country. In 2002, a pilot programme converting Labour Exchanges to **One Stop Career Resource Centres (OSCRC)** to provide a range of services to jobseekers inclusive of counseling, preparation for the world of



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work training and registration, was launched in Port of Spain. For the period 2002 to 2004, Labour Exchanges in Tunapuna, Chaguanas, San Fernando, Siparia, Point Fortin and Tobago were also converted and a new OSCRC was established in Sangre Grande.

A series of consultations with public and private stakeholders have been undertaken to ensure that the service is relevant and applicable. Emphasis continues to be placed on the marketing of the programme nationally to heighten awareness of the invaluable service it offers.

In 2005/2006, Government commenced actions towards the procurement of a mobile NES and focus continued on a marketing campaign with the objective of raising the level of awareness of the job placement services provided by the NES employers and perspective.

### National Employment Policy

In 2005, a Cabinet-appointed committee was established with the mandate to develop an Employment Policy which would serve as a blueprint for the creation of decent work and sustainable jobs. In 2006, the Committee drafted a report detailing recommendations and policy guidelines, intended to address major labour issues and concerns and public consultations were conducted to finalise the policy. Work continues apace in 2007 in this regard.

### Nurturing the Entrepreneurial Spirit

In 2007, the MLSMED, in fulfilling its commitment to innovation and entrepreneurship continued to operationalise strategies aimed at the promotion of opportunities for poverty reduction, employment and wealth creation. Government's recognition of the potential contribution of small, medium and micro enterprises (SMEs) to employment creation and poverty reduction have impacted these strategies. In 2002 such recognition was made manifest with the establishment of the **Enterprise Development Division (EDD)** of the Ministry and the **National Entrepreneurship Development Company (NEDCO)**.

In 2005/2006, NEDCO disbursed 1,439 loans and created employment for approximately 3,597 individuals through the granting of loans to new businesses hiring between 2 and 3 employees, and existing businesses for the expansion and hiring of additional staff. For this same period, the **Youth Entrepreneurship Success (YES) Programme**; aimed at building the entrepreneurial spirit among the youth, trained 142 persons.

NEDCO also established the **Entrepreneurial Training Institute and Incubation Centre (ETIIC)** to provide business advisory services, mentoring, IT services, training, entrepreneurial development and research and planning services for small and micro business entrepreneurs. The Centres located in Barataria and San Fernando, possess on-site distribution and marketing showrooms that give clients exposure to buyers around the world through an on-line "market-place".

In 2005/2006, the MLSMED proposed the introduction of a **Fair Share Programme** aimed at allocating a designated share of all Government and State Enterprises purchasing and capital project spending to qualified SMEs as well as to encouraging large private contractors to subcontract to small businesses.

During the period 2006/2007 work continued on the establishment of a **Small Business Register** which is still in its developmental stages. This register is intended to, *inter alia*; confer eligibility to tender for contracts under the Fair Share Programme.

Continued promotion of opportunities for poverty reduction, employment and wealth creation is reflected by developments within the Co-operative Sector in Trinidad and Tobago. Co-operatives (financial and non-financial) have long contributed to the social and economic development of Trinidad and Tobago. However, the need to modernise this Sector has led to the MLSMED embarking on a series of consultations over the period May-June 2005 which culminated in a National Consultation in July 2005. The outcome of these consultations was a **National Policy Statement on Co-operatives**, as

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approved by Cabinet in December 2005. The Policy Statement provides for the modernisation of the sector, the promotion of autonomy and self-regulation of the Co-operative Movement and the linking of co-operative development with Government's policy on SME development.

### Promotion of the Application of the Principles of Decent Work in the Work Place

The proclamation of the *Occupational Safety and Health Act No. 1 of 2004 (OSHA)* and its amendment Act No. 3 of 2006 allowed for a regulatory/advisory body - the **OSH Authority** for the implementation of the provisions of the OSHA and the **OSH Agency** which will function as an administrative, inspection and enforcement body for the ACT operating under the aegis of the Authority. The Occupational Safety and Health Unit is currently guided by the *OSHA Act* and the *Factory Ordinance Legislation of 1947*. In 2007 the Factory Ordinance Legislation of 1947 will be repealed paving the way for the full functioning of the OSHA Agency.

The Unit was reorganised into 6 functional areas namely: - Oil and Gas; Chemical/Petrochemical/Ports; Construction and Quarries; Electricity; Occupational Hygiene; Agriculture/ Services Sector and Manufacturing. To undertake these functions 24 new officers were recruited and training was undertaken for the new unit. Training focussed on basic Petroleum Technologies; Basic Offshore Safety Induction and Emergency Training (BOSIET); HAZCOM and Workshops on HIV/AIDS Awareness and Sensitisation and Report Writing for Investigating Officers.

For the first quarter 2007, the OSHA Unit successfully launched investigations into 68 industrial accidents or 52 percent of reported accidents for the period. The Unit was actively engaged in the identification of priority areas for Regulations and Codes of Practice to supplement the OSH Act, the development of the proposed structure of the OSH Agency and the judging criteria and rules for the recently concluded **National Safety Awards Scheme**.

### HIV/AIDS in the workplace

The terrible human and social impact of HIV/AIDS is that it mainly affects young adults in their most productive years thus decimating the workforce.

The MLSMED continued the promotion of its decent work agenda via its HIV/AIDS Coordinating Unit, operationalised in January 2007. This Unit facilitates the implementation of the Five-Year National HIV/AIDS Strategic Plan (January 2004 to December 2008).

The Ministry of Labour and Small and Micro Enterprise Development in collaboration with the National AIDS Coordinating Committee is in the process of developing a **National Workplace Policy on HIV/AIDS**. In August 2006, the Ministry signed a Memorandum of Understanding with the ILO to undertake a project entitled *ILO/USDOL International HIV/AIDS Workplace Education Programme – An Accelerated Response: Trinidad and Tobago 2005 – 2008*, the objective of which is to facilitate the implementation of the 5 -Year National HIV/AIDS Strategic Plan for January 2004 to December 2008 by enabling expanded workplace education programmes; enhanced workplace protection against stigma and discrimination; and increased worker access to prevention, care and support and treatment services.

### The National Minimum Wage

In 1998, the National Minimum Wage was set at \$7.00 per hour via the Minimum Wages Order, 1998. In 2003 the rate was revised upward to \$8.00 per hour. In 2005, this rate was further increased from \$8.00 per hour to \$9.00 per hour. Presently, actions are being taken to hire a Consultant to develop a monitoring and forecasting mechanism to measure the impact and effectiveness of the implementation of the minimum wage.

### Ending Child Labour

To curb the profoundly damaging effects of the practice of child labour the MLSMED, in July 2004, established a **National**

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**Steering Group for the Prevention and Elimination of Child Labour.** This Group worked on developing a Child Labour Policy and Action Plan as well as overseeing of the implementation of a pilot project to rehabilitate child laborers in the Beetham landfill site. This project commenced in May 2004 and ended in May 2006. The Group also collaborated with the Ministry in commemorating World Day Against Child Labour, which was observed for the first time in Trinidad and Tobago in June 2005. Trinidad and Tobago continues to recognize World Day Against Child Labour through the implementation of activities geared towards raising the level of child labour awareness in Trinidad and Tobago and the enduring elimination of this practice.

### Labour Inspection Systems

The Labour Inspection Systems of Trinidad and Tobago are operationalised by the Labour Inspection Unit of the Ministry of Labour and Small and Micro Enterprise Development. This Unit is responsible for the enforcement of the legislative provisions of the *Minimum Wages Act*, the *Maternity Protection Act* and the relevant provisions of the newly proclaimed OSHA.

In November 2005, the Ministry began implementation of activities under an OAS funded project entitled “*Enhancement of the Labour Inspection Function in Five Selected Caribbean Countries.*” This project, completed in March 2006, involved an assessment of the Labour Inspection Systems in Trinidad and Tobago and the conduct of a Train the Trainers Workshop. In December 2005, Cabinet approved the re-organising and re-structuring of this Unit and the Ministry commenced the recruitment process to increase the staff of the Factory Inspectorate Unit by 38 technical officers and the staff of the Labour Inspectorate Unit by 12 technical officers and 6 support staff.

### Endorsement of the ILO’s Core Conventions

In September 2005, Government took another step toward the promotion of the decent work agenda and accelerated its

progress in eliminating the scourge of child labour by endorsing the ILO’s Core Conventions. Through the endorsement and implementation of the provisions of certain Conventions, Trinidad and Tobago recognises the international labour standards as guidelines for the setting and achievement of labour standards in Trinidad and Tobago. These Conventions provide for: -

- Labour issues of freedom of association and protection of the right to organise;
- Abolition of forced or compulsory labour;
- Elimination of discrimination in employment; and
- Effective elimination of child labour.

Trinidad and Tobago has endorsed all core Conventions with the most recent ratification being that of Convention No.138 on the *Minimum Age for Admission to Employment*, in September 2004. The MLSMED has continued to undertake the necessary actions to give effect to the provisions of these Conventions. (*Amended Children’s Act*).

### Promotion of industrial peace

Labour disputes are phenomena that characterise any industrial sector. The overriding issue is the manner in which these disputes are addressed and resolved. The law underscores that worker-employer relations are governed by the basic principles of rights and obligations. Adherence to these principles is a prerequisite for industrial peace.

The initiatives of the Ministry of Labour and Small and Micro Enterprise Development are implemented within a framework which promotes industrial peace in the national economy. The Conciliation Unit of the Ministry provides a mechanism for facilitating social dialogue between employers and employees. In March 2006, a Strategic Intervention Committee was established to function as a pre-emptive and preventive mechanism for the occurrence of strikes, work stoppages, lockouts and other such industrial actions.

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In 2005, the MLSMED engaged the social partners and other stakeholders in an Industrial Relations Conference and Consultation. This Conference and Consultation with its theme “*The Global Economy: Opportunities and Challenges for Industrial Relations*” brought together over 600 participants from Trinidad and Tobago as well as industrial relations experts from Trinidad and Tobago, Barbados, Ireland and the United States of America. The aim of the Conference and Consultation was to identify ways to harmonise the industrial relations system in the face of globalisation and integration movements.

The period 2005 to 2006 marked an increase in the number of trade disputes reported to the Ministry by approximately 22 percent from 738 reported disputes in 2000 to 898 in 2004. The number of reported trade disputes continued to increase between the periods 2004 to 2005 from 898 to 1190, respectively. However, 2006 recorded a decline in reported disputes.

Other mechanisms geared towards the strengthening of the Unit include the training of officers in the areas of conciliation mediation with the objective of empowering officers with new approaches in the methodology of conciliation/negotiations (Needs Based vs. Positional Bargaining).

### Expansion and Physical Upgrade of the Cipriani College of Labour and Co-operative Studies

In May 2000, the International Labour Organisation entered into partnership with the Cipriani College of Labour and Co-operative Studies which specialises in the education specific to the labour sector by formally handing over its entire library collection and operations (The ILO collection now in the charge of the College comprises some 5000 publications). This was a timely and welcome support for the College’s strategic vision to become a recognised centre for labour studies and education.

Developments within the Sector have resulted in the Expansion and Physical Upgrade of the Cipriani College of Labour and Co-operative Studies including the expansion

of its curriculum to include courses in Project Management and Environmental Management and an additional Associate of Arts degree in Human Resource Management. To meet these changing and increasingly expanding needs the College commenced physical upgrade works at its Valsayn Campus in fiscal 2002. This upgrade is expected to be completed by the end of 2007.

Further, the 3 campuses of the College experienced an increased student intake of approximately 69 percent in the academic year commencing September 2006. Steps are currently being taken to provide additional classroom facilities at the Valsayn Campus and to locate new accommodation in South Trinidad and Tobago.

### Modernisation of the Ministry of Labour and Small and Micro Enterprise Development

In keeping with the **National ICT Vision** for a connected Trinidad and Tobago, the Ministry of Labour and Small and Micro Enterprise Development has increased accessibility to its services with its appearance on the Government’s connect (e-Portal).

### Election to the Governing Body of the International Labour Organisation (ILO)

In June 2005 Trinidad and Tobago was elected to the Governing Body of the ILO for the triennium 2005-2008 at the 93<sup>rd</sup> Session of the International Labour Conference. Trinidad and Tobago, Barbados and Cuba are the Caribbean countries presently represented on the Governing Body of the ILO. The Governing Body sets the policy and agenda for the work of the ILO and also reviews and assesses the work of the ILO.

### Hosting of the Fifteenth Inter-American Conference of Ministers of Labour (XV IACML)

In September 2005, at the XIV IACML held in Mexico City, Mexico, Trinidad and Tobago was elected to Chair the XV IACML. The XV IACML, which will see Trinidad and Tobago installed as Chair will be held in Port of Spain from September 11-13, 2007. This event will pave the way for



Trinidad and Tobago to help direct the hemispheric forum where Labour Ministers and officials from employer and employee organisations address the issues that affect labour in the hemisphere. This process is expected to yield benefits in all aspects of Labour relations that now exist in Trinidad and Tobago.

### Comprehensive legislative agenda

To effect the policy initiatives of the Ministry of Labour and Small and Micro Enterprise Development, the Ministry's comprehensive legislative agenda facilitates the creation of a legal framework for the achievement of the objectives of the labour sector namely, labour market equilibrium; employment generation and wealth creation; the promotion of the principles of decent work in the work place and the management of the international and regional commitments. In addition to facilitating the proclamation of the *Occupational Safety and Health Act* in 2006 and 2007, the MLSMED is focusing on amendments to the *Co-operative Societies Bill 2000* to take on board the transfer of the financial supervision of financial cooperatives (credit unions) to the Central Bank and other changes required to re-vitalise the office of the Commissioner for Co-operatives.

### Employee Compensation Bill

Work is advancing on the *Employee Compensation Bill* that will replace the *Workmen's Compensation Act*. This Bill will recognise the need to, *inter alia*, increase death and injury benefits for workers and establish a monitoring body for the process of compensating injured workers and loved ones of those deceased as a result of workplace accidents. A series of consultations have begun to ensure the final Bill is widely accepted by the stakeholders. The *Industrial Relations Act* will also be amended to give, among other things, effect to the provisions of the *Occupational Safety and Health Act No.1 of 2004* as amended by the *Occupational Safety and Health (Amendment) Act No. 3 of 2006*. A general review of other areas of the Act will also be conducted.

## EDUCATION

### National Model for Education

#### Early Childhood Care & Education (ECCE)

Government recognises that investing in every child at the pre-school age leads to positive human, social and economic development and to the creation of innovative citizens. This recognition has led to the Ministry of Education working setting for itself, the goal of universal Early Childhood Care and Education (ECCE) by the year 2010, a prerequisite of which is the formalization of the ECCE Sector.

In the year 2000, there was an estimated 145 Government and Government assisted centres and a very large number of privately operated institutions. The **High Scope Educational Research Foundation Study** conducted in 1994-1995 revealed a need for improvement in the existing physical facilities and increased access to ECCE services. A National ECCE Centre Survey conducted in 2004-2005 also revealed that 79 percent of the children were accessing ECCE programmes at privately managed facilities. Unfortunately, many of these facilities were operating under unsatisfactory physical conditions and their programme offerings and teaching methods were lacking in quality. These issues have led to the development of a comprehensive ECCE Programme with the major objectives of:-

- Expanding access to ensure a place for every three and four year old by the year 2010; and
- Ensuring the provision of high quality education and services in quality facilities in line with international standards.

In 2007 through the **Education Facilities Company Ltd.**, 5 centres located at La Romaine, St. Augustine South, El Socorro South, Santa Rosa and San Pedro were constructed and handed over to the Ministry of Education; 4 centres are in the final stages of completion, while an additional 9 centres are currently under construction and tenders have been awarded for the construction of 7 more centres. The projected cost of



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this batch of 25 ECCE Centres is \$37.3 million. These centres have been constructed to meet international standards, and to cater to the modern curriculum requirements of 50 children per centre.

The staff structure at the newly constructed centres comprises an Administrator/Teacher with graduate level qualifications, 2 ECCE teachers, 2 ECCE Teaching Assistants and 1 auxiliary assistant. This new staff structure is intended to provide a child-to-teacher ratio of 1:12 as recommended by the ECCE Standards document.

In its mandate to include participation of the civil society, the **National Council for ECCE (NCECCE)** was re-inaugurated in March 2005. The Council serves as an advisory body to the Minister of Education on matters related to the transformation of the ECCE Sector. It is comprised of representatives of key stakeholders from Government, NGOs, the Private Sector, including financial institutions and business interests.

With the expansion of the ECCE Sector and Government's proposal to ensure the operationalising of 600 centres to cater for an estimated 30,000 children aged 3-5 years old, the NCECCE continues to work assiduously towards ensuring that the physical structures are in keeping with the requirements of a modern system, and continues to be a 'watchdog' to protect the rights of children. Standards for the operations of these Centres will be guided by the White Paper which has been drafted to regulate and monitor this level of the Education System.

### Primary

Basic education is critical to participation and productivity in economic life and is a fundamental human right as espoused in the Universal Declaration of Human Rights (1948) and the *Convention on the Rights of Children (1990)*. A reaffirmation of this vision occurred at the World Declaration on Education for All (Jomtien 1990), which emphasised basic learning needs such as literacy, oral expression, numeracy, problem solving and basic learning content such as knowledge, skills, values and attitudes which are required by human beings to be able to survive, develop their full capabilities, to live and work

in dignity, to participate fully in development, to improve the quality of their lives, to make informed decisions and to continue learning.

One of the basic measures of the Education System is the extent to which the System provides access to children of the specific school age. At the primary level, the system continues to be robust with net enrolment ratios as high as 96.6 percent. Additionally the strategies to improve student performance and student achievement have been facilitated through a number of support initiatives of high quality.

### Student Support Services

The Student Support Services Division was established in October 2004 to address the barriers to learning, especially those which impact on the psychosocial development of school children. Within this context, the period 2005 to 2006 saw the continued implementation of services at the primary level, secondary level and in special schools. Psychosocial support continues to be provided in the areas of guidance, counseling, process referrals, diagnostic testing, special and inclusive education, parent education, drug abuse, and HIV/AIDS awareness (in collaboration with the National Drug Abuse Programme (NADAP)).

During this period, 60 primary schools benefited from comprehensive services of guidance and counseling, special education and social work. Using a team approach, 2,189 students received intervention services, 52 of them were evaluated by the School Psychologist and 27 were involved in individual education programmes. A total of 1,358 students were seen by school social workers. Of these cases, 30 students were victims of sexual abuse, 78 suffered physical abuse and maltreatment, 80 had problems of trauma and grief/loss and 112 had peer conduct problems. School social workers commenced intervention services by making 400 home visits and have assisted in the removal of 24 students to places of safety.

Furthermore, in 2006 and 2007, the Student Support Services continued its partnership with the Ministry of Health on the

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School Health Project. Of a targeted population of 19,324 students, 72.3 percent or 13,971 benefited from audio logical screening. For the same period the first and second year students of primary schools received vision screening.

In 2005/2006, 9 public special schools were physically upgraded. Also during that period, Cabinet agreed to the payment of school fees for students of 6 registered private special schools, the partial funding of the upkeep of their school premises, as well as the full costs of their utility bills at a cost of \$15 million annually. To date, 9 Special Schools have signed Memoranda of Understanding with the Ministry of Education and are benefiting from Government funding.

### Provision of Textbooks and other Learning Materials

With respect to the provision of textbooks for all, the Ministry of Education established the Book Grant System in 2002 to provide essential textbooks for students of both public and private schools. Additionally, over the period of 2002 to 2006, a total of 925,000 students benefited from both programmes.

### The School Nutrition Programme

One of the recognised enabling factors of student learning is good nutrition. The Government has, over the years deepened its efforts in the provision of school meals. These efforts have resulted in an increase in the provision of breakfast and lunch to students. Provision of school meals in 2003 was 125,934 daily meals, comprising 32,928 breakfast meals and 93,006 daily lunch meals. By 2005, the total number of daily meals served was 145,000, comprising 45,000 daily breakfast meals and 100,000 daily lunches. This figure represents an increase of 19,066 daily meals over the period or an increase of 15.1 percent of daily meals.

Moreover, the expenditure incurred by the Government for the provision of school meals over the fiscal years 2003/2004 and 2004/2005 was \$266,488,182.94. The projected expenditure for fiscal 2007 was \$211.7 million to cater for an expanding target group through the supply of 8,000 daily lunches for ECCE pupils, 100,000 daily lunches for primary and secondary students and 45,000 breakfasts for students at all levels.

### Transportation

The provision of school transport seeks to address the problem of student fatigue and safety on arriving at school. While in fiscal 2004, 36,500 students benefited from this programme, in fiscal 2005 the number of beneficiaries rose to 43,368.

The Ministry of Education through its contractual arrangement with the Public Transport Service Corporation (PTSC) continued to provide bus and maxi taxi transport to primary and secondary school students, with a focus on students of rural and inaccessible areas. In 2007/2008 there will be a continuation and expansion of the school transport service and completion of the policy to guide future implementation of this system. The estimated annual cost of this service is \$48 million.

### Peace Promotion Programme

The Peace Promotion Programme was launched in March 2003 and is one of the main thrusts of the Ministry of Education to reduce violence and indiscipline in schools. The long-term goals and mission of the Peace Promotion Programme is to create a Culture of Peace in the individual, the home, the school and the community. By imparting these qualities, attitudes and techniques, the Ministry is building up in each child in a preventative and proactive way, the resilience and capacity to withstand temptations to violence and indiscipline and to adopting peaceful, democratic alternatives to resolving conflict.

The Ministry of Education recognises that the problem of violence and indiscipline in schools and their dire consequences require co-operation and coordination with other Ministries especially National Security, Social Development, Community Development and Health and the private sector as a whole.

In a bid to develop a blueprint for discipline in schools and to inform changes in the culture of schools, a number of initiatives were completed by the **School Intervention Strategies Unit** in order to address these ills. Approximately 1,500 students were trained in Conflict Resolution while 800 teachers in 12 secondary schools were trained in anger and

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stress management in the year 2005/2006. Six homework centres were established and 110 students and 6 facilitators were trained in 2005. Based on the outcome of a consultancy to address violence and delinquency in secondary schools, follow-up research activities were conducted in 10 schools in 2004 and research works will commence in an additional 20 as part of Phase II of this project 20 secondary schools have already been surveyed and the reports on these schools are being prepared.

### School Discipline Initiative

Under this Programme, 196 School Safety Officers have been employed, with 2 being deployed in every Government Secondary School, in collaboration with the Ministry of National Security, have been appointed to serve as a disciplinary presence in schools to help develop positive attitudes among students. This initiative has yielded some measures of success and will continue in the future. To date, 85 secondary schools throughout Trinidad and Tobago are benefiting from services provided by School Safety Officers.

### Student Performance

Student performances are reflected in the results of the Secondary Entrance Assessment (SEA) and the National Test. **Table 7** presents a summary of the final Common Entrance and SEA results during the period 2001/2002 to 2007/2008.

Another long term initiative of the MOE to assist students with low literacy levels is the establishment of the **Literacy Remediation/Alternative Education Programme Unit**, in April 2006. Since 2000, remedial programmes have been implemented to assist low achievers in the secondary school system. Under the auspices of the Division of School Supervision, training was provided for remedial teachers in reading, mathematics and technology. In addition, orientation programmes for principals and parents were conducted in order to improve the delivery of the curriculum. Partnerships were formed with external agencies such as Service Volunteered for All (SERVOL) and Youth Training and Employment Partnership Programme (YTEPP) for the placement of students in complementary education programmes and institutions.

### Curriculum Reform

Within the curriculum reform at the primary level, the introduction of Spanish as the first foreign language and visual and performing arts have commenced. These curriculum initiatives are supported by the introduction of ICT and necessitated.

### Secondary

The transition of all students from primary to secondary level was accomplished in 2000 with the commencement of **Universal Secondary Education (USE)**. While access was increased, it became necessary to de-shift and convert existing Junior Secondary Schools so that these students could benefit from the increase in the number of classroom contact hours thereby eliminating inequity in the system. Hence, in 2006/2007, the process of de-shifting Junior Secondary Schools and converting Senior Comprehensive Schools to five and seven year schools was accelerated. During the period 2002 to 2007, the following Junior Secondary Schools and Senior Comprehensive were de-shifted and converted to provide all day secondary schooling for all students uninterruptedly at one secondary school (See **Table 8**).

De-shifting and conversion can only be facilitated by the construction of new schools, erection of pre-engineered buildings and technical upgrade and expansion of existing secondary schools. To date, a total of \$92 million has been spent on preparatory works for the de-shifting and conversion, technical upgrade and expansion of 62 secondary schools.

In the area of curriculum changes, a revised curriculum at the Form I to III level was completed, piloted and reviewed. History and Moral and Values Education have been included among the 10 cores subjects of the curriculum.

In its ongoing thrust for a seamless system of education, the Ministry of Education in collaboration with the Caribbean Examination Council (CXC) and the National Training Agency (NTA) of the Ministry of Science, Technology and Tertiary Education (MSTTE) will provide students with CVQ Certification in Schools at the end of form five and six. CVQ is

**Table 7: Common Entrance/Secondary Entrance Assessment Results 2000 to 2007**

Year	Number entered			Number Gaining >30%				Number Gaining <30%			
	Male	Fem.	Tot.	Male	Fem.	Tot.	%	Male	Fem.	Tot.	%
2000/2001	14343	15012	29355	12531	14308	26839	91.4	1812	704	2516	8.6
2001/2002	10498	10688	21186	8198	9647	17845	84.2	2300	1041	3341	15.8
2002/2003	10645	10803	21448	8137	9676	17813	83.1	2508	1127	3635	16.9
2003/2004	10313	10356	20669	8717	9806	18523	89.6	1596	550	2146	10.4
2004/2005	10338	10476	20814	8601	9780	18381	88.3	1737	696	2433	11.7
2005/2006	9602	10184	19786	8376	9741	18117	91.6	1226	443	1669	8.4
2006/2007	9512	9207	18719	8122	8665	16787	89.7	1390	542	1932	10.3
2007/2008	8964	8840	17804	7314	8085	15399	86.5	1650	755	2405	13.5

\* Source: Division of Educational Research

**Table 8: List of De-shifted and Converted Senior Comprehensive Schools**

De-Shifted Junior Secondary Schools	Converted Senior Comprehensive Schools
1. Aranguez	1. Malick Secondary Comprehensive
2. Five Rivers	2. Barataria Secondary Comprehensive
3. Sangre Grande	3. San Juan Secondary Comprehensive
4. Carapichaima	4. Arima Secondary Comprehensive
5. Marabella	5. El Dorado Secondary Comprehensive
6. San Fernando East	6. Carapichaima Senior Comprehensive
7. Williamsville	7. Marabella Senior Comprehensive
8. Siparia	8. Union/Claxton Bay Senior Comprehensive
9. Point Fortin	9. Barrackpore Secondary Comprehensive
	10. San Fernando Secondary Comprehensive
	11. Siparia Senior Comprehensive

\* Source: Ministry of Education

a competency based qualification through which students must demonstrate competence in reaching CARICOM Approved Occupational Standards which have been approved by the industry experts. This Programme for CVQ Certification has been implemented in 14 secondary schools with students from 13 of these schools writing examinations in June, 2007.

Expansion continued at the Sixth Form Level through increased access to sixth form and full implementation of the **CAPE Programme** in all public schools with sixth forms. The National Certificate of Secondary Education (NSCE) Examination has been conducted at the Form III level.

### Teacher Training and Professional Development

The Ministry of Education continued to implement professional and institutional strengthening initiatives aimed at ensuring quality service delivery and a workforce capable of leading and sustaining the Ministry's transformation agenda.

Teachers are essential players in promoting quality education. They are advocates and catalysts of change. No educational reform is likely to succeed without the active participation and ownership of teachers. Acknowledging that teachers are at the heart of the reform process, clearly defined and more imaginative strategies to attract, train and retain good teachers



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continue to be put in place. These strategies address the new role of teachers in preparing students for an emerging knowledge-based and technologically-driven world.

In September 2006, Government in collaboration with the Organisation of American States launched the **Inter-American Teacher Education Network** entitled: “*New Approaches to Policy and Practice*”. 25 countries of the Caribbean and North, Central and South America assembled to rededicate themselves to the improvement of education in the western hemisphere. In a bid to elevate the teaching profession to degree status in Trinidad and Tobago, Government announced a major initiative which will establish a fully-subsidized, pre-service Bachelor of Education degree programme and convert the country’s two teacher-training colleges into campuses of the University of Trinidad and Tobago. This initiative, one of several intent on professionalizing teaching in the Nation, seeks to ensure that each child benefits from a highly-qualified teacher who is highly knowledgeable in his/her subject area and possesses the skills to impart such knowledge. The first cohort of students completed their first year of the four year programme in July 2007.

The Ministry of Education, in its renewed efforts to train teachers to meet the challenges of the new era, also embarked on the **Partners in Learning Peer Coaching Programme**, in partnership with Microsoft, which allows teachers to participate and experience modern technology mediated techniques in teaching and learning.

### Lifelong Learning

The **National Open School of Trinidad & Tobago (NOSTT)** or Distance Learning was established in 2006 in response to the challenges of delivering primary and secondary education to the out-of-school population. To date, the initial 5 NOSTT Centres have been identified and the Strategic Plan has been drafted. Through support from the Commonwealth of Learning, course writers were trained in developing course materials.

These 5 centres, once established, will cater for 250 students offering tuition in 5 key subject areas – *Mathematics, English, Science, Social Studies and Spanish*.

The **Adult Education and Continuation Classes Programme** which also caters for the out of school youth and adults increased access by 1,000 students in 2006/2007.

In 2007/2008 citizens (15 years and over) will be able to pursue 30 National Examinations Council Level I courses, Post Primary School Leaving Programme, Remedial Education, Introductory Occupational Courses as well as Literacy and Numeracy Programmes, Family Life Education and Life Skills Programmes.

### Institutional Strengthening

For fiscal 2006/2007, the Ministry of Education continued to provide for institutional strengthening via:-

- The creation of 1,737 new positions to provide support to principals of primary and secondary schools in the areas of curriculum delivery, teacher and student supervision; and
- Capacity building through the assistance of the United Nations Volunteer Programme of education specialists in the field of education statistics, economics, planning and sociology and management of education.

## SCIENCE, TECHNOLOGY AND TERTIARY EDUCATION

Investment in the areas of science and technology is critical to the creation of a knowledge-based society cast in the vision of transforming Trinidad and Tobago into developed country status. In this regard, the years 2002 – 2007 have seen heightened activities targeted to attract students to careers in science, engineering, and to infuse still younger minds with the spirit of inquiry, initiative, scientific, creative and problem solving skills.



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The Ministry of Science, Technology and Tertiary Education with a mandate to drive the Science and Technology revolution in Trinidad and Tobago has facilitated knowledge networks among stakeholders and recommended policies and technologies nationally and internationally.

### National Policy on the Development of Tertiary Education Training and Distance and Life Long Learning

In February 2005, a Green Paper on the '**National Policy on the Development of Tertiary Education, Training, Distance and Lifelong Learning**' was approved by Cabinet. The Green Paper is at the public consultation stage, seeking critical stakeholder input for the formulation of a White Paper.

Within this Paper, 5 priority areas for policy development and implementation were identified:-

- Re-structuring the System;
- Widening Access;
- Reforming the Curriculum;
- Financing the System; and
- Managing the System.

In the last quarter of 2005, policy guidelines for designing a **Seamless Education and Training System (SETS)** were completed. The concept was one in which all citizens will have access to competency-based quality education and training at all levels from early childhood to tertiary education, and can move from one level to another level with ease. Between mid to end 2005, the MSTTE began working collaboratively with the Ministry of Education on the development of an implementation plan for SETS. In December 2006, Cabinet noted the contents of the report of the Steering Committee established to oversee the development of SETS, and agreed that the Ministry of Education assume responsibility for implementation of the SETS.

### Access to Tertiary Education

Over the period 2002-2007, the MSTTE began to design and implement a policy framework that would facilitate the achievement of tertiary education and training goals and objectives. It highlighted 3 pillars for achieving this development: **access; affordability; and quality in policies and programmes.**

The period saw an unprecedented increase in tertiary student enrolment of approximately 28 percent per annum, from 25,071 in 2002 to 60,683 in 2007. This represented a significant increase in participation of approximately 35,612 students.

The 2007 enrolment figure reflects a participation rate of roughly 36 percent of the eligible 16-55 age cohort in Trinidad and Tobago, a 4 percentage point increase when compared with 2006. This increase was due to the Government's policy of 'Free Tertiary Education' through the **Government Assistance for Tuition Expenses (GATE) Programme** and financial assistance via the **Higher Education Loan Plan (HELP) Programme**, and its commitment to diversify the tertiary education sector to cater to non-state institutions that enrolled approximately 59 percent<sup>1</sup> in 2007 up from 33 percent in 2005 of the total sector.

At the current growth rate, the national objective of attaining 60 percent participation in tertiary education by the year 2015 could become a reality by the year 2013.

The enrollment by specific agencies for the period September 2001 to July 2007 was:

- **College of Science Technology and Tertiary Education (COSTAATT)** – Approximately 19,853 students were enrolled over the 5 year period, September 2002 to July 2007 as follows:-

<sup>1</sup> The above percentage shows the number of persons accessing tertiary education programmes leading to the award of bridging course certificates, certificates, advanced certificates, diplomas, advanced diplomas, associate, baccalaureate and higher degrees and does not include students enrolled in advanced level or equivalent programmes or those assigned at overseas institutions by the Government.

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2002/2003	3,654
2003/2004	2,923
2004/ 2005	4,763
2005/2006	3,837
2006/ July 2007	4,676

- **The University of the West Indies (UWI)** – Consistent increase in enrollment with an average annual rate of 16.4 percent. The establishment of the *Distance Education Programme* further facilitated this increase. The total enrolled over the same period was 63,113 students.

2002/2003	9,031
2003/2004	10,697
2004/ 2005	13,489
2005/2006	14,196
2006/Jul. 2007	15,700

- **The Trinidad and Tobago Hospitality and Tourism and Institute (TTHTI)** – Enrollment at TTHTI continues to increase with the student enrollment increasing from 330 in 2002 to 628 as at July 2007.

2002/2003	330
2003/2004	468
2004/ 2005	506
2005/2006	600
2006/ Jul. 2007	628

- **The University of Trinidad and Tobago (UTT)** – Since its inception in 2004, UTT has experienced an enrollment of approximately 6,748 students representing an average annual increase of 50 percent over the last 2 years.

2004/ 2005	1,600
2005/2006	1,850
Jan/Apr. 2007	3,298

- **The National Energy Science Centre (NESC)** – A total of over 2,355 enrollment from September 2004 to July 2007 and 93,000 in computer training over the period 2002 – 2007.

2004/ 2005	821
2005/2006	664
2006/ July 2007	870

- **Metal Industries Company (MIC)** –The total enrollment was 10,640 trainees.

2002/2003	968
2003/2004	1,890
2004/ 2005	2,445
2005/2006	2,895
2006/ Jul. 2007	2,442

### Affordability: Funding Mechanisms

In December 2005, new measures included the following key elements: -

- That free tuition be available to all citizens of Trinidad and Tobago pursuing undergraduate programmes at local and regional public tertiary institutions, including distance learning programmes;
- That free tuition at the undergraduate level be extended to all citizens at approved private tertiary institutions;
- That students at postgraduate level pursuing programmes at local and regional public tertiary institutions, including distance learning programmes be eligible to access the GATE Programme for grants to cover 50 percent of tuition;
- That students pursuing accredited postgraduate programmes at approved local private tertiary education institutions be eligible to receive a grant representing 50 percent of tuition fees up to a maximum of \$10,000 per year; with respect to distance learning programmes, the existing 50 percent of tuition fees up to a maximum of \$5,000 per year be maintained;
- That Government plays no role in the governance structure of local institutions allied with public and/or regional tertiary institutions, the existing arrangements continue pending a review to be

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completed by July 2006;

- That students receiving free tuition for their programme of study be required to work in Trinidad and Tobago in the public or private sector for a period to be determined in accordance with the policy enunciated by Cabinet in 2000;
- That students in receipt of tuition funding be required to serve the country by virtue of the completion of a Student Agreement; and
- That the MSTTE enter into a Memorandum of Understanding with approved private and public allied tertiary institutions that would benefit from the free tuition mechanisms under the GATE Programme Fund.

In the last 5 years, the MSTTE received 123,791 applications for GATE and funding in the sum of \$753.4 million was disbursed. At present, there are 35 private institutions approved to offer courses eligible for GATE.

### Higher Education Loan Plan (HELP)

HELP was launched in June 2006 to provide low interest loan facilities to citizens of Trinidad and Tobago who are pursuing tertiary education. It is a low interest loan facility available to students requiring financial assistance, in addition to that being provided by the GATE grant. It has replaced the **Student Revolving Loan Fund (SRLF)** and the **University Guarantee Loan Fund**. HELP will be disbursed for recognized programmes of study that lead to the award of tertiary level qualifications. Students enrolled in approved programmes at tertiary level institutions within Trinidad and Tobago as well as the CARICOM region by special arrangement are eligible.

Students may access up to \$25,000.00 per year if enrolled at approved tertiary level institutions within Trinidad and Tobago and up to \$75,000.00 per year if enrolled at approved tertiary level institutions within the CARICOM region.

By June 2007, the sum of \$34.7 million was approved as loans to 2,558 students.

### Accreditation Council of Trinidad and Tobago (ACTT)

The Accreditation Council of Trinidad and Tobago (the Council) promotes and encourages the adoption of international quality standards for tertiary education and training in Trinidad and Tobago.

Between July 2004 and December 2005, the Ministry of Science, Technology and Tertiary Education embarked on the Approval of Provisional Registration Status (APRS), as a Quality Improvement and Compliance Programme for private post-secondary and tertiary education institutions, 33 institutions were provisionally registered during the period 2002 – 2007.

Recent and major achievements of the Council comprise:-

- Development of governance structure and a policy framework;
- Development of an appropriate organisational structure and key organisational processes linked to the functions of the Accreditation Council;
- Completion of major internal financial and administration systems and policies including: establishment of a bank account for ACTT; determination of HR needs; development of administrative and personnel policies; and development of a compensation plan;
- Offering services to the public through the issuing of statements on the accredited status of programmes and institutions (a service formerly offered by the Committee on the Recognition of Degrees (CORD)/NIHERST);
- Development of a Strategic Plan for the period 2005 – 2008;
- Drafting of the policies, processes and procedures for ACTT's key functional areas were in the process of being completed. The key functional areas are Registration, Accreditation, Recognition, Conferment of Institutional Title and Quality Enhancement;
- Conferring of the title of "University" on the

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University of the Southern Caribbean formally the Caribbean Union College;

- Completion and circulation of the Proposed Tertiary Qualifications Framework for Trinidad and Tobago to stakeholders; and
- Continuation of the establishment of relationship with regional and international quality assurance bodies, including the International Network for Quality Assurance Agencies in Higher Education (INQAAHE), the Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE), and the Association of Caribbean Tertiary Level Institutions (ACTI).

### Technical Education and Vocational Training

In Government's thrust towards Developed Country Status by 2020, several gaps were identified in skills training. To this end, several programmes were established and implemented over the period 2002-2007 which aimed at either developing a cadre of competent workers, equipping the unemployed with the necessary skills for re-integration into the workforce or providing pre-employment training.

#### The Multi Sector Skills Training (MuST) Programme

Applicable to citizens within the 18 to 50 age group, the MuST Programme was launched in July 2004 with the aim of developing a cadre of competent workers within priority sectors of the National Economy through the delivery of specialised craft training in the areas of Agriculture, Construction, Hospitality and Tourism with the focus on construction in 10 occupational areas.

For the period July 2004 to July 2007 11,900 MuST trainees were oriented for the 28 completed cycles, with 6,758 trainees completing training with skills to become employed or to engage in training at a higher level.

#### On The Job Training (OJT) Programme

The On the Job Training Programme is a pre-employment training programme which aims to provide young persons aged 16-35 with the opportunity to acquire work experience in order to develop the necessary skills and attitudes for their entry or re-entry into the world of work. The OJT Programme trained approximately 37,665 individuals from July 2002 to June 2007 and partnered with 498 private sector organisations.

#### Helping You Prepare for Employment (HYPE)

The HYPE Programme involves short-term skills enhancement training, the first phase of which commenced in June 2002. It addresses persons who have left secondary school and have been unable to find employment, either because they do not possess the necessary level of academic achievement or technical skills. It is a construction skills programme geared toward young people between the ages of 17-25 years old. The Programme also has remedial and psychosocial components to assist those who are so challenged. For the reporting period a total of 6,331 persons were enrolled in the programme with 4,495 graduating at the end of 2006. For fiscal years 2006 and 2007, 1,510 and 947 trainees were enrolled respectively.

#### Retraining Programme

The Retraining Programme was reintroduced in 2000 and has executed 11 cycles in the period January 2002 to July 2007.

The Retaining Programme which has as its motto, "*Re-engineering Individual Economic Platforms*" focuses on retooling and re-skilling persons between the age group of 25-45 years to enhance their opportunities to attain sustainable employment. The target population includes displaced or retrenched workers who need to prepare for re-entry into the job market. The main components of the Programme are: Literacy, Skills Training, Life Skills Training, Internship and Mentorship.

In May 2006, the Retraining Programme launched its *Rehabilitating Inmates* initiative. The initiative commenced in July 2006, with the training of 80 inmates at a cost of \$2.5 Million during the period 2002 and 2007, a total of 5,662



trainees were enrolled in the Programme with 4,159 persons graduating as at December 2006. Cycle 2 was launched in July 2007 with 90 inmates.

### Youth Training Employment and Partnership Programme (YTEPP)

YTEPP provides training in career enhancement services. Training is provided in numeracy, literacy, vocational skill areas, and micro-entrepreneurial skills. YTEPP conducts part-time courses in 22 secondary schools and full time courses at 5 centres (a new training centre was launched in Valencia in July 2007).

Approximately 30,095 persons were trained over the period April 2002 to April 2007.

## Research and Development

### National Training Agency (NTA)

The NTA conducts labour market research and disseminates information to address **Technical Vocational Education and Training (TVET)** needs.

Its core functions comprise: -

- Conceptualisation, design, implementation and execution of Labour Market Research;
- Design and management of systems for the generation and implementation of innovations in TVET;
- Provision of information via its labour market research on the trends and the availability of skills in the Labour Market; and
- Identification of priority sectors for economic growth and job creation; and
- Dissemination of all research findings to relevant stakeholders.

Over the period 2002 to 2007 the NTA completed the following projects in Trinidad:

- Labour Market Report No 3 - March - June 2002;
- Labour Market Report No 4 - June - December 2003;
- National Employers Census - January - December

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2005; and

- Employers Survey No 5 - August - March 2006

and in Tobago: -

- Labour Market Survey Report No 2 - May - July 2002;
- Labour Market Survey Report No 3 - February - June 2003;
- National Employers' Census - January - December 2005; and
- Employers Survey No 4 - August - March 2006

Other recent projects include: -

- The Tracer Study of Secondary School Graduates [2005];
- The National Skills Needs Survey [2005];
- The Training Providers' Survey [2005];
- Feasibility Study for the Establishment of a new Government Vocational Centre (GVC) campus (2005-6);
- Profile of Workers in the Energy and Energy-based industries in Trinidad and Tobago (2005);
- Needs assessment of the University of the West Indies (St Augustine) First Degree Graduates by Employers of Trinidad and Tobago (2006-7); and
- Alutrint Project - A planned MOU with the Ministry of Labour, the NTA and demands. The NTA was identified as the main clearing house for all training and development initiatives within the La Brea area.

## Science, Technology and Innovation (STI)

Science, Technology and Innovation (STI) play a key role in human development in terms of the attainment of a modern competitive economy, improvements in the standard of living and the enhancement of quality of life of people. Its significance is seen in the difference in advancement between developed and developing countries. The STI portfolio of the MSTTE encompasses **NIHERST, Caribbean Industrial Research Institute (CARIRI) and Institute of Marine Affairs (IMA)** which is now being integrated into the University of Trinidad



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and Tobago (UTT).

**NIHERST** is responsible for statistical research, policy initiatives, science popularization, developing a culture and system of innovation, foresighting, TT icons in STI, and regional activities. In fiscal 2006, NIHERST recorded several accomplishments in the areas of: (a) Sector Foresighting, Growth and Innovation, (b) Science and technology Statistics, (c) Making Math Easy, (d) Science Communication, (e) Development of National Innovation System and (f) Science Popularisation.

The **IMA's** core operations include the conducting of research and dissemination of information to various stakeholders. In 2004/2005 IMA researchers generated over 12 research documents (including papers in refereed journals) in research areas, e.g. ecological modelling, environmental chemistry, fisheries, bacteriological pollution, resource assessments, and ecosystem dynamics. The multi-disciplinary project "Investigation of Pollution from Land-based Sources and Activities and their Impacts on the Marine Environment, Phase I - Caroni River Basin" was completed in 2005.

As one of Government's major vehicles for facilitating technology-led developmental activity, **CARIRI** has been instrumental in providing technology support to the public and private sectors that has positively impacted on economic development, both locally and regionally.

CARIRI undertook the following research activities between 2004 and April 2007: -

- A number of environment related issues including effluent, stack monitoring, toxicity testing, air quality etc. training and sensitisation programmes were conducted for over 100 persons;
- Upgrade of its biodegradability and toxicology laboratories;
- A number of sensitisation programmes and testing to curb air pollution, both ambient and indoor;
- Technical support to over 75 small and medium

sized enterprises to improve their process and quality management systems;

- Design and fabrication of small scale equipment for the food and beverage industry, including cassava graters, food press, pulpers and processors;
- Conduct of tests and consultancy services to support the work of the Ministry of Energy's and Energy Industries Oilfield Chemicals Approval Committee;
- Conduct of effluent monitoring as provided under the Petroleum Act;
- Evaluation of crude oil for taxation purposes;
- Expansion of its capacity to provide services in key areas such as toxicity testing and biodegradability;
- Testing services for the construction industry including aggregates, concrete and metals;
- Support to companies in understanding and meeting the requirements of the OSH Act; and
- Establishment of the **Caribbean Food Safety Centre** to promote acceptable food safety management systems in accordance with international standards.

### Policy Development

In 2004 Cabinet agreed inter alia to the establishment of a Technical Committee to review the existing policy documents in respect of Science Technology and Innovation (STI). The report of the Cabinet-appointed Committee was completed by the last quarter of 2005 and formed the basis for a draft **Policy on STI**, a policy proposal on the establishment of the **National Council for STI** and a draft **Biotechnology Strategic Framework**.

### Science Popularisation

In terms of Science Popularisation the main focus of NIHERST over the years has been on the following: **Sci-TechnoFest**, outreach programmes, science competitions and science education.

Sci-TechnoFest is a biennium Festival that has taken place in 2002, 2004 and 2006. In 2002 the festival was successfully undertaken, under the theme of *Connectivity*, with 52,000 visitors in attendance. In 2004, the festival, which focussed on the theme of energy, attracted approximately 25,000 visitors

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from all parts of the country, and approximately 300 students from Tobago received sponsorship to attend. In 2006, Sci-TechKnoFest focussed on the environment with over 60,000 visitors, and 25 agencies partnered with NIHERST in staging this mega event the National Science Centre has been expanded to double its visitor's intake from 2008.

### Foresighting

Foresighting is an advanced tool used in the planning and development of R&D programmes that carry long-term benefits. Beginning in 2005 under the Public Investment Sector Programme (PSIP) in pursuance of recommendations emanating from the Vision 2020 Sub-Committee on STI, fore sighting focuses on the non-oil manufacturing sectors in terms of possible ventures for the future and new competitive niche areas (best bets) for the Trinidad and Tobago economy. Dr. Nick Marsh and Mr. Ian Ivey of the NEXT Corporation in New Zealand directed a team of 10 local researchers in the conduct of the studies.

### Awards for Excellence in S&T

In November 2005 NIHERST introduced the Awards for Excellence in S&T. As there is a dearth of information on the work and achievements of local scientists, 39 icons received awards. In 2006, research was completed on 30 outstanding scientists, engineers and innovators including individuals who made an outstanding contribution to innovation in the steel pan and carnival costume design. An important aspect of the publication is to chronicle our STI heritage as well as to provide inspiring role models for youngsters to engage in the pursuit of excellence and careers in STI.

### Promoting Innovation

The **Prime Minister's Awards Project for Innovation and Invention**, conducted by NIHERST, is a biennial event which began in 2000. A new competition, "*Bright Solutions*" was introduced in 2002 involving real life problem solving. In the 2004 competition, there was a record 290 entries with 62 winners. In 2006 19 individuals received the Prime Minister's Award for Projects on Innovation and Invention. One person has been granted a US patent, while some of the winners are in the process of patenting their inventions. Assistance was also

rendered to seven Caribbean countries through the CCST/OAS "*Go Creative*" project in planning and implementing national young inventors.

### Science Communication

NIHERST, in a bid to propel educational productions, was engaged in the following over the period 2003 to 2007:-

- In 2003/2004 a 6-part video series on science aired for the general public as well as students and involved research on the Sea moss in Tobago, Screw pine in Toco, Healing Waters of the Pitch Lake in La Brea, Herbal and Modern Medicine, Anjie's Peppers in La Brea and Fresh Water Resources in Santa Cruz;
- 7 episodes of '*Sci-Man Says Sci Whizz*' which attracted 35,000 viewers per episode. In 2006, it showcased winning entries in the NIHERST/NGC SciWhizz Competition, fun science demonstrations by NIHERST in-house showman, and the work of 5 outstanding local scientists;
- Natural wonders in the Caribbean which involved research and the production of a 6-part video series on karsts features, coral reefs, rainforests, waterfalls, mangroves, and tectonic activity; and
- A 6-video television programme on Biotechnology entitled '*Gene Scene*' which reached approximately 120,000 viewers on ITV and Gayelle Channels.

Infrastructural development continued apace and involved:-

- Construction works on the **Laventille Technology and Continuing Education Centre (LTCEC)** which commenced in 2003 and was completed in 2004 at a cost of \$26.2 million of which Government's contribution was \$19.45 million;
- Continuation of the O'Meara Campus which commenced in January 2005. Major construction work is 73 percent completed with final finishing and fitting out in progress. The campus is operational with a complement of both administration and teaching personnel. The facility consists of 90,000 sq. feet of teaching and administrative space to include

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- labs for Petroleum Engineering, Manufacturing, ICT Programmes, Maritime Diploma and Degree Programmes and will cater for a population of 600 students;
- A site at Battery Point (7 acres) assigned by the THA for the construction of a UTT Campus and Conference Facility. The formal inauguration of this site took place November 2005. To date, the lease agreement for the site has been signed and consideration is also being made for the use of an additional site at Rocky Point for the location of the Conference Centre;
  - The UTT Maritime Campus, Phase 1 which includes the fire ground (now in use), training pool and pavilion, classrooms, workshops, laboratories and services building, including electrical kiosk; construction of Phase II commenced in mid July 2006 and is due for completion in July 2007; Simulator laboratories, auditorium, seminar rooms, administrative offices, dormitory, cafeteria, furniture and equipment are due in this Phase;
  - The UTT Main Campus in Wallerfield which caters for administration and all its major programmes. The Campus aims to accommodate a student population of 5,000. The project commenced in February 2005. The Master Site Plan for this campus has been completed and the detailed development of this plan is now in progress. This Master Plan has been approved by the UTT Board of Governors. Final designs of the Signature Buildings (main teaching and administration block) have been completed and were presented in March 2006. Site Enabling Works (clearing roadways, drainage, etc) were completed in September 2006. A preferred contractor has been identified and discussions on final pricing are complete;
  - The YTEPP's Valencia Day Time Centre commenced in November 2005, and is now operational with a complement of both administration and teaching personnel;
  - The Moruga HYPE Centre, under the Metal Industries Company was completed in November 2007, containers were purchased and installed and refurbishment works completed for classrooms and tool stores;
  - The Trinidad and Tobago Hospitality and Tourism Institute TTHTI and CDA have commenced negotiations for the lease of lands in Granwood for phases 5-89 TTHTI's expansion project;
  - The establishment with a focus on Community College health care education, foreign languages and the performing arts;
  - Projects at the University of the West Indies, St Augustine, included:
    - a) The Lecture Theatre and Classroom Building- A fully equipped 450 seat lecture theatre, two 30-seat classrooms, and administrative facilities;
    - b) A new Milner Hall dormitory- a 4-storey building to house 150 students in a combination of single and double occupancy rooms; and
    - c) Teaching and Learning Complex- 6 lecture rooms to accommodate 200 students each, tutorial room and research laboratories.
  - **The National Energy Skills Centre** establishment of Workshops at the St. Bedes and Point Fortin Technology Centres.

# PILLAR 3: EFFECTIVE GOVERNMENT

## FINANCE

### Reform Agenda

#### Public Sector Procurement Regime

Government's review of the Public Sector Procurement Regime resulted in the development of a Green Paper, and subsequently in 2005, a White Paper entitled "*Reform of the Public Sector Procurement Regime – A White Paper*". Over the period under review, progress made toward the reform of the Procurement Regime included:-

- Development of organisational structures to support the procurement needs of line Ministries and Agencies;
- Training of approximately 300 public service employees in *Fundamentals of Public Sector Procurement*;
- Completion of draft legislation for the new **Public Sector Procurement Regime**; and
- Development of a draft organisational structure for the **Procurement Regulatory Agency** including tasks and activities.

#### Public Sector Pension Regime

Major achievements in Government's ongoing Reform of the Public Sector Pension Regime include:-

- Establishment of a Pension Reform Working Group;
- Transference of supervisory authority for the Pension System to the Central Bank, effective July 2004;
- Harmonisation and Integration of Old Age Pension (OAP) and National Insurance System (NIS) including development of the sliding scale

mechanism which takes into account NIS payments in determining benefits payable under the Senior Citizens Grant (OAP); and

- Commencement of work on the development of a modern contributory pension plan for the Public Service.

#### Financial System

"*Reform of the Financial System – A White Paper*" was laid in Parliament as Government's Policy in June 2004. Other initiatives in the Financial Sector included:-

- Amendment of the *Insurance Act* in 2004 to allow for the transference of responsibility for the Insurance Sector to the Central Bank;
- Operationalisation of a Credit Bureau and Credit Rating Agency in 2004;
- Commencement of electronic trading on the Stock Exchange in March 2005;
- Launch of the office of the Financial Services Ombudsman in May 2005;
- Passage in Parliament of amendments to the *Venture Capital Act* in July 2006;
- Enactment in April 2006, of the *Take-over-By-Laws* under the *Securities Industries Act*;
- Development of a draft *Securities Bill*;
- Development of a draft policy document on a *Legal and Regulatory Framework for the Pension Industry* which is expected to be issued for industry consultation by November 2007; and
- Comprehensive Amendments to the *Financial Institutions Act (FIA)* which are currently before the Law Reform Committee (LRC).

## Pillar III: Effective Government

### Taxation

Over the period, Government introduced measures aimed at reducing the burden of the Individual Income Tax Regime. These included:-

- Reduction of Individual Income Tax on the first \$50,000 of income from 28 percent to 25 percent in 2003;
- Reduction of Individual Income Tax on income exceeding \$50,000, from 35 percent to 30 percent in 2003;
- Harmonisation of Personal Income Tax Rates of 25 percent and 30 percent at 25 percent in fiscal 2006;
- Reduction of Individual Income Tax on every dollar of chargeable income to 25 percent with effect from January 1<sup>st</sup> 2007;
- Increase of the Personal Allowance for all individuals from \$25,000 to \$60,000 in fiscal 2006, resulting in persons who earn \$5,000 per month or less paying no income tax;
- Exemption from taxation of the Lump Sum Death Benefits paid under an approved Pension Plan;
- Increase of the deduction for tertiary education expenses for students studying abroad, from \$18,000 to \$60,000 per household; and
- Reduction of the Corporate Tax Rate from 35 percent to 30 percent in 2003, and again from 30 percent to 25 percent in fiscal 2006.

Effective January 1<sup>st</sup> 2007, VAT exemptions were extended to apply to:-

- Telecommunications equipment required for the roll out of internet and broadband services for an initial 2-year period; and
- All computer peripherals including cable, speakers, mouse pads and antiglare screens.

The rates of Stamp Duty on residential properties were amended to allow for:-

- Properties valued at \$450,000 or less, to be exempt; and
- In respect of properties valued over \$450,000:-
  - for the first \$100,000 - 5 percent
  - for the next \$100,000 - 7 ½ percent
  - for every dollar thereafter - 10 percent

### Improved Collections

The BIR has improved its revenue collections through the use of more aggressive enforcement action including the application of VAT refunds to outstanding taxes.

With the establishment of a *One Stop Shop for Registration*, customer service has been enhanced. This has helped to reduce overall turnaround time as follows:-

- Turnaround for registration – 10 to 15 minutes;
- Approvals of TD1 – 5 minutes ; and
- Completion of an Income Tax Return – 15 minutes.

### Criminal Tax Investigation Unit

A Criminal Tax Investigation Unit was launched in March 2003 with a mandate to pursue delinquent taxpayers and apply the fullest sanctions of the law against Tax Fraud. The objective of the Unit is to foster voluntary compliance by delinquent taxpayers, resulting in increased collections. In September 2005, the Unit put in place the infrastructure for issuing *Infringement Notices* as per the *VAT Act*.

The Criminal Investigations Tax Unit has been instrumental in the successful prosecution of 2 companies. In addition, more than 50 potential cases were investigated.

### Petroleum and Large Taxpayer Business

A Petroleum and Large Taxpayer Business (PLTB) Unit was launched in June 2002 and became fully operational in September 2002.

The PLTB Unit has 2 offices, one in North Trinidad which services large taxpayers in the Banking, Insurance, Manufacturing, and Distribution and Construction Sectors. The other office, in South Trinidad, which services petroleum,



## Pillar III: Effective Government

petrochemical, gas processing plants, service and other selected oil-related companies.

During 2003, the Unit introduced the concept of a “one-stop shop” for its clients, providing customer service and education and developing a working relationship with taxpayers.

With the introduction of the PLTB Unit, the auditing function for large taxpayers has been removed from Field Audit and VAT Compliance and placed under the Unit’s umbrella. However, unlike in the past, where the emphasis was on auditing taxpayers, the PLTB Unit has concentrated its efforts on monitoring to increase compliance and collections.

Achievements specific to the PLTB Unit include:-

- Implementation of Amendments to the *Petroleum Taxes Act*, *The Income Tax (In Aid of Industry) Act*, the *Corporation Taxes Act* and the *Fiscal Incentives Act*;
- Implementation of changes to the structure of the Supplemental Petroleum Taxes for simplicity and easier administration and to stem tax evasion; and
- Development of plans for continuous monitoring of companies on a current basis to reduce audit time.

### Tax Remittance System

A new Tax Remittance System was introduced at the South Regional Office of the Inland Revenue Division (IRD), in June 2002, and was expanded to the Arima, Tobago and Port of Spain offices in 2003. With the new system, taxpayer accounts and records can now be updated within 5 days of payment as opposed to the 5 to 6 months which obtained previously.

### Double Taxation

The Trinidad and Tobago Model Double Taxation Convention has not been reviewed for over 20 years; a fact which poses difficulty during double taxation negotiations. As a response, a Sub-Committee of the Permanent Double Taxation Team was appointed to review the Trinidad and Tobago Double Taxation Convention, an exercise which is almost complete.

Other significant developments with respect to Double Taxation include:-

- The Agreement between the Government of the Republic of Trinidad and Tobago and the Government of the People’s Republic of China for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income was signed in Port-of-Spain on September 18<sup>th</sup> 2003 and came into force on May 22<sup>nd</sup> 2005;
- The Convention between the Republic of Trinidad and Tobago and the Grand Duchy of Luxembourg for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income and on Capital and for the Encouragement of International Trade and Investment came into force on November 20<sup>th</sup> 2003;
- Trinidad and Tobago was granted observer status at the meetings of the United Nations Committee of Experts on International Cooperation in Tax Matters in Geneva, Switzerland; this is beneficial to Trinidad and Tobago not only in terms of being exposed to the workings of the Committee but in terms of strengthening its position for membership on the Committee during the next term; and
- The Trinidad and Tobago Double Taxation Negotiating Team successfully completed negotiations with the Kingdom of Spain in July 2007 for a Convention on the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to Taxes on Income.

### State Enterprises

The Investments Division of the Ministry of Finance is responsible for executing the investment policy formulated by Government which includes the management, monitoring and, where necessary, the rationalisation of Government’s equity holdings in commercial enterprises. Within the Investments Division there is a Divestment Secretariat dedicated to the execution of divestment decisions.

## Pillar III: Effective Government

For the period 2002 to 2007, the Investments Division persisted in monitoring and reporting on State Enterprises with a view to ensuring consistency between State Enterprises performance and Government's macro-economic policy objectives as well as to appraise and evaluate the investment plans of State Enterprises to ensure the profitability of investment projects.

### Rural Development Company of Trinidad and Tobago Company Limited (RDC)

A first phase of 57 Community Developments Projects was awarded in 15 communities at a total sum of \$61.25 million. To date, 53 projects have been completed.

A second phase of 62 projects was awarded between April and May 2007, at a total sum of \$81.542 million. Works are in progress on these projects, 2 of which have been completed. In addition, 34 projects were identified in other rural communities in respect of which tenders have been received and are under evaluation. The estimated cost of these projects is \$47.73 million.

A Study of Offshore Fishing along the southern coast of Trinidad was undertaken on the basis of which a fishing port and associated facilities were designed for Grand Chemin, Moruga. An Environmental Impact Assessment (EIA) is underway in pursuance of the Certificate of Environmental Clearance (CEC) for the project, and construction is scheduled to commence in the first quarter of 2008.

A contract was awarded for the design and construction of a bridge along the El Quemado Road spanning the Tumpuna River. The sum awarded was \$7.9 million. The project which commenced in May 2007 is scheduled to be completed in September 2007.

The RDC, on behalf of the Ministry of Agriculture, Lands and Marine Resources (MALMR) is undertaking the **Commercial Agricultural Farms Project**. This project envisages the

development of 15 large agricultural farms each of a minimum size of 100 acres on 7 sites (Caroni, Jerningham, Orange Grove, Edinburgh, Mon Jaloux, La Gloria and Picton) throughout Central and South Trinidad. The total acreage of the 7 sites is 2,644 acres.

The responsibilities of the RDC are twofold:-

- Provision of infrastructure facilities – roads, drainage system, water, electrical power and telephone systems, to the gates of each of the proposed farms; and
- Advertisement of the RFP locally, regionally and internationally inviting suitably qualified and experienced investors for the investment, development, management and operation of the commercial agricultural farms.

Infrastructure facilities are currently underway with 4 consulting engineering firms to undertake the design works for the 7 sites. Designs and invitation of tenders for the construction of the works have been scheduled for August 2007. Phase I farm sites (single farms) are scheduled for completion in February 2008, while Phase II (multiple farms) is scheduled for completion in August 2008.

### The Trinidad and Tobago Entertainment Company Limited (TT Ent)

The Trinidad and Tobago Entertainment Company Limited (TT Ent) was incorporated on November 30<sup>th</sup> 2006 as a result of recommendations derived from a Strategic Plan developed for the Entertainment Industry. The company reports to the Ministry of Trade and Industry, and is mainly responsible for facilitating the development of a globally competitive Entertainment Industry. The company's logo was formerly launched on 17<sup>th</sup> July 2007.

The objectives of TT Ent are:-

- To facilitate the international exposure of our local entertainers;
- To market and promote the national creativity;

## Pillar III: Effective Government

- To ensure that Trinidad and Tobago is identified not only as the home of steel pan but also as the home of soca, chutney and calypso;
- To influence a positive perception of Trinidad and Tobago's arts and culture abroad;
- To assist local entertainers in accessing funding for projects geared towards the export market; and
- To facilitate Private Sector investment both locally and internationally into the entertainment industry.

In order to achieve its main objective of facilitating the internationalisation of the industry, the main projects of TT Ent include:

- *TT Ent Revolving Investment* - for artistes to aid in major projects in market development; music production, video production, theatrical productions and touring, as well as implementation of export plans;
- *Familiarisation Tours* - of the country for international executives in the music industry and successful Nationals performing and living abroad to assist in exporting our local talent and products;
- *Archiving, Research and Development* - to facilitate proper archiving of our creative works as well as continuous assessment of the growth and development of the Entertainment Industry through benchmarking with international developments;
- *Marketing and Promotion* - to establish and maintain global linkages for the industry using the targeted marketing, including the purchasing of airtime on international mainstream broadcast media. The company will also facilitate the annual participation of artists in International Music Festivals such as *MIDEM*;

- *Joint venture projects* - to stage International Promotional Music Concerts and Major Theatrical Productions abroad; and
- *TT Ent Online* for downloads of the collected archives of our local soca, chutney, calypso and other genres of music and music videos, as well as visual art, dance and theatrical productions. In addition, there will be a national database of cultural entrepreneurs as an *Entertainment Directory*.

### Trinidad and Tobago Film Company Limited (TTFC)

In a bid to establish Trinidad and Tobago as the premier Caribbean film location and production centre within the international film and television marketplace, the Trinidad and Tobago Film Company Limited (TTFC) was created on May 4<sup>th</sup> 2005, and administrative offices formally opened in April 2007.

In the first year of operation, the TTFC obtained approval and made operational cash rebate incentive for local and international productions filming on location in Trinidad and Tobago. To date, the incentive has attracted 3 international feature films to Trinidad and Tobago, including the first Bollywood feature "*Dulha Mil Gaya*".

TTFC actively promotes and supports the development of the local film industry through the sponsorship of the **Trinidad and Tobago Film Festival**. The Festival is a platform for public screenings of local and regional films, for secondary schools film competition, and for training workshops in animation and film.

TTFC continued the **Production Assistance and Script Development (PASD) Programme** started in 2005. A total of 50 projects were awarded since inception. Notable PASD successes to date include:-

- "*Sista God*" - a feature film which was awarded *Most Popular Feature* at 2006 the Flash Point Film Festival in Jamaica; *Best Caribbean Film* and *Best*

## Pillar III: Effective Government

*Director* at Bridgetown Film Festival in Barbados. The film was also premiered at the Toronto Film Festival 2007.

- **“Jab”**- a documentary film which was awarded *Best World Cinema* at the 2007 DIY Film Festival in Hollywood and was screened at the Luminato Arts Festival in Toronto; and the Cambridge Film Festival in the UK.
- **“Hit For Six”** - a feature film which premiered at the Bridgetown Film Festival in 2007.

The first **T&T Feature Film Programme** was launched in 2007; 18 applications were received. This Programme is designed to develop the corpus of feature films produced by Trinidad and Tobago Nationals.

A total of 220 international film crews were facilitated from 2002 to present, generating revenues of US\$2,646,452 from a range of services including accommodation, catering, transportation, equipment rental, props, actors, technical crew, security, location fees and travel between Trinidad and Tobago.

In 2007, a strategic alliance was developed with Caribbean Airlines which will offer discounted airfares to film personnel. TTFC participated in the Association of Film Commissioners International AFCI Locations Trade Show in Santa Monica in April 2007. Trinidad and Tobago’s Booth was adjudged second place for *‘Best Themed’* Booth.

### Government Human Resource Services Company Limited (GHRS)

The Government Human Resource Services Company Limited was incorporated on October 20th, 2007 with the mandate to recruit professionals (nationals and non-nationals) from abroad to fill the skills gaps that exist in the Public Service and facilitate their integration into life in Trinidad and Tobago.

### Seafood Industry Development Company Limited (SIDCL)

The Seafood Industry Development Company was established to oversee the development of the Fish and Fish Processing Industry. Some of the deliverables identified by SIDCL include:-

- Unification of the Fisheries Sector (2007), from which a national umbrella body, the **Trinidad and Tobago Unified Fisher Folk (TTUFF)** has been created;
- Consultancy to determine potential for development of the Offshore Sector;
- Consultancy for detailed designs for a specialised port for the Offshore Sector;
- Port development for the Offshore Sector;
- Consultancy for the Scarborough port upgrade;
- Consultancy to determine the potential for the development of Aquaculture in Trinidad and Tobago; and
- Consultancy to undertake a study of the impacts of coastal and industrial development on the Fisheries Sector.

Focus has been placed on the development of the human resource capacity in this Sector through training in the areas of Hazard Analysis and Critical Control Points (HACCP) and Quality Control, and computer literacy.

### Caroni (1975) Limited

In 2003, Government took a firm decision to restructure the local sugar industry. Accordingly, Caroni (1975) Limited ceased operations and initiated liquidation procedures.

As part of its liquidation exercise, Caroni was required to fulfill a number of commitments prior to its removal from the Company’s Registrar. These include:-

- Allocation and development of residential lots to eligible former employees;



- Allocation and delivery of 2-acre agricultural plots to eligible former employees;
- Disposal of bungalows;
- Transfer of assets to various Ministries and State Agencies;
- Disposal of rolling stock and assets;
- Rationalisation of pension arrangements;
- Overseeing ongoing training exercise; and
- Establishment of a Sugar Museum.

As part of the massive restructuring exercise, 3 companies emerged:-

- Sugar Manufacturing Company Limited (SMCL)** - established to process sugar cane and supply refined sugar to meet domestic consumption;
- Rum Distillers of Trinidad and Tobago Limited** - established to carry out activities of the rum distillery; and
- Estate Management and Business Development Company Limited (EMBD)** - established to manage the lands of Caroni and to stimulate and facilitate new business through the establishment of light industrial, residential, agricultural estates and commercial complexes.

Caroni is developing residential lots for 8,815 former employees at 27 sites across the country. These residential lots are being made available to former employees at subsidised prices ranging from \$20,000 to \$30,000.

Caroni has also been developing 2-acre agricultural plots for former employees at 17 sites across the country. The agricultural development project is managed by the Caroni Agriculture Land Project Unit.

As at June 30<sup>th</sup> 2007, 8,176 workers applied for agricultural plots, in addition, 3,250 former employees have registered

as farmers with the MALMR and will benefit from the agricultural incentive programmes.

The *Caroni Vesting Act (Act No. 25 of 2005)* made effective June 1<sup>st</sup> 2006 transferred the real estate holdings of Caroni and the Orange Grove National Development Company Limited to the State. Accordingly, the responsibility for the finalisation of the lease was transferred to the Commissioner of State Lands. To address the inadequacy of staffing at the Commissioner of State Lands Office, a temporary framework for implementing Government's commitment to the former employees of Caroni, was established.

Caroni conducted training and re-tooling programmes to provide former employees with tools to establish themselves in alternative jobs. A total of 2,515 employees accessed training, and an additional 351 have enrolled.

Caroni also worked with Actuary Consultants, Bacon Woodrow and de Souza Limited and its Trustee, Republic Bank Trust and Asset Management on finalising pension arrangements. CLICO Trinidad Limited was engaged as the annuity provider. The target date for finalisation is December 31<sup>st</sup> 2007. Caroni is conducting verification for 10,850 pension eligible employees obtaining names, addresses, contact numbers, and bank account numbers.

Caroni is working closely with the Ministry of Community Development and Gender Affairs to establish a **Sugar Museum** at the Sevilla House in Brechin Castle.

The **Estate Management and Business Development Company Limited (EMBD)** has been mandated to develop residential lots on lands previously owned by Caroni to fulfill the commitment to former employees and to the national community.

EMBD is developing a total of 20,164 residential lots at 31 sites across the country. These lands will be made available to the national community at subsidised rates ranging from \$20,000 to \$30,000. In addition, Government will provide subsidised low interest rates of 2 percent to qualifying applicants.



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### Trinidad and Tobago (BWIA International) Airways Corporation (BWIA)

All industrial relations and litigation issues pertaining to Trinidad and Tobago (BWIA International) Airways Corporation (Old BWIA) have been resolved and the company is currently pursuing the transfer of Government's 15.5 percent shareholding to former employees of the company. Following this, the liquidation of the company will be initiated.

### National Petroleum Marketing Company

The National Petroleum Marketing Company Limited (NP) has embarked on a re-branding project to change the public's image and perception of NP's products and services. This forms part of NP's 4 strategic objectives which will guide the transformation of the company into a more modern and efficient company. The 4 objectives are:-

- i. Zero stock out of all fuels, lubricants and LPG at NP outlets and installation;
- ii. Improve the effectiveness of its customer service;
- iii. Modernise its operations through a programme of renewing/replacing old and obsolete assets; and
- iv. Create and maintain a positive HSE culture in all aspects of the company's operations.

A major part of this re-branding exercise is the total upgrade of all of the company's 152 service stations across the country.

The upgrade includes the demolition of the existing stations and replacement of the underground tanks with double-walled tanks and new modernised facilities. Presently, stations are being upgraded at: Wrightson Road; Beetham; St. Augustine; Carousal, Cocoyea; and Point Fortin

The upgrade and remediation programme, which commenced in 2006 will continue for the next 3 years.

Another stage of the upgrade of the service station system is the introduction of a fuel pipeline from Pointe-à-Pierre to a gantry in Central Trinidad. This will eliminate the use of water transport.

### Petroleum Company of Trinidad and Tobago Limited

The Petroleum Company of Trinidad and Tobago Limited (PETROTRIN) is a fully-integrated oil and gas company engaged in the full range of petroleum operations including the exploration for, development of and production of hydrocarbons and the manufacturing and marketing of a wide range of petroleum products.

In 2000, PETROTRIN acquired the interest of Texaco Inc. in the joint venture Trinmar Exploration and Production operations. PETROTRIN operates on land and on marine acreage across the southern half of Trinidad with offshore operations in Galeota in the southeast and in the Gulf of Paria.

Given its wide geographic spread, PETROTRIN has more host communities than any other company in Trinidad and Tobago. Like its predecessor companies, PETROTRIN fosters and maintains close relations with the communities adjacent to its operations and is mindful of its role as a major state enterprise, extending its corporate philanthropy to the wider national community. The Company is actively involved in all aspects of national life and makes significant contributions to education, sport and culture.

The Company has a long and rich history of involvement with the national instrument of Trinidad and Tobago, and is the proud sponsor of a number of steel bands. It also sponsors choirs, a tassa group, a cadet band an Indian orchestra, a parang band and a football team.

Through its support for education and training, the company provides annual scholarships to students entering UWI, on-the-job training for secondary school graduates, corporate training for post second year university students and apprenticeship training (internship) for selected graduates.

PETROTRIN is a major benefactor to all schools in its areas of operation, to the Ministry of Education, and to institutions of tertiary learning, including the Technical Institutes and UWI.

The Company also inherited a number of environmental problems from its predecessors but, within recent times, has made considerable progress in remedying those problems. “*Zero tolerance for accident and spills*” have become the watchwords for the organisation and much effort is given to protecting the health and safety of its employees and to preserving the natural environment.

PETROTRIN is a major benefactor to the Point-à-Pierre Wild Fowl Trust, which is located on the company’s compound just outside the Point-à-Pierre Refinery. The Trust is actively involved in a range of programmes to protect and reintroduce locally endangered species of waterfowl, such as the Black Bellied Tree Duck and the Scarlet Ibis. Its close proximity to the refinery is testimony to the peaceful co-existence that is possible between the industry and the environment.

In terms of Growth Platform Development, PETROTRIN acquired 15 percent of the Teak, Samaan and Poui fields along with Repsol S.A. (70 percent) and the National Gas Company of Trinidad and Tobago (15 percent). The Company also has joint ventures with PetroCanada in the West Coast Blocks 1(a) and 1(b). In addition, Petrotrin has expanded its working interest in the South East Coast Consortium (SECC) by converting its 4 percent overriding royalty interest to a 16 percent working interest in the SECC.

On December 21<sup>st</sup> 2006 Moody’s Investors Services ascribed a Baa2 foreign currency issuer rating with a stable outlook to PETROTRIN. On January 11<sup>th</sup> 2007 Standards and Poors Rating Services raised its long-term corporate credit rating on the Company to BBB- with a stable outlook.

PETROTRIN has accessed US\$750 million from the International Capital Markets to fund its capital projects. This is a landmark achievement as it is the largest investment grade issue ever entered into by a Caribbean country. The financing is in the form of senior secured notes managed by Citibank with a fixed coupon of 6 percent for 15 years. This financing will fund the construction of 5 new plants at the Pointe-à-Pierre Refinery which, upon completion, will increase capacity and

produce more gasoline with improved octane ratings for its gasoline pool and produce cleaner and more environmentally friendly transport fuel due to reduced carbon monoxide and particle emissions.

### The National Gas Company of Trinidad And Tobago Limited (NGC)

The NGC currently operates with a capital base of \$1,752 million and an asset base of \$18,527.4 million. The company has capacity to transport 4.4 billion cubic feet of natural gas per day (bcfd) and a 650 km onshore and offshore pipeline network.

NGC’s competitive strength is its infrastructure assets, pipelines and parts and expert knowledge in gas transmission, natural gas development and transmission and distribution operations.

NGC has earned investment grade credit ratings of BBB+ from Standard and Poors, A3 from Moody’s, and Cari, AAA from CariCRIS.

NGC has been successful at raising Bonds on the international arena. In 2005, NGC raised a 15-year US\$200 million loan for financing its Cross Island Pipeline Project. In 2006, NGC raised a 30-year US\$400 million Bond to finance its Beachfield Upstream Project (BUD), 11 percent equity investment in Atlantic LNG Train 4, and the purchase of British Gas/ Chevron 24” Pipeline from Dolphin to Beachfield.

The Company has also acquired a 15 percent shareholding in Teak, Samaan and Poui (TSP) and Oil and Gas field asset at a cost of US\$36.0 million. These fields have a capacity of 19,000 barrels of crude oil (bpd) and uses 90 thousand cubic feet per day of gas compressed by NGC’s gas compression platforms.

NGC has also launched its Build Own Operate Transfer (BOOT) Programme to expand the use of natural gas for cooling. When completed, this project will be the largest in the Eastern Caribbean.

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NGC has made a commitment to preserve the environment. The Company has adopted a *“no net loss principle”* with regard to forest removal and is committed to re-afforesting over 300 hectares of critically-degraded forest at 6 locations across the southern region. In addition, NGC is also helping to develop the Agriculture Sector by facilitating alternative methods of agricultural cultivation by building model farms.

One of NGC’s major achievement is the construction of the Cross Island Pipeline (CIP), a 76.5 km 56” pipeline from Beachfield to Point Fortin to deliver gas to ALNG Train 4 and Union Estate. The project utilised 6,500 lengths of pipes. The pipeline network has a maximum pressure capacity of 1,050 pound per square inch (psi) and downstream pressure of 705 psi.

### Customs and Excise

Achievements of the Customs and Excise Division of the Ministry of Finance include:-

- The introduction of the new Customs Common External Tariff based on the Harmonised **Commodity Description and Coding Systems (HS 2007)**, with effect from February 1<sup>st</sup> 2007. Items attracting duties under 5 percent were zero rated.
- Suspension of Customs Duties on 26 basic food items.
- Significant narcotic seizures by the Marine Interdiction Unit, most recent being 83.023 kg of cocaine, which attracted a fine of \$2.625 million.
- Addition of over 70 new customs officers and provision of revised modular training for new officers.
- Completion of a **World Customs Organisation (WCO) Diagnostic Evaluation** and adoption of the WCO SAFE Framework of standards to secure and facilitate Global Trade.
- Introduction of scanners at Piarco and Crown Point International Airports which has facilitated a faster flow of passengers and their baggage.
- Introduction of New CARICOM harmonised passenger declaration form.
- Commencement of migration to ASYCUDA ++.
- Active involvement in Trade Policy formulation re: WTO, EPA negotiations.
- Reduction of the surcharge on the importation of chicken and turkey parts was reduced from 40 percent in 2004 and was totally removed in 2006.
- Removal of VAT from GHEE.
- Increased exemption from duty on gifts belonging to passengers from \$1,200 to \$3,000 per annum in 2004.
- Allowance of duty free entry of goods from the Dominican Republic, Costa Rica and Columbia under Bi-lateral Free Trade Agreements.
- Addition of Explosive Detector Dogs to the existing complement and training of officers in the handling and detection of explosives.
- Suspension of duties on selected food items in respect of CET (Suspension) Order 2007, published as Legal Notice No. 20 of 2007.
- Installation of a radar system at the **Joint Operations Command Centre** to allow for more effective monitoring of the coastline by the Marine Interdiction Unit of the Customs and Excise Division.

## NATIONAL SECURITY

Government has demonstrated its commitment to reversing the crime situation by ensuring that the Ministry of National Security is provided with adequate financial resources. In this regard, the Ministry of National Security has consistently received among the top 3 budgetary allocations, increasing from 1.5 billion in 2002 to 3.3 billion in 2007.

In response to the changing security environment, the Ministry of National Security embarked on an organisational transformation programme involving 5 critical arms of the Ministry. These are:-

- The Trinidad and Tobago Police Service;
- The Trinidad and Tobago Prison Service;
- The Trinidad and Tobago Defence Force;
- The Office of Disaster Preparedness and Management;
- and
- The Immigration Division.

### Trinidad and Tobago Police Service

The transformation of the Police Service is being spearheaded by Professor Stephen Mastrofski and Partners of the George Mason University, Center for Justice, Leadership and Management, and involves, among others, experts from the Justice and Security Strategies Inc. and Penn State University. Having begun in September 2004, the transformation seeks to:-

- Create a functional Police Organisation that embraces meritocracy; accountability for performance; rational and evidence-based decisionmaking; and effective internal communications;
- Promote professionalism: training and education, adherence to high standards of service, competence, and integrity;
- Improve crime control: crime analysis, strategic application of resources, intra and inter-agency coordination, implementation and follow-through;

and

- Enhance Service: responsiveness to public priorities, fairness, increased trust and confidence in the police.

To date, the following initiatives have been implemented: -

- Re-establishment and formalisation of the **Homicide Bureau of Investigation** and creation of a **Homicide Prevention Working Group**;
- Implementation of the *Policing for the People Initiative*;
- Review of the training curriculum for Recruits;
- Implementation of a new stream-lined Performance Appraisal System;
- Strengthening of data analysis capability and creation of a **Crime and Problem Analysis (CAPA) Branch**;
- Conduct of crime audit on all Divisions;
- Restructuring of the **Police Complaints Division**;
- Establishment of a **Repeat Offenders Task Force**;
- Implementation of a **Criminal Intelligence Investigation Management System**;
- Reorganisation of the **Anti-Kidnapping Unit**; and
- Provision of developmental training for Police Officers.

### Homicide Bureau of Investigation and Homicide Prevention Working Group

The rates of commission and detection of homicides are regarded as primary indicators of the overall effectiveness of a police organisation. Over the past years, there has been an upward trend in the number of homicides.

Accordingly, in keeping with the recommendations of Professor Mastrofski and Partners, the Homicide Bureau of Investigation was restructured in June 2006, with the aim of improving the rate of detection of homicides. A Homicide Prevention Working Group was also established to facilitate enhanced inter-agency cooperation, coordination, and communication among the different law enforcement agencies, so as to reduce

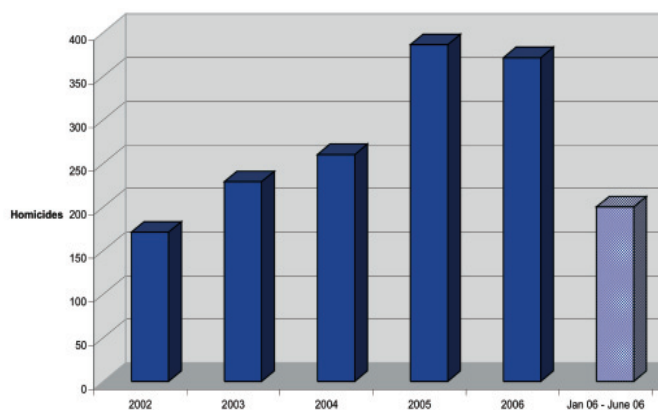


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violent crime by ensuring better preservation of evidence in cases before the courts.

Consequently, in 2007, there was a noticeable 26.5 percent decrease in the number of homicides, which fell from 200 during the period January - June 2006, to 147 for the corresponding period in 2007.

**Figure 6: Homocides committed from 2000- June 2007**



Source: Ministry of National Security

#### Reorganisation of the Anti-Kidnapping Unit

The reorganising of the Anti-Kidnapping Unit was a critical element in the transformation project, as it was another area of significant concern among citizens of Trinidad and Tobago. Following a leap in the number of cases from 28 in 2004 to 58 in 2005, there has been a consistent decrease in the incidence of kidnappings for ransom.

**Table 9: Incidence of Kidnappings for Ransom**

Year	No. of Reports
2002	31
2003	51
2004	28
2005	58
2006	17
2007 (to June 30 <sup>th</sup> )	06

Source: Ministry of National Security

#### Implementation of the Policing for People Initiative

The Policing for People initiative was launched in the police station districts of Arouca, Chaguanas, Morvant, San Fernando and West End Police Stations. Seventy five communities and a total population of 148,142 are beneficiaries of this initiative. The successes of this initiative will be replicated in police station districts throughout the country.

The goals of the initiative are to bring about improvements in the quality of services to the public, including, improved police interactions with the public especially crime victims; improved employee morale; enhanced police facilities, equipment, and resources; improved police management and supervision; and increased public trust and confidence in the police, which ultimately will lead to increased public cooperation with the police.

#### Strengthening of Data Analysis Capability and creation of Crime and Problem Analysis (CAPA) Branch

To allow for greater efficiency and accountability, the CAPA Branch was established in May 2007. It is responsible and accountable for all aspects of collection and collation of crime data and its analysis.

#### Implementation of a new stream-lined Performance Appraisal System (PAS)

The new PAS was introduced on a pilot basis at the Morvant Police Station, in November 2006. At present, it is being extended to the wider Police Service.

This System will provide accurate information on the performance of each Officer and will enable the Service to distinguish reliably and fairly, between good, average and weak performance within the Police Service. Promotions would therefore be based on merit rather than seniority.

#### Developmental Training for Police Officers

Officers of the Trinidad and Tobago Police Service have been exposed to training in a number of areas in an effort to increase and improve the human resource capacity of the Service. Training programmes included:-



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- High Impact Supervisory Training;
- Training of trainers;
- Police Executive Training;
- Law Enforcement Safety and Survival;
- Training for First Responders to Crime;
- Homicide Investigation;
- Crime Scene Management;
- Crime Statistics and Mapping;
- Crisis Negotiation;
- Strategic Crime Control; and
- Attendance of 12 TTPS officers at a 3-month attachment at various jurisdictions in the UK.

### Law Enforcement within City Centres

In an effort to ensure the safety of citizens and visitors alike in the Nation's commercial districts, the number of joint foot patrols and the visibility of Police in these areas have been increased, with particular attention being placed on Port of Spain and its environs, as well as Tobago.

### Transit Police Unit

The **Transit Police Unit** has provided dedicated enforcement of traffic laws and policing of the Priority Bus Route up to the Arima Maxi Taxi Stand, and City Gate. The presence of officers of this Unit has resulted in a smoother flow of disembarking pedestrians out of City Gate, the charging of a number of persons for the illegal use of the Priority Bus Route, and other traffic infringements, as well as the maintenance of law and order in the aforementioned areas.

### Infrastructure Upgrade

Phase 1 of the **Police Station Repair and Refurbishment Programme** was completed, with the upgrade of 51 Police Stations. This Phase specifically targeted the repair and refurbishment of police charge rooms, air conditioning units, bathroom facilities, kitchen, ceiling and reception areas.

Phase II of this Programme involves the 51 Police Stations from Phase I and 5 additional Stations. During this Phase, which is scheduled for completion by September 2007, electrical upgrades and air condition works are being undertaken.

In addition:-

- 5 new police stations located at Belmont, Tunapuna, Gasparillo, Mayaro and Toco are between 70 to 80 percent completed, and are scheduled to attain full completion by September 2007.
- Tendering procedures are being finalised for the commencement of construction of 4 Police Stations and 1 Police Post at St. Joseph, Manzanilla, Matelot, Maracas Bay and Maloney, respectively; and another 14 Stations are at the design review stage.
- Phase I of the refurbishment and upgrade of the Police Training College, which was completed at a cost for \$14.3 million will advance to Phase II, at an estimated cost of \$90 million.

### Trinidad and Tobago Prison Service

Cabinet, in 2003, agreed to the implementation of the recommendations contained in the **Task Force Report on Penal Reform and Transformation**. Primarily, this Report promotes the adoption of a Restorative Justice Philosophy as opposed to a Retributive Philosophy, and focuses on the implementation of a **Re-integrative Penal Policy Framework** and Community Corrections approach, as the preferred strategy to bring about Rehabilitation of Inmates.

To this end, a number of initiatives have been implemented within the Prison Service including educational and rehabilitative programmes geared towards the cognitive, moral and spiritual development of inmates. Significant among these are: -

- A Temporary **Prisons Training College**, established at Arima to facilitate the training needs of the Prison Service, particularly in light of its current transformation thrust.
- Relocation of Prisons Administration to more suitable accommodation. The new facility houses

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the Prison Executive, Human Resource Department, Transformation Unit and the Parole Unit.

- Establishment of a **Legal Services Unit** in accordance with the recommendations of the **Task Force Report on Penal Reform and Transformation**, to provide advice on all legal matters.
- Cabinet's approval in 2006, for the creation of 2,073 additional positions on the establishment of the Trinidad and Tobago Prison Service to be attained over a 5-year period.
- Acquisition of a 100-acre plot at Caroni for the construction of a **Prison Complex** – which would facilitate the establishment of an **Inmate Assessment Centre, Forensic Psychiatric Facility, Non-traditional Prison Industries** and a **Female Juvenile Facility**, to allow for better management of inmates.
- Construction of a **Vocational Workshop** and expansion of Programmes focusing on Sex Offenders, Drug Addicts, Domestic Violence, Forensic Psychiatry and Psychological evaluation and counselling.
- Expansion of pre-release programmes to assist with the restoration and reintegration of offenders.
- Convening of a Committee to oversee the introduction of a **Parole System**. Establishment of a Programmes Unit within the Prison Service and appointment of a Senior Superintendent of Prison to manage this Unit.
- Establishment of a Communications Unit within the Prison Service to meet the strategic objective of improving the Public Image of the Prison Service.

Apart from the above, the Prison Service has also established an Intelligence Unit and an Information Technology (IT) Unit, introduced modern security technology and upgraded its existing facilities.

## Trinidad and Tobago Defence Force

The Trinidad and Tobago Defence Force (TTDF) is making a strategic shift from its more traditional role of *Defending the Nation* to *Securing the Nation*. This strategic shift requires that all arms of the Defence Force be provided with the necessary tools and resources to perform its duties with professionalism and efficiency.

The Defence Force has initiated action on its *Joint Force Doctrine* in order to improve joint operations, joint tasking and joint functioning among all its arms. The transformation of the Defence Force has included restyling the status of the Regiment to an Army, creating an Air Guard Unit as a distinct Unit separate from the Trinidad and Tobago Coast Guard. In keeping with this development thrust the Volunteer Defence Force has been transformed into a Reserve component, in alignment with international Military standards.

### Establishment of the Trinidad and Tobago Air Guard

In 2005, the Defence Force was granted approval to establish a new formation, the Trinidad and Tobago Air Guard. This Unit was founded to enhance the Defence Force operational capacity in that sphere of National Security by improving air surveillance, strengthening the national search and rescue capability, supporting ground operations by other formations of the Force, improving air lift capacity for small scale operations and providing support to the Region during disaster situations and other operations.

### The Base Camp Development Project

The Base Camp Development Project, which entails the construction of 3 new Base Camps at Chaguanas, Claxton Bay and La Romain, commenced in November 2006 and is expected to be completed by 2012. The construction of these Camps will facilitate increased recruitment resulting from the ongoing Force development and will provide enhanced training facilities for use by the Trinidad and Tobago Regiment.

### Defence Management

As part of the overall transformation process, the Ministry of National Security has established a **Defence Transformation**

**and Integration Secretariat (DEFTIS)**, headed by a senior military official and supported by a cadre of military personnel. Since its establishment, the Secretariat has been intricately involved in a number of projects including the Offshore Patrol Vessel (OPV) acquisition, transformation of the Coast Guard Air Wing into the Air Guard and infrastructural advances in the Land Forces Unit of the Trinidad and Tobago Defence Force.

As part of the Defence Management Strategy, Government also recently approved the establishment of a dedicated office to oversee contract administration within the Ministry of National Security. This office will be primarily responsible for:-

- i. Assessing and analysing the current project management organisation and capabilities within the Ministry of National Security;
- ii. Designing and coordinating the establishment of an office located in the appropriate organisational echelon, for the purpose of acting as the principal project management office for the design, construction, equipping and delivery of the OPV; and
- iii. Providing sufficient training to the individuals assigned to adequately perform their duties.

### Infrastructure Upgrade

Between 2003 and 2005, construction of 4 barracks at Camps Omega, Ogden, Teteron and Cumuto, was completed at a cost of almost \$9 million. Refurbishment of the Fuel Station at Camp Cumuto was also completed at a cost of \$3.3 million, and improvement works on the Coast Guard Operations Building, which commenced in 2005, are due to be completed this year at a cost of \$18 million. When completed, the latter facility would provide the Coast Guard with appropriate accommodation for planning and coordination of its operations at the national and regional levels.

Subsequent to the grant of approval by the National Security Council for the transfer of 1,120 acres of lands belonging to the former Caroni (1975) Limited to the Trinidad and Tobago Defence Force, the Force has initiated occupation

in the La Romain area, for construction of facilities for the **Second Infantry Battalion**. The remaining acreage has been designated for the following:-

- Establishment of the Support and Service Battalion of the Trinidad and Tobago Regiment and the Military Hospital; and
- Establishment of a Military Training Academy, including the construction of a shooting range.

To further enhance border security, contract arrangements were finalised between the Government of Trinidad and Tobago, the Government of the United Kingdom of Great Britain and Ireland and VT Shipbuilding International for the supply of 3 Offshore Patrol Vessels (OPV). The first OPV is scheduled for delivery in March 2009 and the next 2 in October 2009 and August 2010 respectively. Two Interim Vessels are currently being modified and are expected to be put into service in December 2007, whilst the OPVs are under construction. The fleet of the Trinidad and Tobago Coast Guard will be further strengthened with the acquisition, in fiscal 2008, of 6 Fast Patrol Boats, 3 Interceptors and 1 20-metre Tug.

### Special Anti Crime Unit of Trinidad and Tobago

SAUTT was established in November 2003 to tackle crimes of national significance including organised crime, kidnapping, gang violence and terrorism. During its almost 4 years of existence, the Unit has made tremendous progress in the following areas: -

- **Implementation of the U.K. Project** - Since 2005, U.K. Police personnel have been recruited to strengthen SAUTT's investigations capacity and improve its performance in areas such as Crime Scene Investigation, Kidnapping Investigation, Covert Policing, Intelligence Analysis and Human and Technical Surveillance.
- **Establishment of the Specialist Crime Academy** - Established in July 2006 the Specialist Crime Academy delivers comprehensive training to SAUTT personnel,

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the Police Service and other Divisions of the Ministry of National Security. More than 13 different types of programmes have been held at the training academy with over 560 participants being trained on site. A further 300 persons were provided with first responder and other types of training at their location.

The Academy's Curriculum was expanded during fiscal 2007 to include Level 2 Investigations (Management of Serious Crimes) and specialist investigations e.g. kidnapping, sexual offences, homicide and financial investigations. By the end of 2007, over 1,000 Police Officers are expected to be trained in various skill sets both in-house and external.

- **Establishment of a Physical Surveillance Unit** – a dedicated full-time Unit with the primary function of monitoring criminal suspects and suspected criminal activity.
- **Establishment of a Specialist Recovery Unit** - to provide a crime laboratory to assist the Crime Scene Investigators with preliminary preparation of exhibits from major crimes.
- **Acquisition of state-of-the-art technology** – to function effectively, SAUTT has acquired advanced technology including 1 Airship, 2 Helicopters, Facial Recognition Software, Criminal Analytical Software, as well as K9 assets for detection of guns and ammunition, narcotics and explosives.
- **Implementation of a National Security Database** - the first phase of the National Security Database was implemented in fiscal 2007. This system uses state-of-the-art character recognition software to capture data from several divisions and from data warehouses. These warehouses can then be accessed electronically to provide the base for a national security information-sharing network.

- **Establishment of the Leadership and Management Institute** - this Institute was established in June 2007 with the primary purpose of providing a newer and more effective skill set among managers and leaders in law enforcement agencies. The Programmes are all accredited and are modelled after the syllabi of the Police Academy for Leadership at Bramshill, U.K. and the U.K. National Police Improvement Agency.

Additionally, SAUTT has established partnering relationships with several international agencies including the Hendon Crime Academy of London's Metropolitan Police, the National Specialist Law Enforcement Training Center in the UK and the International Criminal Investigative Training Assistance Programme of the United States Justice Department.

SAUTT expects these alliances to contribute positively to the development of its own law enforcement capabilities and those of the wider Police Service.

## Disaster Preparedness

In 2005, Government disbanded the National Emergency Management Agency (NEMA), replacing it with the Office of Disaster Preparedness and Management (ODPM). This was to ensure a more proactive model of comprehensive modern disaster management. To effect the transition, the Organisation required, not only a change in focus, moving away from a reactionary mode and assuming a more proactive, managerial role, but also upgrading of the human resource and infrastructure to facilitate that change.

In July 2006, a new organisational chart for the ODPM was approved, increasing the staff from 13 to 43. With its increased manpower, revised mandate and its refurbished facilities, the ODPM successfully:-

- Revised, in collaboration with key stakeholders, the **National Shelter Management Policy of Trinidad and Tobago** and commenced



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development of a **National Shelter Management Plan**. Inspection of designated shelters within the regional corporations and shelter management training for shelter managers are ongoing, with special emphasis on managing special needs populations at the shelters. The ODPM has also ordered a stock of supplies and is in the process of establishing MOUs with suppliers of foodstuff so that impacted populations can be fed in time of need.

- Initiated development of a **Geographical Information System**, which is currently at an advanced stage. This System, when completed, will enable the ODPM to electronically plot the areas historically affected by hurricanes, floods etc. and use that information to better design response and mitigation programmes.
- Established a **National Emergency Operations Centre** in fiscal 2006, which, with the assistance of the Defence Force Reserves, operates, together with the ODPM Office, on a 24-hour basis, including weekends and public holidays, to receive emergency messages and initiate action.
- Established a **Medical First Responder Team**, comprising 18 persons, trained to international standards, to provide medical assistance. The services of this Team were utilised during CWC 2007.
- Partnered with UNECLAC to undertake a **Socio-Economic Vulnerability Assessment** of Trinidad and Tobago, during the period July to December 2007. This study will establish a baseline of vulnerabilities that will be used in post-disaster assessments, as well as to enhance National Disaster Plans and Policies;
- Intensified its **Public Education Programme** with the adoption, in fiscal 2006, of the United

Nations International Strategy for Disaster Reduction Programme (UN/ISDR) Schools Programme on Disaster Risk Reduction. Coming out of that, the ODPM, during fiscal 2007, launched its Comprehensive Public Education Campaign 2007. This initiative, which targets primary schools, entails the dramatisation by 2 well-known artistes of Trinidad and Tobago, of the importance of disaster preparedness and distribution of a specially designed *Riskland Game*, which was developed by the UN/ISDR and UNICEF, along with other materials on the topic. In so doing, the ODPM anticipates that the level of awareness, both within schools as well as the home environment, would be significantly increased. To date, the Tour has covered 16 primary schools across Trinidad and Tobago, reaching over 2,000 children.

- Developed, in fiscal 2006, a comprehensive programme, focusing on special need populations – children, the elderly, the differently-abled and the mentally challenged. This Programme was implemented in fiscal 2007 with activities, such as, development of brochures in braille to cater to the visually challenged, as well as the conduct of drills at the Blind Welfare Association. Similar drills targetting the elderly will be conducted in July 2007.
- Media advertising and the conduct of lectures and presentations at Government ministries, churches, Regional Corporations, schools and within communities, to raise awareness of disaster preparedness issues. The ODPM also met with media personnel to sensitise them on their role and functions as it relates to disaster management and the readiness of their facilities to withstand and overcome any such eventuality.



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### Immigration

The Immigration Division has implemented an **Integrated Border Management System** to ensure that Nationals are provided with a secure travel document that satisfies international standards and minimises the risk of passport and identity fraud. As part of that project, this country issued its first machine-readable passport in January 2007. Other components of the System also introduced include a **Border Control System**, a **Facial Recognition System**, an **E-Passport Reading System** and an **Automated Finger Print Identification (AFIS) System**. In fiscal 2008, the other components - a permit-issuing system and an E-Visa - will be implemented, together with the establishment of an **Intelligence Unit** and restructured **Deportation and Investigations Unit**.

As part of the overall transformation and upgrading of the immigration functions of the Ministry of National Security to keep pace with the country's economic growth, Government also approved, in January 2007, the introduction of revised mechanisms to expedite the processing of Work Permits and Visa Applications. Since then, the Ministry's Work Permit Secretariat has been strengthened with increased manpower and technology. Additionally, legislative amendments to facilitate the introduction of a Group Work Permit Application and Multiple-Entry Visa have been approved to enable more timely processing of applications.

The Immigration Division is also working closely with the International Organisation for Migration (IOM), to address gaps in the country's migration management system and border security. The IOM has established a Technical Support Unit (TSU) in Port of Spain as an initial step in implementing a Technical Co-operation Plan with the Government of Trinidad and Tobago that focuses on upgrading Migration Security Technology and Capacity Building at Ports of Entry; Institutional Strengthening; and Legal and Regulatory Framework.

### Community and Youth-based Activities

#### Youth Programmes

The **Cadet Force of Trinidad and Tobago** is among the oldest youth development programmes in this country. In 2006, the expansion of the Cadet Force was initiated, and plans include the establishment of Cadet Units in 17 additional schools. An important element of expansion is the establishment of Open Units. These Units target students outside the traditional schools with already established Cadet Units. The Open Units will include communities, orphanages and youth correctional institutions and will offer training to students of all educational institutions between the ages of 16 and 19. The overall objective is to make a greater impact within schools and the wider community.

In 2007, the Cadet Force launched a "pilot" programme offered by the **Cadet Vocational Qualification Organisation (CVQO)** of the United Kingdom. The CVQO Programme is one of the first of its kind in Trinidad and Tobago and the wider Caribbean, which affords members of the Cadet Force the opportunity to attain internationally recognised professional and vocational qualifications that enhance career and academic opportunities as well as personal growth.

Additionally, the Trinidad and Tobago Defence Force is closely involved in several programmes that have been designed to arrest the flow of young people into a life of crime. In September 2003, Government agreed to the establishment of a unified management structure to manage youth programmes falling under the purview of the Defence Force. That structure, entitled **Specialised Youth Service Programme (SYSP)** consists of the under mentioned programmes:-

- **The Civilian Conservation Corps (CCC);**
- **Military Led Youth Programme of Apprenticeship and Re-orientation Training (MYPART);**
- **Military Led Academic Training Programme (MILAT);** and
- **National Youth Service (NYS).**

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Over 8,000 young persons have benefited from the CCC to date. The CCC targets young adults between the ages of 18 to 25 years who are not academically inclined and are presently unemployed or unemployable and provides training and development opportunities to enable them to seek sustainable employment and to effect the necessary attitudinal changes.

The MYPART/MILAT Programmes were launched in April 2007, with an initial intake of 104 young men. These Programmes will run for a period of 3 years in the first instance. MYPART trainees are exposed to technical or vocational skills training, while the MILAT trainees pursue academic disciplines. The second intake of 100 trainees is scheduled for April 2008.

The **National Youth Service Programme**, which is intended to inculcate in young Nationals a culture of selfless service to society and community, through voluntary services, is projected to begin in January 2008.

An Inter-Ministerial Steering Committee was established to oversee the effective implementation of the Specialised Youth Service Programmes. Members of the Inter-Ministerial Steering Committee include representatives of the Ministries of National Security; Science Technology and Tertiary Education; Sport and Youth Affairs; Community Development, Culture and Gender Affairs and Education.

### Citizen Security Programme

The overall goal of the **Citizen Security Programme** is to reduce levels of crime and violence in Trinidad and Tobago by strengthening efforts to prevent, counteract and control factors associated with criminal acts and violence with special attention to 'at risk' youths throughout society, as well as strengthening crime management capabilities and developing community interventions.

Since its implementation, the CSP has focused on sensitising the population, and particularly, its targetted population, on the goals and objectives of the Programme, and on establishing the administrative support mechanisms required for its operations. Much effort was placed on obtaining stakeholder

buy-in from targetted Ministries and Non-Governmental Agencies. During that initial phase, the CSP also: -

- Appointed and operationalised its Project Steering Committee and undertook a review of the existing intervention initiatives which target communities and 'at risk' youths;
- Launched a Logo competition for youths to develop a national logo for the CSP;
- Fully staffed its Project Preparation and Implementation Unit (PPIU); and
- Identified the 'high needs' communities that will be targetted in the initial phase of operations

In fiscal 2007, the CSP deepened its operations, completing a crime and victimisation baseline study as well as an Asset-Mapping Study to gather scientific data to guide the design and implementation of projects by the Programme. Recruitment and training of staff continued during this fiscal, as well as collaboration with key stakeholder groups.

The Government implemented a number of initiatives targetted at involving citizens in the fight against crime, both at individual and community levels. The *Dial 555* Project is one such initiative. The Government also supported the "*Pride in Gonzales Project*" and continued its assistance to Crime Stoppers during the period under review.

During the period April 18<sup>th</sup> to May 18<sup>th</sup> 2007, the Ministry of National Security successfully hosted a series of public consultations on crime in 7 communities throughout Trinidad and Tobago. This initiative was geared primarily at providing the national population with an insight into Government's strategy to reduce crime and to actively enlist their support in the country's fight against crime. It also provided a forum for the Ministry to listen to the proposals of members of the public as to measures that could be incorporated into Government's strategy of crime reduction.

Residents from across the country converged at venues in Arima, Chaguanas, Rio Claro, Tobago, San Fernando, Laventille and Petit Valley to offer their views on the Nation's

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crime issues and pose questions to the country's senior security officials.

Recommendations emanating from the Consultations are being reviewed for development of an Action Plan to be implemented in the short-term.

The **555 Anti-Crime Initiative**, was launched in May 2006 as one component of a comprehensive, multifaceted anti-crime Public Education Programme, aimed at mobilising national unity in the fight against crime, through the motivation of citizens to collaborate with law enforcement agencies. This initiative offers the facility of a toll free number, accessible from any telephone within Trinidad and Tobago. The **Public Education Programme**, of which *Dial 555* is a component, when fully implemented is expected to result in:-

- Changed attitudes among the general public to crime and criminal activity, resulting in zero tolerance to crime by members of the public;
- Increased number of perpetrators being brought to justice;
- Reduction in the level of violent crime and overall criminal activity;
- Reduction in the homicide rate;
- Increased co-operation between the public and the security services;
- Increased “ownership” of the problem of criminal activity by members of the public;
- A shifted focus to the criminals within communities; and
- Engendering a positive public image of the security forces.

The Government is lending its support to the “*Pride in Gonzales Project*” which is aimed at rebuilding and re-imagining the community of Gonzales.

The “Pride in Gonzales” Project brought together representatives of the Gonzales community, the Catholic Social Justice Commission, the Ministries of National Security, Housing, Health, Community Development and

the Town and Country Planning Division of the Ministry of Planning and Development, as well as other stakeholders in the implementation of co-operative initiatives to improve the social and physical conditions in Gonzales.

The two most significant areas of concern for the residents were the issue of crime and the need to focus on the youth in the community. The Project has been credited with the achievement of a measure of stability and social and physical development within the community.

A major contributor to this result has been the involvement of the Trinidad and Tobago Police Service in the Project. In February 2006, a mobile police post manned by 8 officers and headed by an Assistant Superintendent, were situated in Gonzales. A community-policing plan has been developed and is currently being instituted. A number of social initiatives have also been implemented, including the hiring of a social worker being paid for by the Ministry of National Security.

Given the significance of this initiative, the Trinidad and Tobago Police Service (TTPS) submitted the project to the Annual Community Policing Award Competition sponsored by Motorola and the Association of Caribbean Commissioners of Police (ACCP). The Project titled “*The Cross, the Star and the People*” won first place in the competition for submissions made by Police Forces/Services whose membership exceeds 1,000.

It is the intention to replicate and implement this Programme nationwide.

### Crime Stoppers

The **National Crime Stoppers Programme** is a partnership between the public, police and media. It provides the Nation with a sustainable proactive programme for citizens to anonymously assist the Police in solving crime, thus contributing to an improved quality of life for all. Monetary rewards are offered for information that results in an arrest/ detection of a crime or seizure of stolen property, contraband items, illegal arms and ammunition and narcotics.

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Government assistance to the National Crime Stoppers Programme for the period 2003 to 2007, amounted to \$21 million.

### Safety on the Road Project

For the period under review, the Trinidad and Tobago Police Traffic Branch implemented the following measures to improve safety on the roads of the country:-

- Implementation of road safety measures through increased numbers of day and night patrols;
- Aggressive Traffic Law Enforcement;
- Simplification of the Ticket Systems; and
- Increased public education campaign

### Strengthening the legal and regulatory framework

During the period under review, the Ministry of National Security made significant progress in strengthening its legal and regulatory framework. Among the critical pieces of legislation passed were:-

- The *Police Service Act, No. 7 of 2006*. - which will have a definite impact on the accountability mandate of the Police Service and will ensure efficient and transparent management of the Service;
- The *Constitution (Amendment) Act, No. 6 of 2006* - which was necessary to reform the Police Service Commission, confer powers on the Commissioner of Police to control and manage the Police Service and for other related matters;
- The *Police Complaints Authority Act, No. 8 of 2006* - which establishes an independent body to investigate criminal offences involving police officers, police corruption and serious police misconduct and for other related matters. (This Act repeals and replaces the previous *Police Complaints Authority Act*);

- *Constitution (Amendment) Act, No. 12 of 2007* – which amended the Constitution to effect certain consequential changes in relation to the operations of the Trinidad and Tobago Police Service and the Police Service Commission, which includes:-
  - i. The appellate jurisdiction of the Police Service Commission with respect to matters of promotion.
  - ii. The authority of the Commission to direct the Commissioner of Police to produce certain documents in relation to the management of the Police Service.
  - iii. Clarification of the fact that the bi-annual reports on the management of the Police Service must be in writing.
  - iv. Restructuring of the Clause that treats with removal of the Commissioner of Police (COP) and Deputy COP.
  - v. Identification of those criminal offences for which the members of the Police Service Commission (PSC) could be removed from office.
  - vi. To remove the PSC from the application of *Section 136 (15) of the Constitution*.
- The *Police Service (Amendment) Act, No. 13 of 2007* essentially amends the *Police Service Act, No. 7 of 2006*, to effect certain consequential amendments and to clarify certain matters dealing with the issue of promotion within the Police Service and other matters;
- The *Kidnapping Act, 2003*, to provide for the punishment of kidnapping for ransom and other related offences, was assented to on July 25<sup>th</sup> 2003. The legislation is intended to discourage and deter persons from getting into the business of kidnapping. It is also aimed at complementing the efforts of the law enforcement agencies in the identification of those involved in this activity and to speedily detect and solve matters;



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- The *Firearms Amendment Act 2004* – which was assented to and proclaimed on May 31<sup>st</sup> 2004. The intent of this Legislation is to discourage and or diminish the unlawful use, possession and manufacturing of firearms and ammunitions in Trinidad and Tobago, by, among other things, providing for more stringent controls and registration of firearms and ammunitions;
- The *Justice Protection Act No. 78 of 2000* – which was assented to on October 27<sup>th</sup> 2000 and proclaimed with an operative date of April 4<sup>th</sup> 2007, via *Legal Notice No. 76 of 2007*. Enabling *Justice Protection (Prescribed Forms) Regulations, 2007* were published via *Legal Notice No. 97 of 2007, on April 20<sup>th</sup> 2007*. This legislation promotes the effective administration of justice by providing participants with assistance and protection. The *Justice Protection Act* and ancillary Regulations is an effective tool for law enforcement to combat crime in Trinidad and Tobago, restore confidence in the justice system and demonstrate Government’s continued commitment to protect and assist participants of the Programme;
- The *Police Service Regulations, 2007* which were made pursuant to *Section 78 of the Police Service Act, 2006*, were approved on May 21<sup>st</sup> 2007 and came into force on August 6<sup>th</sup> 2007. Among other things, the Regulations deal with :-
  - i. classifications for offices in the Police Service, including qualifications, duties and remuneration;
  - ii. prescribing the procedure for appointments from within the Police Service;
  - iii. appointment, training and discipline of the police officers; and
  - iv. matters generally for the good order and management of the Police Service.
- The *Immigration (Advance Passenger Information) Bill Act No 29, 2006* which makes provision for the transmission of advance passenger information respecting persons travelling to Trinidad and Tobago and for matters related thereto. While this Act expired on June 30<sup>th</sup> 2007, Government is pursuing permanent re-enactment of this legislation in light of the increasing security needs in the face of globalisation. These measures are particularly important in the context of the free movement associated with the CARICOM Single Market and Economy;
- The *Security Assistance (CARICOM) Act No. 7, 2007* - which provides for the implementation of the Treaty on Security Assistance among CARICOM Member States and for matters connected therewith, was assented to on March 23<sup>rd</sup> 2007;
- The *Visiting Forces Act No. 8, 2007* - which provides for the presence, activities, privileges and immunities of members of visiting forces and for matters connected therewith, was assented to on March 23<sup>rd</sup> 2007;
- The *Visiting Police Forces Act No 9, 2007* - which provides for the presence, activities, privileges and immunities of members of visiting police forces and civilian personnel and for related matters, was assented to on March 23<sup>rd</sup> 2007;
- *Immigration (ICC Cricket World Cup West Indies 2007) (CARICOM Special Visa) Regulations, 2007*, which provides for the issuance of a CARICOM Special Visa to persons wishing to enter the single domestic space (SDS) created for the duration of ICC Cricket World Cup 2007 between February 1<sup>st</sup> 2007 to May 15<sup>th</sup> 2007, was laid in the House of Representatives on January 26, 2007. These Regulations expired on May 15, 2007;



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- *A Bill to establish the Special Anti-Crime Unit of Trinidad and Tobago (SAUTT)*. This legislation is necessary to translate that inter-agency task force into a statutory body with a defined mandate. It is Government's intention to establish SAUTT as a body corporate and confer legal personality on the unit to manage its affairs with the degree of autonomy commensurate with its intended functions;
- *An Act to Repeal and Replace the Deoxyribonucleic Acid (DNA) Identification Act 2006*, which sought to repeal and replace the current Act with a more efficient mechanism for utilising forensic DNA technology, was referred to a Joint Select Committee of Parliament. The Second Interim Report of the Committee was laid in the House of Representatives on March 16<sup>th</sup> 2007. A Final Report is pending; and
- *The Proceeds of Crime (Amendment) Bill 2006*, which seeks to amend the *Proceeds of Crime Act, 2000*. The purpose of the Bill is to facilitate the implementation of the *Proceeds of Crime Act, 2000* (the Act) or prosecutions under the Act; to make adjustments to certain cross references in the Act; to facilitate administration of the proposed Financial Obligations Regulations; and to provide for the sharing of confiscated, forfeited or seized assets. This Bill is still at the preparatory stages and has not yet been approved by Cabinet for debate.

Regulations finalised over the period include:-

- *The Immigration Amendment (No. 2) Regulations, 2007, Legal Notice No. 63 of 2007* - which amended the Seventh Schedule of the Immigration Regulations to provide for the implementation of certain fees to be payable by the public for the issue of different categories of Machine Readable Passports, was laid in the Senate on February 27<sup>th</sup> 2007 and in the House of Representatives on March 2<sup>nd</sup> 2007; and

- *The Immigration Amendment (No. 3) Regulations, 2007*, which has been sent for publication by the Government Printer, amends the Immigration Regulations to facilitate (1) the electronic submission of work permit applications (2) the submission of group work permit applications (3) the issuance of multiple entry visas; and (4) revised the Seventh Schedule to provide for the implementation of certain fees to be payable by the public for the issue of categories of visas and visa waivers.

## Infrastructure

Law enforcement and protective agencies have been provided with modern equipment and technology to assist in increasing and improving intelligence gathering, effective law enforcement strategies and efficient emergency response. Between 2002 and 2007 the Ministry of National Security made significant acquisitions including:-

- 450 vehicles for the Police Service to improve police mobility and visibility (including 43 mobile police units equipped with CCTV);
- an Airship equipped with aerial surveillance systems;
- 2 aerial surveillance helicopters;
- 2 fast patrol vessels;
- 3 sky watch units;
- radar sites designed to provide the country with 360-degree radar coverage;
- 3 Interceptors; and
- 2 Interim Patrol Vessels.

## Strategic Alliances

Over the period under review, Government embarked upon initiatives aimed at forging alliances with international agencies, in an effort to learn from best practice and benefit from technical advice in the area of law enforcement. Two such initiatives were the retention of detectives from the United Kingdom, and the **State Partnership Programme** which the

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Trinidad and Tobago Defence Force entered into with the National Guard of the State of Delaware.

### Retention of Detectives from the United Kingdom

In pursuing the transformation initiative within the Trinidad and Tobago Police Service, Professor Mastrofski and Partners noted the lack of adequately trained and experienced officers to deal with the current crime situation.

Accordingly, officers retained from the U.K. are providing technical assistance and advice in the areas of crime scene management, criminal intelligence, surveillance, technical support, legislation, policy and tactical operations to assist in the planning and implementation of operations. This initiative is aimed at providing local law enforcement with the technical foundation necessary to arrest the current upsurge in crime and maintain a more acceptable level in the future.

### State Partnership Programme

The **State Partnership Programme** is an international initiative of the Guard Bureau and the Office of International Affairs of the Department of Defence of the United States of America. This Programme was launched in 1994 and is designed to link National Guards of the United States of America with partner countries for the purpose of fostering mutual interests and establishing long-term relationships across all levels of society.

In July 2005, Trinidad and Tobago was partnered with the State of Delaware. This partnership was forged with the aim of:-

- Conducting events that support or supplement cooperation strategies of the Republic of Trinidad and Tobago and the State of Delaware;
- Conducting a balanced programme that provides equal involvement between military to military, civil to military, and civil to civil organisations and agencies;
- Establishing a programme that involves junior military leaders and junior civilian officials in order to build stronger future capabilities and relationships; and

- Conducting a programme that provides a balanced number of events where civilian officials and military officers of each State travel to the other's territory.

Meetings scheduled under this Programme targets areas such as:-

- Port Security Operations;
- HIV/AIDS Education and Prevention;
- Disaster and Emergency Management;
- Aviation Maintenance Management Systems; and
- Counter Drug and Law Enforcement Tactics.

### Enhancement of Forensic Capabilities

A modular DNA laboratory was acquired in February 2007 as a short-term measure to implement DNA technology in casework. The modular laboratory, which became operational in June 2007, is fully equipped and has the requisite rooms and environment for performing DNA analysis. Pending the enactment of DNA Legislation, the Centre has maintained its proficiency in the area of forensic DNA analysis by generating DNA profiles of casework submissions and participating in external proficiency tests. In addition to using conventional serology methods (e.g. ABO grouping) in the identification and comparison of bodily fluid evidence (i.e. blood and semen), the Centre generated 411 DNA profiles from 2006 submissions and 1,898 profiles from previous years' submissions in fiscal year 2006. For fiscal 2007, a total of 650 profiles from casework submissions have so far been generated. These profiles are available to law enforcement for investigative purposes.

To reduce the backlog of firearm cases at the Centre and facilitate the determination of related outstanding court matters, 2 Firearm and Toolmark Examiners and 1 IBIS Operator were recruited from the UK Forensic Science Service for 3 months in October 2005. A 167 percent increase in the number of firearm case reports were generated in fiscal year 2006, when compared with fiscal year 2005. Subsequently, in October 2006, 3 Firearm Examiners were recruited from the International Resources Group (IRG), USA for a period of one year. As at April 30<sup>th</sup>, 2007 the backlog of cases was reduced

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by 53 percent and is expected to be eliminated by the end of September 2007. To date, there is a 276 percent increase in the number of firearm case reports generated in fiscal year 2007, as compared to the corresponding period in 2006.

The capacity of the Forensic Science Centre is consistently being enhanced to ensure improved support to law enforcement agencies, with emphasis being placed on training and technology. Areas of study include Biology, Firearm, Toolmark and Document Examination, as well as DNA profiling, while the Centre's technological acquisitions over the years include:

- 2 Gas Chromatography (GC) Systems for examination of explosives and narcotics;
- A Real-Time PCR System for use in DNA analysis;
- An Integrated Ballistics Identification System (IBIS); and
- 2 state of the art Computerized Comparison Microscopes for firearm examination.

### The Fire Service

During 2004 and 2005 the Fire Service received a total of 68 Fire Service Vehicles, including 56 Water Tenders and Water Tankers.

In 2005, the Report emanating from the conduct of a strategic review of the Fire Service in 2005, proffered 20 recommendations aimed at improving the country's firefighting capacity, with particular emphasis on downtown Port-of-Spain and environs.

Subsequently, in fiscal 2006, the Fire Service expended \$30 million to upgrade Fire Service vehicles and equipment. Within that year, the Service took delivery of, among other things, 6 Water Tenders, 6 Water Tankers, 1 Hazardous Material Vehicle, 2 Major Airport Vehicles, 1 Medium Range Airport Vehicle, 3 Hydraulic Platforms, 4 Ambulances, 8 Flat Bottom Boats with engine and trailers, 3 Jaws of Life (Rescue System) and 3 Portable Pumps.

For fiscal 2007, the tendering process was initiated for

the acquisition of the following vehicles, at a cost of \$4.9 million:-

- 3 Ambulances;
- 14 4x4 double cab light trucks;
- 4 Long wheel base 4x4 light trucks; and
- 3 Double cab 3-tonne steel tray trucks.

The Fire Service also has plans to initiate arrangements for the purchase of the following vehicles, which will be allocated to the new Couva South Fire Station:-

- 1 Water Tender;
- 1 Emergency Tender;
- 1 Water Tanker;
- 1 Chemical Industrial Vehicle;
- 2 Ambulances;
- 2 Hazchem Vehicles ;
- 1 Hydraulic Platform; and
- 1 Double Cab Pickup Van.

In addition to increasing the mobility of the Fire Service, these new acquisitions will facilitate the conduct of inspections of buildings and industrial premises, in accordance with the Occupational Safety and Health Act (OSHA).

Further, following on Government approval in July 2005, for the refurbishment and upgrading of equipment and facilities for the supply of water for fire fighting in down town Port of Spain and environs, the Fire Service embarked on a project to upgrade its fire fighting capacity throughout Trinidad and Tobago by upgrading its hydrants and mains and other critical infrastructure.

In fiscal 2006, 227 Fire Hydrants were purchased, 133 of which were installed in the Port-of-Spain area, and another 43 at Arima (8), Central (12), Princes Town (8) and Tobago (15), 51 are still to be allocated. In addition, 1 jockey pump was acquired and repairs and maintenance works carried out on 3 main pumps and 2 jockey pumps. A total of \$3.5 million was spent on this project.

This project was advanced in fiscal 2007 as follows:-

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- Commenced the procurement process for 288 additional hydrants, which is at the tendering stage;
- Installed 1 jockey pump at Pump House II;
- Completed the construction of an electrical kiosk on Wrightson Road to allow for a more reliable supply of electricity to Headquarters; and
- Attained Cabinet's approval for additional funding to restart and complete the Piarco Airport and Rescue Facility project.

In terms of its facilities, work continued on the construction of Fire Stations including Sangre Grande (92 percent completed) and Couva (95 percent completed). Both are expected to be completed by September 2007. The **Piarco Airport Rescue and Firefighting Facility** is also scheduled to be completed by that date.

In furtherance of the **Fire Service Computerisation Project**, in fiscal 2006, 36 computers were acquired and are to be used to better manage stores, vehicles, incidents and personnel inventory.

Between 2002 to present, the actual strength of the Fire Service was increased with a total of 1,038 additional firefighters being inducted into the Fire Service.

The Division's sanctioned strength was also increased since 2002 with the creation of 466 additional positions - 272 positions for the purpose of absorbing auxiliary fire fighters into the Service, and 194 positions ranging from Divisional Fire Officers to Firefighters, to staff the newly constructed Couva Fire Station. The Station is expected to be handed over to the Fire Service in July 2007.

## ADMINISTRATION OF JUSTICE

For the 2002 to 2007 period, the Ministry of the Attorney General executed several key project activities, under its Development Programme, as follows:-

- **Caribbean Court of Justice (CCJ) Headquarters** – the Ministry of the Attorney General was actively involved in the development of the administrative and legal framework for the establishment of the CCJ, and in the preparation for the CCJ headquarters. This was fully completed in August, 2006.
- **Family Court** – the Ministry of the Attorney General prepared relevant legislation and administrative procedures for and facilitated the establishment of the family court.
- **San Fernando Industrial Court** – the Ministry identified and prepared suitable accommodation for the new San Fernando Industrial Court. This was a landmark project given that no such institution previously existed in the City of San Fernando.
- **Arima and Sangre Grande Magistrates' Courts** – the Ministry of the Attorney General was engaged in efforts to identify and acquire suitable sites for construction of these Courts, as well as develop a Memorandum of Understanding to guide the interaction between the Ministry of the Attorney General and the Judiciary during the planning and design phase of the project.
- **Tax Appeal Board** – during the period under review, the Ministry of the Attorney General also provided interim accommodation for the Board at one of its offices which is located at No. 33 Independence Square, Port of Spain, and has taken concrete steps to obtain a permanent location for the Board.
- **Special Criminal Court (SCC)** – the SCC was conceptualised by the Ministry of the Attorney General



as the main medium for promoting promptness and efficiency in the hearing and determining of matters related to kidnapping, narcotic trafficking, and possession of firearms on an expedited basis. To date, land has been identified, approval obtained for its purchase, and a design brief is being prepared.

- **Bailiff Committee** – the Ministry was successful in obtaining Cabinet’s approval for the establishment of the Bailiff Committee in order to ensure that new and existing bailiffs are licensed and trained, that the public is well educated on the functions and duties of the bailiffs under the *Bailiffs Act, 2000 (No.58 of 2000)* and to make recommendations for amendments of the said Act.
- Mutual Legal Assistance Agreements – Trinidad and Tobago was able to negotiate the following mutual legal assistance treaties, as well as successfully negotiate extradition treaties with the Kingdom of the Netherlands and the United States of America:-
  - The Mutual Assistance (Agreement between Trinidad and Tobago and the United States of America) Order 2003;
  - The Mutual Assistance (Agreement between Trinidad and Tobago and Canada) Order 2003;
  - The Mutual Assistance (Agreement between Trinidad and Tobago and the United Kingdom) Order 2003; and
  - Draft Mutual Assistance in Criminal Matters Agreement (sent to Venezuela, Mexico, Costa Rica and Columbia) – Negotiation still in progress.

The Ministry of the Attorney General has also drafted the *Backing of Warrants Bill* that would facilitate the system for returning accused or convicted persons in both civil and criminal matters from foreign territories. The Bill was passed to other CARICOM and OAS countries for comment. At a

Meeting of Ministers of Justice in Santo Domingo in April, 2006, it was recommended that Members accept the offer made by Trinidad and Tobago in providing translations of its draft *Backing of Warrants Bill* on extradition with the aim of considering its inclusion in the agenda of the next meeting of the REMJA Working Group on Mutual Assistance in Criminal Matters and Extradition.

### Legal and Regulatory Framework

Between the 2002-2007 period, over 207 pieces of legislation were drafted and brought to Parliament on behalf of the Government of Trinidad and Tobago.

During the period under review the Ministry of the Attorney General, through the **Law Reform Commission** completed work on the following:-

- The Offences Against the Person (HIV) (Amendment) Bill;
- The Offences Against the Person (Harassment) (Amendment) Bill;
- The Criminal Procedure (Disclosure) Bill;
- The Administration of Justice (Miscellaneous Provisions) Bill;
- The Data Protection Bill;
- The Electronic Transactions Bill;
- The Rental Tenancies Bill; and
- Working Paper on Sexual Harassment.

Details of other legislative initiatives over the period are itemised in the table opposite.

## LEGAL AFFAIRS

The Ministry of Legal Affairs is one of the champions of the Vision 2020 pillar “Promoting Effective Government”.

As such, over the past five years the Ministry of Legal Affairs has increased efforts to become more people-oriented and customer-focused. The Ministry of Legal Affairs has



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**Table 10: Major Legislative Initiatives 2002-2007**

YEAR	LEGISLATION			MAJOR LEGISLATIVE INITIATIVES
	New	Amendment	Total	
2002	6	12	18	The Companies (Former Act Companies) (Validation) Bill, 2002
2003	13	32	45	The Constitution (Election of President) Bill, 2003 The Kidnapping Bill, 2003 The Occupational Safety and Health (No. 2) Bill The Supreme Court of Judicature (Amendment) Bill, 2003 The Mutual Assistance in Criminal Matters (Amendment) Bill, 2003 The Mediation(No. 2) Bill, 2003 The Family Proceedings (No.2) Bill, 2003 The Caribbean Court of Justice Bill, 2003
2004	17	31	48	The Public Assistance (Amendment and Validation) Bill, 2004 The Caribbean Court of Justice Bill, 2004 The Constitution (Amendment) Bill, 2004 The Police Complaints Authority Bill, 2004 The Police Service Bill, 2004 The Administration of Justice (Miscellaneous Provisions) Bill, 2004 The Criminal Procedure (Amendment) Bill, 2004
2005	9	10	29	The Supreme Court of Judicature (Amendment) Bill, 2005 The Indictable Offences (Preliminary Enquiry) (Amendment) Bill, 2005 The Bail (Amendment) (No.2) Bill, 2005 The Corporal Punishment (Offenders Over Eighteen) (Amendment) Bill, 2005
2006	22	25	47	The Immigration (Advanced Passenger Information) Bill, 2006 The Firearms (Amendment) Bill, 2006 The Evidence (Amendment) Bill, 2006 The Bail (Amendment) Bill, 2006
2007	11	9	20	The Bail (Amendment) Bill, 2007 The Security Assistance (CARICOM) Bill, 2007 The Visiting Forces Bill, 2007 The Visiting Police Forces Bill, 2007

Source: Ministry of the Attorney General

employed a mix of diversification of services, state-of-the-art technology, effective communications and sound human resources practices to increase service quality. To the man in the street, this translates into more effective and efficient delivery of essential services such as registration of births, deaths, marriages, companies and land transactions as well as access to legal advice and assistance in addressing consumer complaints.

The Ministry of Legal Affairs has also focused heavily over the past few years on creating a well-informed and empowered population as the key to ensuring consumer education and protection. Over the past years, the Ministry of Legal Affairs has increased its public awareness programmes through publishing articles, tips, case-studies and prices of food-items in order to create a new level of consumer consciousness.

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In keeping with Government's Vision 2020 operational goals the MLA has implemented extensive technological infrastructure. The MLA's enhanced technical infrastructure is a key strength because it plays a fundamental role in efficient service delivery. For example, the San Fernando and Tobago Offices of the Registrar General's Department (RGD) are now networked to the Port of Spain office and as such computer generated birth certificates can now be printed at the two aforementioned sub-offices thereby offering to residents of those areas a more expeditious level of service.

### Registrar General

#### Companies Online

The **Companies Online Search Facility** was inaugurated on March 13<sup>th</sup> 2007. Via this service, using web-based technology, anyone can electronically search the scanned images of Companies and Business Names documents that currently exist in the **Companies/Business Names Registry** of the Ministry of Legal Affairs.

This is a subscription service with a minimum fee of \$2,000 from which a charge of \$20 per search is drawn down.

This new system creates more efficient service delivery since Search Clerks are no longer required to stand in line at Registration House as subscribers can access the database from their offices.

This online facility operates in a manner similar to an online shopping site, that is, persons desirous of viewing a number of files can choose them and temporarily store them in their shopping cart. They can add or remove items from their cart before actually finalising their choice of documents to be viewed in detail. The fee of \$20 per file is then deducted from the overall subscription amount.

#### Free Computer Generated Birth Certificates

This programme commenced in July 2003. To date the Registrar General's Department has issued in excess of 600,000 free computer generated birth certificates. The Ministry of

Legal Affairs is well on target to ensuring that every citizen is in possession of this all important document. During the month of July 2006, the RGD launched the Mail in Mail out (MIMO) service. Application forms for Mail in Mail Out were made available online on the Ministry's website, allowing for the forms to be printed, completed and mailed in.

Through this service, Nationals of Trinidad and Tobago now enjoy the convenience of applying for, and receiving free of charge, their first computer generated birth certificates via TT Post, without having to go to the RGD offices.

MIMO is available through 21 offices of TT Post nationwide. Thus far the MIMO Unit has issued over 230,000 certificates.

#### Unique Payment System for Title Clerks

Effective December 2004, the RGD introduced a simple, but very efficient system to facilitate smoother operations for Title Clerks.

The goal of the project was to introduce a convenient, quick, secure and trustworthy payment system for Title Clerks and so reduce the congestion at the counters.

Law firms subscribe to the service and each search conducted is then deducted from the lump sum which was paid.

This service has resulted in the elimination of the half hour to one hour waiting time for Title Clerks needing to pay to access the search facilities.

#### Restructuring of District Registrars on Contract

District Registrars perform an important function in that the information which they record (births and deaths) provides vital statistics which informs Government's policy formulation in many sectors such as Education, Health and Social Services. It was recognised that they were not being adequately remunerated and that a revision was required of the terms and conditions under which they functioned. As such, during December 2005 Cabinet agreed to the following:-

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- Increase the allowances payable to District Registrars for the period January 1<sup>st</sup>, 1998 to January 31<sup>st</sup>, 2006 as follows: an additional \$137.50 per month for the use of premises, an additional \$675 per quarter on the basic allowance.
- The creation of 85 contract positions within the Registrar General's Department. These positions are as follows:-
  - 8 District Registrars (Public Health Institutions) – assigned at Port-of-Spain General Hospital, Mt Hope Maternity Hospital, Sangre Grande General Hospital, San Fernando General Hospital, Tobago County Hospital and 3 other Public Health Institutions;
  - 51 Registrars assigned to districts approved by the Registrar General;
  - 16 Deputy District Registrars assigned to districts approved by the Registrar General; and
  - 10 Registration Clerks assigned to Public Health Institution

### Law Revision Commission

#### Laws Online

Effective November 7<sup>th</sup> 2006, the New Revised Edition of the Laws of Trinidad and Tobago was made available, free of charge, on the MLA's website – [www.legalaffairs.gov.tt](http://www.legalaffairs.gov.tt)

This service allows users to go to web pages containing a list of the Laws in categories and chapter numbers.

The Appendices, Schedules and Subsidiary Legislation are all in PDF and are printer friendly. Users are able to print sections of the online laws.

### Legal Aid and Advisory Authority (LAAA)

#### Decentralisation of Services

On March 22<sup>nd</sup> 2006 the LAAA officially opened its San Fernando Office.

This Office is part of a network of 9 offices located throughout Trinidad and Tobago. (PoS, Sangre Grande, Arima, Couva, Debe/Penal, Siparia, Chaguanas and Tobago)

The opening of this office has allowed residents of San Fernando and environs who qualify to readily access legal advice.

#### Here to Help Campaign

On May 17<sup>th</sup>, 2006 the LAAA launched its “*Here to Help*” campaign.

Through this campaign legal services were made readily accessible to persons of small or modest means.

This campaign marked the 30<sup>th</sup> anniversary of the LAAA and was commemorated with a series of free panel discussions, seminars and week-end clinics. Topics ranged from: Common Law Relationships, Compensation for Injury, Legal Guardian, Child Custody and Visitation, Juvenile Offenses, Empowerment of the Differently-abled and Divorce/Maintenance.

Weekend clinics were conducted in Argyle – Tobago, Laventille, Barrackpore, Sangre Grande, Chaguanas, Mayaro, Toco, Point Fortin, Rio Claro and Speyside – Tobago.

The *Here to Help* campaign played its part in fulfilling two strategies of the **Vision 2020 Operational Plan**. That of expanding access to Government services via the “*Introduction of New and Innovative Ways of Improving Service Delivery*” and ‘improving accessibility of services via decentralisation’.

### Consumer Affairs

#### Children's Website

On March 15<sup>th</sup>, 2006 the Consumers Affairs Division (CAD) officially launched a Children's Website to promote consumer awareness amongst the Nation's children. The website is exciting, interactive and unique website and focuses on age-appropriate, relevant consumer rights and responsibilities. *Curtis* the Consumer Cat is the main character of the website. The website is the first of its kind in the Caribbean and focuses on children between the ages of 5 through 8.

#### Decentralisation of services

During 2006 the CAD embarked on a decentralisation campaign.

Consumer Complaints Desks have been established as follows:-

- San Fernando: #13 Leotaud Street, San Fernando. Open on Mondays to Fridays from 8:30 – 3:15 pm. Prior to this, the Complaints Desk operated one day per week at the City Hall.
- Rio Claro: Prices, Weights and Measures Division, School Street, Rio Claro. Open first Monday and last Tuesday each month from 9:00 am – 3:00 pm
- Couva: Ministry of Social Development, Campden Road, Couva. Open every Tuesday each week from 9:00 am – 3:00 pm.

#### Consumer Education

The CAD has been working at improving consumer consciousness as a means of enhancing consumer protection. The Division has also been utilising a number of public education tools to achieve this, listed as follows:-

- Publication and distribution of brochures on the different services offered by the Ministry of Legal Affairs and how to access those services.
- Publications in print media:-
  - 11 Poultry Prices ads;
  - 13 Fruits and Vegetables ads;
  - 5 Basic Food and Grocery Items publications;
  - 11 Consumer Links; and
  - 20 Consumer strip ads (Consumer tips).
- The above is in addition to a series of radio tips aired on various radio stations and outreach sessions conducted throughout Trinidad and Tobago at Malls, Primary and Secondary Schools and for adult groups.
- Publication of prices has increased the level of comparison shopping and caused reductions in prices in some instances.

#### Consumer Affairs Division Hotline

In October 2006, the Consumer Affairs Division established a toll-free line. Consumers can register their complaints at any time on this 24-hour hotline. This line can be accessed at 800-4CPS or 800-4277. To date, some 1,250 calls have been received via this hotline since installation.

#### Consumer Complaints

827 consumer complaints were received by CAD during 2006 and 420 or 50.8 percent were resolved. For the comparable period in 2005, 1,056 complaints were received and 623 or 59 percent were settled.

The Consumer Affairs Division therefore recorded a 21 percent reduction in the number of complaints received. This is attributed to the significantly enhanced consumer education campaign. Feedback received via telephone calls, emails, radio call in programmes, newspaper articles and television call in programmes indicate that a new level of consumer consciousness has been burgeoning.



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### Development of New Consumer Legislation

In the last quarter of 2006, a project for the development of New Consumer Legislation commenced for the purpose of developing and implementing modern up-to-date consumer legislation to empower and protect consumers in the new market environment. By the end of the second quarter of 2007 the Consultants had submitted the first three deliverables under the project.

## Intellectual Property

### Challenges to Steel Pan Patents

Within the last few years the US Patent and Trademark Office granted patents for various aspects of the steel pan and its manufacture.

The Government moved swiftly to protect the steel pan and identify it as being an integral part of Trinidad and Tobago's cultural heritage.

The Washington-based law firm, Sidley Austin LLP was selected to advise the Government on the merits of pursuing challenges to the patents.

The law firm filed an ex parte request for re-examination of the '*Production of a Caribbean Steel Pan*' patent on February 13<sup>th</sup> 2007.

The inter partes request for re-examination of the '*Cycle of the Fifths*' patent was filed in April 2007.

### Copyright Amendment Bill, 2007

*The Copyright Amendment Bill, 2007* was laid in Parliament on February 27<sup>th</sup>, 2007.

The passage of this Bill will strengthen the enforcement provisions of the Copyright Act.

Through the *Copyright Amendment Bill 2007* the Ministry of Legal Affairs is seeking to ensure that the police and the

Office of the Director of Public Prosecutions can successfully prosecute all offences in relation to the unauthorised commercial exploitation of copyright works.

The Bill seeks to address certain anomalies in relation to the criminal prosecution of piracy offenses.

### Electronic pre-application trademark search

Prior to registering a trademark, it is advisable for the applicant to search for any identical or similar marks to ensure that the applicant's mark will not infringe the rights of any third party.

Prior to 2006, the applicant had to visit the **Intellectual Property Office (IPO)** and conduct the pre-application search manually by perusing paper indices.

Since 2006, requests for trademark searches may be sent electronically to the IPO. Search results are then sent via email to the applicant.

This eliminates the prior requirement for the applicant to visit the IPO and conduct the search manually.

### Public Education

Over the past year the IPO has been engaged in heightened public education activities, including:-

- Outreach to tertiary institutions namely UTT and UWI and to forms 5 and 6 of secondary schools;
- Involvement in the US Ambassador's Song and Verse Competition for Primary Schools;
- Outreach to small and medium-sized enterprises, business groups and chambers of commerce;
- Establishment of a technical library for public use;
- Workshops on enforcement for Police, Customs and the Director of Public Prosecutions;

- Stakeholder meetings with specialist groups on video, music, software and cable piracy; and
- Display booths at trade and investment fairs and cultural events (Trade and Investment Convention and CARIFESTA).

## PUBLIC ADMINISTRATION AND INFORMATION

### Public Sector Management

The **Public Sector Reform Initiation Programme** is a key factor for the realisation of Government's objective of transforming the country into a Developed Nation by the year 2020.

Progress to date include:-

- Commencement of the first phase of a national dialogue strategy;
- The final report of the Consultants' recommendations for a restructured Central Statistical Office (CSO) was presented in January, 2007. The placement of New Systems Facilitators (NSFs) to act as internal change agents in Government Ministries;
- The establishment of a Policy Networking Forum for deeper collaboration among Ministries on policy formulation and implementation;
- The establishment of an Opinion Leaders' Panel to regularly gauge public opinion on the progress and effectiveness of the delivery of public services; there were 6 Opinion Leaders Panel Reports released between 2002 and 2007, with a seventh report due in August/September 2007;
- The conduct of a Public Service Employee Survey to incorporate the views and ideas of our employees in the transformation exercise; and
- The establishment of Human Resource Department

networks to determine the developmental gaps in Government agencies and to build capacity in training needs, assessment and evaluation.

An initiative to re-engineer the current system for the administration of public service pension benefits has commenced. The new process will be entirely supported through the utilisation of the automated **Integrated Human Resource Information System (IhRIS)** acquired by Government to manage the human resources of the Trinidad and Tobago Public Service. The intended outcomes are that:-

- All retirees, an estimated 1,200 public officers annually, will receive their separation benefits on the date of their retirement;
- These retirees will also receive their monthly pension payments from the end of the first month after their retirement; and
- This re-engineered process will improve the management of human resources in the public service.

### TTConnect Service Centres

The TTConnect Service Centres project will set the benchmark for quality customer service. The Centres will provide Government services in a creative, dynamic and effective manner. Further, in order to deliver the type of quality customer service that will be demanded of a TTConnect Service Centre, a dynamic mix of technology, existing facilities, shared infrastructure and skilled human resources will be utilised. The intended outcomes are that the needs of the customer would have been put at the centre of the delivery process; increased customer satisfaction and convenience; as well as facilitation of the move towards "joined up" Government, as will be required by the implementation of the government portal; and increased return on investment on existing infrastructure.

Two TTConnect Service Centres will be started by September 2007 in St. James and Princes Town, 5 additional centres will be opened on a phased basis by the end of 2007.

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### Prime Minister's "Innovating for Service Excellence" Award Scheme

The Ministry of Public Administration and Information launched the Prime Minister's Innovating for Service Excellence Awards in 2004, in pursuance of the goal of facilitating the creation of an innovative Public Sector that reflects the high value placed on creativity and innovation in the workplace. While specifically honoring innovation and celebrating excellence in the short-listed projects, the scheme also acknowledges the efforts of all public officers who seek to improve the way they do their jobs, increase customer satisfaction and create added-value, and in so doing, change the perception of the Public Service.

### Scholarships and Advanced Training

The main purpose of Government's training programme is to ensure maximum productivity and efficiency by providing facilities for securing an adequate number and quality of trained personnel to meet the needs of Trinidad and Tobago, including our public service. The Government shall continue to train persons mainly to fill specific needs in the Public Service while providing limited training for the country under technical assistance programmes, or in areas in which training is needed by the country, but in which no facilities for training are provided by the Private Sector.

The portfolio of scholarships offered has been expanded to include priority developmental areas such as:-

- Medicine;
- Criminology;
- Forensic Sciences;
- Property Valuation;
- Poverty Eradication;
- Educational Administration; and
- Estate Management.

### Succession Planning and Executive Development

An **Executive Development Programme** focusing on key managerial and leadership competencies has also been introduced for senior managers; approximately 120 senior

managers have been trained as of March 2007.

### Physical Infrastructure

Concerted efforts have been made to improve the physical environment within which public officers work. The goal is to produce an environment that is customer friendly and which induces improved efficiency and productivity.

The Government Office Campus and Car Park are now under construction, with work close to completion on the car park. Work is moving apace at the campus on the Customs and Excise, Inland Revenue Division and Ministry of Legal Affairs buildings. Construction has also commenced on the Ministry of Education building on St. Vincent Street.

The International Waterfront Project, another initiative, will be the main attraction in the revitalisation and transformation of our capital city. Development of the Waterfront will include: a 428-room Hyatt Regency Hotel, state-of-the-art conference centre and business facilities. Every effort is being made to complete these facilities for the staging of two major international conferences, namely, The Summit of the Americas and the next Commonwealth Heads of Government Conference.

The Siparia Administrative Building has been completely outfitted. The building on St. Clair Avenue for the Ministry of Public Administration and Information is close to completion, while work is progressing on the Administrative Complex at Chancery Lane in San Fernando. Reconstruction of the Salvatori Building will commence later this year.

### Telecommunications Liberalisation

The **Telecommunications Authority of Trinidad and Tobago (TATT)** made significant advancement in its operations with the Liberalisation of the telecommunications industry in December 2005. The Authority further moved to fulfill its obligations outlined in the *Telecommunications Act 2001* with the recruitment of senior management and technical staff and establishment of its internal operating procedures, notably the approval of its Tender Rules and achievement of

the following:-

- A Domestic Market Report reflecting the state of the telecommunications market as at March 2006;
- Granting of 2 concessions for the provision of additional public mobile telecommunications facilities and services;
- Granting of 7 concessions for the provision of additional public international telecommunications facilities; Fixed Wireless Access Networks and Cable TV;
- Recommendations made to the Minister for the grant of 2 concessions to provide subscription broadcasting services. In addition 1 major territorial, 1 minor territorial and 1 niche concessions were granted in this market;
- Granting of concessions to existing radio and television broadcasters;
- Invitation for Expressions of Interest to provide Broadband Wireless Access Services conducted; and
- Invitations have also been issued for concessions for free television.

The following documents were finalised after an extensive consultation process with stakeholders and recommended to the Minister:-

- Interconnection and Access Policy;
- Spectrum Management Policy and Radio Spectrum Regulations; and
- Fee Methodology.

Consultations were held on the following documents:-

- Draft Authorisation Framework for Amateur Radio;
- Draft Network Quality of Service Guidelines and Regulations; and
- Position Paper on Radio Emission Standards.

A 'Digital Divide' Survey of internet usage has commenced. The purpose of this survey is to assess the digital divide in Trinidad and Tobago to inform the development of a

Universality Implementation Plan.

A contract was awarded to a consultant to re-draft the Broadcasting Code based on feedback received from the first consultation phase.

A Cellular Planning Tool was acquired to facilitate a Tower Collocation Coordination process, in order to minimise the proliferation of towers.

Frequency Channel Plans were developed for point-to-point radio-communication systems in the 5, 6, 7, 10, 11 and 15 GHz bands to facilitate the orderly assignment of microwave backhaul point-to-point links to mobile operators.

Consultations were held on a Spectrum Plan for the Accommodation of Broadband Wireless Access Services in Trinidad and Tobago.

During fiscal 2007, the Authority developed a revised Strategic Plan which identified the key deliverables for the period 2006 to 2010. Within the Plan, 7 revised strategic objectives were outlined as follows:-

- (i) To facilitate the transformation of the telecommunications and broadcasting sectors into environments that encourage investment, pose minimal barriers to entry and that are conducive to competition via a dynamic and comprehensive regulatory framework.
- (ii) To create and implement a Universality Framework that promotes the expansion of the national telecommunications infrastructure and the availability, affordability, accessibility, usage and knowledge of ICTs throughout Trinidad and Tobago.
- (iii) To facilitate the creation of a competitive environment via the effective regulation of the telecommunications and broadcasting sectors in a transparent, efficient,



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fair and non-discriminatory manner.

- (iv) To ensure that the country's radio spectrum and number resources are efficiently managed so that the spectrum and numbering needs of the evolving telecommunications and broadcasting sectors are adequately met.
- (v) To guide the broadcasting industry through effective regulation of broadcast content in such a manner that contributes to the economic, social and cultural development of the country.
- (vi) To ensure that the information resources of the Authority are efficiently managed and disseminated so that customers receive clear, accurate and easily accessible information.

Accessibility to the technology for all citizens continues to be a principal objective of our national plan. This is being achieved in a very significant way through our now liberalised telecommunications sector. Improved service and lower rates in high speed, business and residential Internet service are already producing increased usage. Homes with Internet access have increased from 7 percent to 29 percent<sup>2</sup> according to a Mya 2007 Report prepared by Market Facts and Opinion (2000) Ltd. TATT is committed to fair, equitable and transparent competition in this sector as well as the development of a comprehensive regulatory framework for the Telecommunications Sector.

### Broadband Programme

Broadband is a crucial infrastructure for achieving economic, social and scientific goals for the development of a knowledge-based society. High-speed Internet access, or Broadband, will allow connection speeds of up to 40 times faster than current dial-up access, presenting new opportunities and advancements in areas such as education (distance learning, webcasts), health care (telemedicine, remote diagnosis), government (public services online), businesses (buying/selling goods online) and

<sup>2</sup> Source: MORI Survey 2007

entertainment (streaming audio/video, interactive gaming).

The Government of Trinidad and Tobago has an ambitious action plan to provide ubiquitous Broadband coverage in the country and aims to achieve 'on demand' availability to at least 80 percent of our population at internationally competitive rates by March, 2008. Cabinet has recently approved a 6-point **Broadband Action Plan** to provide more reliable and affordable access. Concessions have been granted to several "international" operators and the first of multiple international submarine fiber optic cables was landed at Macqueripe in April 2007.

### E-Government Portal and Backbone

The main aim of the e-Government Portal Project is having a single point on the Internet to access Government information and services. Phase I of the electronic infrastructure to support information sharing and e-Government is completed, with 230 sites connected onto a Government Wide Area Network. Phase II which will connect 1,000 additional sites is currently in progress and due for completion in 2007.

Information on over 350 Government services is currently available online via [www.ttconnect.gov.tt](http://www.ttconnect.gov.tt)

E-Services Blueprints have been completed for each Ministry with a view to providing appropriate services online in 2008.

An e-Government Programme has been established with the IDB to provide access to funding and relevant expertise in order to successfully deliver e-Government solutions.

### The Integrated Human Resource Information System (IhRIS)

(IhRIS) is an important component of the e-government infrastructure being established. This project was the first complex, enterprise-wide, information and communication initiative that Government has implemented. The objective was to provide automated human resource functionalities in the Service Commissions Department and to all Government Ministries and Departments. The IhRIS and follow-up Integrated Global Payroll Project (IGPP) have delivered the

following:-

- A wireless Wide Area Network connecting a centralised system at the Service Commissions Department to other central Human Resource Departments, i.e. the Personnel Department and the Public Management Consulting Division and the Human Resource Units in 35 Ministries and Departments;
- A Human Resource Information Management System that has automated several human resource activities; and
- The IhRIS application and Global Payroll supporting 75,000 employees and pensioners. The majority of these employees are being paid through the Integrated Global Payroll Project.

### Legislative Review

The Legislative Review Project is focussing on all aspects of legislation including, but not limited to the current *Telecommunications Act*, security, privacy and data protection, electronic documents and signatures, Intellectual Property, and protection from inappropriate content on the Internet. Substantial legal and policy change is anticipated as part of Trinidad and Tobago's evolution toward a knowledge-based economy. Consultants have already completed a review of the existing legislative and legal framework, having identified gaps and an action plan for addressing them.

Data Protection and Privacy and Digital Signatures policies were approved by Cabinet in 2006. Draft Legislation for Digital Signatures, e-transactions and data protection is being finalised.

### Community Access Centres

The Community Access Centres (CAC) consultancy for the design of a framework for the operation of CAC's across the country is completed and a CAC portal created – [www.cac.gov.tt](http://www.cac.gov.tt). This project is part of the wider Community Connections Programme (CCP) of the *fastforward* Plan. The 3 pilot sites project is also completed and will progress

to Phase II which involves the engagement of stakeholders. Eventually the CCP will provide residents of rural, remote and urban communities with accessible and affordable access to computers and the Internet.

### MSME Marketplace

The growth of e-commerce in Trinidad and Tobago is vital for the improved commercial competitiveness of both the public and private sectors. Efforts are being made to facilitate this development with the establishment of an electronic marketplace. Proposals for the administration of the “.tt” domain name have been accepted by Cabinet and organisational structures that will undertake the administration of these legal or regulatory instruments are being finalised.

The **Online Micro, Small and Medium Enterprises (MSME) Business to Business (B2B) Marketplace**, which is envisioned to be the “*online home*” of MSME e-Commerce B2B activity in Trinidad and Tobago has been created. Work will continue on the Micro, Small and Medium Enterprises, Business to Business (MSME B2B) E-Marketplace Project where activities will centre on the creation and execution of an integrated and comprehensive e-Business Strategy for the Online SME B2B Marketplace developed through extensive consultation and participation with the MSMEs and stakeholders, consistent with the vision of *fastforward*, the **National Information and Communications Technology (NICT) Plan**. The objective of this online service is to provide a global listing of trade events, Internet market research and practical tools to help local MSMEs with every step of the export process. In addition there will be an implementation roadmap, which is a pragmatic plan for implementing the Online MSME B2B Marketplace.

### National Library and Information System

The National Library and Information System (NALIS) made significant progress in the expansion of its services to a wider cross-section of the public with the following upgrades:-

- Registration and internet usage by the public at

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all branches of the National Library System were increased;

- New network infrastructure was installed in the 22 public libraries throughout the country along with upgraded, additional computer equipment for staff and public use;
- Computer Centres for children were established in 15 Branch Libraries;
- 5,000 users were trained in the use of the Internet; and
- A draft digitisation policy, including guidelines for scanning different media and data entry, was completed.

In addition, NALIS commenced upgrading of the Model Library at the Rudranath Capildeo Learning Resource Centre; the branch libraries; and libraries in schools and teacher colleges throughout the country.

Ramps for wheelchairs have been constructed at 3 libraries and equipment to provide services to the visually impaired will soon be available in 5 branch libraries.

Training has begun on equipment to assist patrons with the Visually Impaired Persons (VIP) Technology at installed service points and 9 officers have already been trained in sign language to facilitate service to the hearing impaired.

In keeping with the Government's all-inclusive policy, a pilot project was implemented at the Youth Training Camp (YTC) to support the reading habits of institutionalised members of the community.

An additional 831 acquisitions were made by the Heritage Library towards the preservation of our cultural heritage.

NALIS expanded its Library Services Network, achieving the following:-

- 150 new computer systems were deployed in 22 branch libraries;

- Electronic access to 10,000 digitised information files was enabled;
- 488,303 items were listed in the on-line Public Access Catalogue;
- New subscriptions for 7 additional electronic research data bases for children, teens and adults were made;
- 134 Library Management software licences for secondary schools, under SEMP were purchased;
- The digitisation of 2 recently acquired Heritage Collections has begun;
- NALIS Help-desk System was implemented to provide increased efficiency in service delivery; and
- A new techno-ready mobile library has been acquired and will replace the old unit which serves Central Trinidad.

### Caribbean New Media Group

Government has replaced the National Broadcasting Network (NBN) with the Caribbean New Media Group Company Limited (CNMG) which was established in December 2004 to operate as a new broadcasting company incorporated under the *Companies Act, 1995*. CNMG is currently developing an Implementation Plan for the company.

The proposed vision of CNMG is to inform, educate and entertain audiences with credible, balanced and innovative programming. Its mission is to be the centre of mass media excellence in Trinidad and Tobago and the Caribbean. The mandate given to the Board is that it must be an independent, profitable, community oriented organisation that provides the highest quality broadcast services.

CNMG will seek to implement innovative, cost effective programming, using best in class digital technology with over 95 percent nationwide coverage with high quality signals and cable access. Its portfolio consists of the following services:-

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- Three FM radio stations (Sweet 100.1, Next 99.1, 91.1 FM);
- One television station (on channels 9 and 13); and
- New media services (Internet).

In respect of radio broadcasting, all three radio stations are already on stream with Sweet 100.1 launched in January 2006, 99.1 launched in August 2006 and 91.1FM launched in November 2006

Television broadcasting began in June 2006 with 4 hours at prime time and has gradually increased to twenty four hours. CNMG will relocate from its temporary accommodation later this year to its fully integrated, digital broadcast facility which will enable it to develop core programme areas such as Culture, Talk City, Sports, Children's Programming and Regional Information and Entertainment.

As CNMG television becomes fully functional, there will be an active feedback mechanism via phone and online options to facilitate viewers input to reflect audience and marketplace desires. In addition, Trinidad and Tobago and the Caribbean will have access to CNMG's rich programme content on demand, at any laptop, PC or mobile device.

### Government Information Services Limited

Government Information Services Limited (GIS Ltd.) has been established as a state owned company for the production and dissemination of public information and educational features.

A capability will be retained in the Ministry to manage the strategy setting and coordination functions of Government communications.

A Communications Policy has been published to guide the operations of the communications function in line agencies.

GIS's Classification and Cataloging project is in progress. The Library Association of Trinidad and Tobago (LATT) was

engaged to collect a representative sample of 1000 records comprising various media, such as tapes, photographs and film, from the GIS archives. This sample has been catalogued and will be used as sample test records for the electronic system once the software for the system is acquired. Negotiations are underway with a potential supplier for this software. LATT has also been engaged to recommend an organisational structure for the proposed Library and Information Centre.

### Public Service Personnel

The outstanding issue of arrears of increment owed to public officers as a consequence of the suspension of increments over the period February 1987 to December 1995 was settled and in 2002 all arrears totalling approximately \$785 million were paid.

The UNIMED Group Health Plan to which Government contributes 50 percent was introduced for the following groups consequent on agreement with the respective trade unions:-

- Daily rated employees of Government;
- Members of the Civil Service;
- Members of the Teaching Service; and
- Certain offices under the SRC.

Classification and Compensation reviews were completed and with the agreement of the respective unions, new Classification and Compensation Plans were implemented for: -

- The Police Service;
- The Prison Service; and
- The Fire Service.

A new Grade and Wage Structure was implemented for hourly and daily rated employees represented by the National Union of Government and Federated Workers (NUGFW).

A revised Pay System was developed and implemented for the Defence Force.

The grading of newly created daily rated positions in the lifeguard service and the re-grading of the job of lifeguard



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were completed.

The above achievements resulted in greater equity, transparency and efficiency in compensating employees in the Civil Service and Statutory Authorities. These accomplishments will also support a major human resource management goal of the Civil Service which is to attract, retain and motivate its employees.

Draft Policies were developed in the following areas:-

- HR Philosophy and Policy Framework;
- HR Management in the Public Service;
- Management of HIV/AIDS in the Public Sector; and
- Competency Management framework for HR Practitioners was developed.

### Government Human Resource Company Limited

The Government Human Resource Services (GHRS) Company Limited was established as a State Owned Limited Liability Company under the supervision of the Minister of Public Administration and Information to be responsible for the recruitment of Professionals (Nationals and Non-Nationals) from abroad to fill the skills gap that exists in the Public Service and facilitate their integration into Trinidad and Tobago's life. The company was incorporated as a limited liability company in October 2006. Its mandate is to enhance the human resource capacity in the Public Service of Trinidad and Tobago through:-

- The provision of overseas recruitment of nationals and non-nationals to fill the critical skills gap that currently exists;
- The development of strategic human resource initiatives; and
- The provision of technical assistance and support services.

The Company's objectives include:-

- Develop an international recruitment strategy policy and guidelines;
- Develop international recruiting strategies to augment key position shortages;
- Develop accompanying systems and processes to integrate international hires into local culture;
- Establish a network of Trinidadian professionals living abroad who may wish to work at home on some basis;
- Develop Operating Processes to ensure knowledge transfer from expatriates to local staff;
- Develop regional and international skills data bases of candidates who want to work in Trinidad and Tobago;
- Develop a Human Resource Information Portal for prospective employees;
- Develop partnership and mentorship programmes with the Private Sector;
- Provide Human Resource Strategic and Technical Services to the Personnel Department; Service Commissions Department and the Public Service Transformation Division; and
- Provide outfitting services.

GHRS Company commenced operations in January 2007. Accomplishments to date include:-

- Advertising and Recruitment on behalf of Ministries such as the Ministries of Legal Affairs, Health and Foreign Affairs;
- Established its website: [www.ghrs.gov.tt](http://www.ghrs.gov.tt);
- Outfitting offices on behalf of Ministries. GHRS is currently outfitting the Intellectual Properties Office, Ministry of Legal Affairs;
- Human Resource Audits - currently conducting an HR audit of the Mail-In, Mail-Out Unit of the Ministry of Legal Affairs; and
- Assisting the Ministry of Public Administration and Information with the TTConnect Service Centres.

### PLANNING AND DEVELOPMENT

The Ministry of Planning and Development is the central agency with overall responsibility for national social and economic planning, including national manpower planning, land use planning, public sector investment programming, and the provision of national statistics and technical co-operation with other countries. These functions serve as important instruments of sustainable development policies, particularly in terms of resource mobilisation and allocation.

#### Socio-Economic Policy Planning

The Socio-Economic Policy Planning Division (SEPPD) is responsible for the formulation of national development plans and for undertaking social and economic research for this purpose.

During the period under review, the Division served as the Secretariat for the Multi-Sectoral Group that was appointed by Cabinet to guide the process of developing a draft **National Strategic Plan** that would take the country to Developed Country Status by the year 2020. The exercise was launched in 2002 and the **Draft National Strategic Plan** was completed in 2005.

The Plan's development process involved the mounting of sensitisation workshops on Vision 2020 for key stakeholders, including line Ministries, State Agencies, professional groups, private sector groups, international organisations, educational institutions and community groups. A Vision 2020 television and talk-show series with the objective of informing the public about the work of the Vision 2020 subcommittees and engaging the population in dialogue was also launched.

In the context of its responsibility for research and analysis of domestic and international economic and social trends and issues, the SEPPD commenced the development of socio-economic profiles of communities in Trinidad and Tobago utilising the data from the **2000 Population and Housing**

**Census** (which represents the most comprehensive data set on the Trinidad and Tobago population). The quantitative and qualitative community profiles will:-

- Improve the allocative efficiency under the Public Sector Investment Programme;
- Provide an improved framework for articulation of intervention strategies for promoting the sustainable development of communities and for assessing the impact of national development at the level of communities;
- Propose new policies and strategies, where necessary; and
- Advise other Ministries and Agencies on sectoral policy and strategies in meeting needs at that level of the national community.

To date, 68 community profiles have been completed.

The **Operational Plan 2007-2010** was also developed during the period. The Plan highlights Government's developmental goals, objectives, strategies and priority programmes and projects to 2010 and initial steps have been taken to align the **Public Sector Investment Programme** with the goals and objectives of the Operational Plan.

#### Vision 2020 Programme Management

The Vision 2020 Programme Management Office was established towards the end of 2006 and became fully operational in January 2007. Since that time, the Office successfully developed project proposals for the following projects:-

- National Behaviour and Attitudinal Change involving strategies to promote, instill and sustain improved values, attitudes and behaviours;
- Signature City Initiative – cleaning and beautification of Port of Spain and other major cities;
- Short to medium-term measures to address

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- traffic congestion and road safety;
- Promotion and developing of a spirit of enterprise in young people;
- Improvement of the service of key Government agencies that interact with the public; and
- Elimination of street dwelling.

The Office also conducted a **Vision 2020 Readiness Assessment Survey** to determine the level of preparedness of the society for the implementation of Vision 2020.

Other achievements of the Vision 2020 Programme Management Office include:-

- Establishment of a “*Knowledge Centre*” on the Vision 2020 website for the dissemination of information on best practices, particularly in the areas of project management and monitoring and evaluation;
- Preparatory activities for the establishment of the IDB-assisted PRODEV project “*Strengthening the Capacity of the Government of Trinidad and Tobago to manage for results*”;
- Development of key performance indicators to facilitate the effective tracking of outcomes related to the implementation of Vision 2020 projects;
- Preparation of a framework for reporting by Ministries/Agencies;
- Commencement of work on the development of a communications plan to keep the public abreast of developments relating to Vision 2020; and
- Provision of technical support to Ministries and Departments in their implementation of Vision 2020 initiatives.

## Project Planning and Reconstruction

This Ministry of Planning and Development (MOPD) is responsible for the preparation, monitoring and evaluation of the **Public Sector Investment Programme (PSIP)** to ensure economy, efficiency and transparency. The Ministry also manages capital funding assistance obtained from Multi-lateral Financial Institutions. Programming of projects is conducted within the context of Country Support Strategies developed by these institutions in consultation with major stakeholders and which focus on national development priorities. Through periodic reporting on implementation of the PSIP, the Ministry keeps Government abreast of programme implementation.

The *Appropriation Act 2006* provided \$3,800 million for the implementation of the 2006 PSIP by Central Government, the Tobago House of Assembly, Local Government Authorities and other Government Agencies. Of this sum, \$1,500 million was to be sourced from the Consolidated Fund and \$2,300 million from the Infrastructure Development Fund (IDF). The Mid-Term Review of the 2006 PSIP resulted in a net increase of \$372 million for funding under the Consolidated Fund.

## Capital Funding Assistance

The implementation of ongoing projects funded with assistance from MFIs and programming of pipeline projects within the context of the Country Support Strategy 2004-2007 continued. This Strategy focussed on 3 main areas: (i) promotion of Private Sector development to increase economic diversification; (ii) the promotion of Public Sector modernisation to improve efficiency, effectiveness and upgrade capacity; and (iii) the promotion of social public services for social development, including poverty reduction and improvements in social and economic equity.

The MOPD collaborated with the IDB, the major source of loan funding, with a view to improving resource utilisation through improved design and the streamlining of programmes

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and projects. The objective was to design smaller, more manageable programmes of shorter duration with built-in flexibility for adjustment. The Division was also involved in discussions with the Bank on designing new lending instruments to improve the development effectiveness of Bank support to its members, including Trinidad and Tobago.

On May 10<sup>th</sup> 2006, an agreement was signed for a Japanese grant funding in the sum of US\$630,000 for the implementation of the **Support for a Seamless Education Programme** by the Ministry of Education. The Project involves the conduct of studies in Early Childhood Care and Education, inclusive of education and sector management which will inform the development of a master plan for the design and implementation of a Seamless Education System. The Seamless Education Programme is expected to complement the existing **Secondary Education Modernisation Programme**.

During the period under review the MOPD engaged in discussions with various MFIs with respect to the under mentioned programmes, which are at various stages of development: -

- **Information and Communications Technology Support Programme** - which involves the design and implementation of a national ICT strategy *fastforward* which seeks to accelerate the country's transformation to a knowledge-based society through more effective use of information and communications technology;
- **Citizen Security Programme** - which aims to reduce crime levels by strengthening efforts to prevent, counteract and control factors associated with criminal acts and violence at the community level;
- **Land Adjudication and Registration Programme** - which aims to improve the reliability and completeness of the real property rights system by bringing all land into a modernised land titles registry; and

- **Seamless Education Programme** - This seeks to ensure coherency in the educational system from early childhood to tertiary level.

Ongoing Projects currently funded by MFIs include:-

- **National Highway Programme** – This received a two-year extension to June 2008, under which improvement works continued on the Churchill Roosevelt Highway from O'Meara Road to Wallerfield;
- **Trade Sector Support Programme** – with 15 technical studies undertaken to support negotiation and implementation;
- **Health Sector Reform Programme** – which received a 12-month extension to 12<sup>th</sup> November 2007;
- **Second Settlements Programme** – with progress on squatter upgrade component, with 1,100 families already benefiting from upgrade of sites, and over 600 recipients benefiting from the subsidy programme;
- **Public Sector Reform Initiation Programme** - two contracts were awarded to Adam Smith International for the development and implementation of the first phase of a **National Dialogue Strategy** and a **Communication Strategy**; and
- **Secondary Education Modernisation Programme** - an extension was requested and the Bank approved an 18-month extension to July, 2008 for final disbursement.

### Town and Country Planning

The MOPD is also responsible for the formulation of National Physical Plans and related development control activities.

Preparatory work was completed for the formulation of



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a new **National Physical Development Plan** and policy documents on areas of national importance, sector and area plans, and updated building codes were developed. Enhanced enforcement of Town and Country Regulations and adoption of state-of-the-art technology has improved the operations of the Town and Country Planning Division.

Improvements have been made in the quality of service to the public through reduction in the processing time of applications for development. In addition, revision of the database has improved capability in the tracking system for application processing.

In particular, over the reference period, major achievements in the area of Town and Country Planning included:-

- Preparation of the **National Transportation Plan**, the new **Port-of-Spain City Plan** and new regional and local area plans for the country as well as the **Scarborough Land Use Plan** which is nearing completion;
- Identification of housing and farming sites for the Caroni Workers VSEP packages, not only in selection but also in the processing of the relevant applications for development;
- Completion of 2 new policy documents: the **Advertisement Policy** and the **Policy for the Erection of Telecommunication Towers**;
- Development of a draft **Small Building Code** after widespread consultation - the resulting Regulations will soon be in place;
- **Technical Working Committee on Hillside Development** which comprised representatives from all agencies involved in development on hillsides. This Committee's mandate was to review existing hillside policy guidelines and update where necessary, by carrying out extensive consultations and taking advantage

of knowledge and technology not previously available, to ensure sustainable use of our hillsides;

- Commenced review of **Land Use Policies** for the areas of Woodbrook, St Helena and Rousillac areas - these projects are all being done using Geographic Information Technology (GIS).

## Technical Co-operation

The MOPD assisted several Ministries in obtaining grant funding and technical co-operation for several projects and initiatives. The Ministry successfully hosted a 2-day Orientation Workshop for the Promotion of Volunteer Corps for Humanitarian Assistance White Helmets Initiative in June 2006.

In addition, 2 projects were approved for funding. These included the project entitled "*Strengthening Decentralised Structures to address Poverty and Disaster Management*" ("*White Helmets*") which was approved by the Organisation of American States (OAS), IDB, and White Helmets with funding in the amount of US\$50,000 and the "*Caribbean Icons in Science, Technology and Innovations*" project to which the OAS contributed US\$31,312.00.

The Ministry of Education also received continued support for the "*Business Labs: Young Entrepreneurs Training and Development Programme*". This project commenced in January 2003 and ended in November 2006.

The FAO as donor, provided US \$221,000 and Government contributed the sum of TT\$2.7 million as counterpart funding for the Ministry of Agriculture, Land and Marine Resources (MALMR) project - "*Establishment of a Mandatory Health Certification Scheme for Citrus*".

Under the **Commonwealth Fund for Technical Cooperation (CFTC)** and at the request of the Ministry of Social Development, an Advisory Expert was engaged to serve as an Evaluation Adviser to undertake work in the area of poverty alleviation and to improve the social services delivery system.

Through the CFTC too, the Ministry of Trade and Industry also obtained the services of a Trade Policy Analyst for a period of 2 years under the Project - *“Building the Capacity of ACP Countries in Trade Policy Formulation, Negotiation and Implementation (Hubs and Spokes)”*. The objective of this Project is to enhance the capacity of ACP Countries and Regional Economic Integration Organisations to participate in negotiations with the European Union (EU) on Economic Partnership Agreements as well as with the World Trade Organisation on policy issues. The project will primarily focus on capacity building for Ministries and organisations responsible for trade policy formulation, negotiations and implementation.

Technical co-operation was obtained under the **United Nations Development Programme** (UNDP), for the institutional strengthening of the Ministry of Local Government and the Ministry of Planning and Development.

The objective of this project is to strengthen governance at the Local Government level and improve the delivery of services within municipalities and communities. This is critical to eliminating the challenges which still persist in the Local Government system, such as poor operational performance and unsatisfactory service delivery that ultimately lead to a low level of citizens’ participation in local government affairs. UNDP will provide support through capacity building and the provision of United Nations Volunteer (UNV) Specialists to the Government of the Republic of Trinidad and Tobago in order to build capacity within the Ministry of Local Government.

### Bilateral Arrangements

#### Argentina

Under the Technical Co-operation Programme, Trinidad and Tobago benefited during the period of July 23-29, 2005 from the visit of a consultant to assess this country’s capacity in the area of *Cold Treatment and Quarantine Measures*. Subsequently, 2 officers from the Ministry of Agriculture, Land and Marine Resources (MALMR) were trained in this area.

#### Mexico

Two experts from the Mexican Institute of Water Technology completed a diagnostic visit to Trinidad and Tobago in April 2006. The experts trained and exposed technical staff of the MALMR to appropriate pond design and irrigation design techniques and systems. This information can be applied and disseminated to farmers with a view to positively impacting on productive capacity and contributing towards improving the country’s food security status.

#### Japan

During the period under review, the Government of Japan provided training in *“Capture Fishery Technology and Fishery Gear Development”*, *“Marine Fisheries Resources Management”* and *“Sea Food Technology and Marketing”* for Nationals from institutions such as the Caribbean Fisheries Training and Development Institute (CFTDI) and the Fisheries Division of the MALMR, and the Department of Marine Resources and Fisheries (DMRF) of the Tobago House of Assembly.

The services of seven short-term experts and six long-term experts were also obtained in the area of marine and fisheries development during this period.

There was some technology transfer as fishermen started to use improved Fish Aggregating Devices; new regulations were adapted by the Fisheries Division and interest was shown in fish sauce production and commercialisation.

In addition, the **Regional Technical Cooperation Promotion Programme (RTCPP)** was considered to be exceptional in institutional, organisational and technical aspects. Consequently, a pool of expertise, which would be valuable for future consultancies in the entire region, was developed.

#### India

The services of a consultant in telecommunications were obtained through the Government of India, to assist in the development of an effective regulatory framework for Trinidad and Tobago.

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### Statistics

A Supply and Use Table was completed with technical assistance provided by the **Caribbean Technical Assistance Centre (CARTAC)**. It is the first of its kind ever to be done for Trinidad and Tobago, and is the forerunner of many more to be completed. A Supply and Use Table shows the level/depth of inter-industry linkages that exist within an economy, and is a very useful tool in forecasting inter-industry output requirements for different levels of growth.

### Agricultural Census

The 2004 Agricultural Census data were fully captured edited and verified using 2 high speed Fujitsu Kofax M4099D Image Scanners and Cardiff's TELEform V8 Information Capture System Software. Microsoft SQL Server Version 8 database management system stored the Census data and SPSS 13.0 was used to generate the final tabulations, 5 census reports were produced which provided detailed tabulations and analyses on selected issues covered in the Census:-

- (i) Volume I 2004 Agricultural Census Administrative Report;
- (ii) Volume II 2004 Agricultural Census Community Report;
- (iii) Volume III 2004 Agricultural Census Report for Trinidad and Tobago;
- (iv) Volume IV 2004 Agricultural Census Report for Tobago; and
- (v) Volume V 2004 Agricultural Census Post Census Evaluation and Agricultural Production for Home Use Report.

### Index of Retail Prices

The Index of Retail Prices is a weighted average of the changes in the prices of a specified set or 'basket' of consumer goods and services between two periods of time. Retail prices of goods and services are collected by the CSO's field officers from outlets throughout Trinidad and Tobago. The Index is then calculated by the staff of the Retail Prices Unit which was recently restructured in order to prepare and disseminate the Index.

In 2005, the CSO signed a Memorandum of Understanding with the Central Bank aimed at; inter alia, improving the timeliness of reporting on the Retail Price Index. As part of this arrangement, a consultant was hired to introduce more efficient applications of software to capture and tabulate information. This system, when fully operational will automatically produce reports and computations of price level changes in component geographical areas.

### Annual Reports and Bulletins

Annual Reports and Bulletins in respect of National Accounts, Social Statistics, Agriculture, Trade, Tourism and Labour were prepared, published and made available to the public. Committees were established for the Agriculture Census and several other surveys. Another survey was conducted to update the *Register of Businesses*.

### Restructuring of the CSO

In March 2003, Government and the IDB signed a US\$5 million loan agreement to support the development of a long-term plan for the reform of the country's public sector. **The Public Sector Reform Initiation Programme (PSRIP)** involved the commissioning of a number of technical studies in the areas of governance and institutional assessment and the provision of support for initiatives geared towards strengthening the public sector reform management capacity. In this regard, a consultancy was awarded to make recommendations towards the optimisation of the organisational structure and strengthening of the institutional capacity of the CSO.

The contract was awarded to the firm International Consulting Office Statistics Sweden and a Stakeholder Advisory Body was established to ensure adherence to the Terms of Reference by the Consultants.

### European Development Fund (EDF)

Following public consultations a draft Country Support Paper/ National Indicative Programme was developed and submitted to Brussels in September 2006.

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Programming of the 10<sup>th</sup> EDF is consistent with and supportive of Trinidad and Tobago's Vision 2020 National Strategic Plan in achieving Developed Country Status by the year 2020. This will require the upgrading of physical and social infrastructure and the rapid expansion of a modern non-energy sector to reduce Trinidad and Tobago's dependence on energy-related activity.

The 10<sup>th</sup> EDF Country Strategy Paper proposes a sector budget support package with socio-economic transition as "focal area" through measures that:-

- Support new knowledge-based sectors through enterprise-university cooperation (building on the 9<sup>th</sup> EDF tertiary education programme);
- Promote higher value-added, innovative and export oriented activities by the Small and Medium Enterprises (SME) sector (building on the achievements of the 8<sup>th</sup> EDF CBSL programme);
- Promote the concept of an "*innovation culture*" to develop and link risk capital, market oriented R&D, and entrepreneurial skills; and
- Assist the once substantial sugar and sugar refining sector, and the workforce displaced by its rationalisation and contraction, in adapting to new market realities.

The "non-focal" actions will support:-

- State and non-state actors working for good governance and administrative reforms linked to the achievement of broad social and economic '2020' objectives; and
- The development of credible disaster preparedness based on effective coordination and well trained and resourced 'at-risk' community based response teams.

### Caribbean Business Services Limited (CBSL)

The purpose of the Caribbean Business Services Limited

(CBSL) is to increase the competitiveness and export readiness of small and medium sized manufacturing and service companies in the non energy sector and thus diversify the economy away from the Oil and Gas Sector.

The Programme consists of an **Awareness Building Service (ABS)** and a **Competitive Building Service (CBS)**. Through the ABS training events, seminars and symposia on industry specific topics are conducted to inform enterprises of the issues they need to consider in addressing the competitiveness dynamic. Through the CBS, companies retain business service providers (consultants) to assist them to address the issues affecting their competitiveness.

During the review period, CBSL facilitated 611 ABS activities valued at \$2.24 million; these included training, seminars, company diagnostics and a trade show. The Tourism Sector, design companies in the garment industry, chemical producing companies benefited from the EDF funding. An extension of the Programme was successfully negotiated to March 2007.

### Chaguaramas Development Authority

The Chaguaramas Development Authority (CDA) has the responsibility to administer and oversee the development of the North West Peninsula in the interest of the people of Trinidad and Tobago. The Authority is mandated to propose a framework to guide the development of the Chaguaramas peninsular and to position it as a multifaceted recreational and commercial hub, which will stimulate employment opportunities.

Lease arrangements were finalised to facilitate:-

- Construction of the maritime campus of the UTT;
- Construction of a Water Theme Park at Chagville Beach (Private Enterprise); and
- Gourmet Restaurant on the sea (Private Enterprise).



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In keeping with the ambitions of Vision 2020, the National Heritage Park has established a number of hiking trails for public health and recreational use.

Requests for Proposals were issued for:-

- (i) An 80-room boutique style *eco hotel* and a planetarium at the Tracking Station site, Tucker Valley; and
- (ii) A 100-room Villa Hotel for families at the Macqueripe Bay Site.

Other major initiatives to develop the Chaguaramas are included:-

- (i) Gasparee Caves:-
  - Major upgrade/renovation to landing jetty, walkway and access stairs to caves;
  - Renovations to the Visitors Centre at the cave site; and
  - Construction of a reception area at the jetty.
- (ii) Bellerand Recreation/Games Park:-
  - Establishment of a Games Park at Bellerand Road;
  - Construction of public toilets; and
  - Public vending kiosks (construction of 5 kiosks at select public areas for rental to food and other vendors).
- (iii) Samaan Park
  - Upgrading work continued at Samaan Park with the construction of roadside benches.
- (iv) Upgrading of beaches
  - Re-sanding of beaches at Williams Bay and Chagville Beach was completed;
  - 30 park benches were installed; and
  - Enhanced aesthetics of the Tembladora bathing

area/Carenage bay through installation of a retaining wall, safety barriers, increased beach space, parking area, and accommodation.

(v) Security

- Lighting of the Macqueripe Car Park was completed;
- Security patrols throughout the peninsula was increased with the acquisition of two patrol vehicles; and
- A consultancy for the design of an electronic security surveillance system throughout the peninsula has been undertaken.

(vi) Convention Hall Facilities (Chaguaramas Convention Centre):-

- Upgrade of Convention Centre and hotel rooms for rental to the public.

(vii) National Heritage/Cultural Village:-

Completion of Phase I, i.e. concept designs. Phase II, architectural submissions, tendering process and award of contract for project implementation in the 4<sup>th</sup> quarter, 2006 has been completed. The Cultural Village is to consist of 8 heritage buildings representing our diversity and to be operated as a historical, recreational and entertainment facility.

The **National Heritage Park** expansion, included as part of the project will involve the following:-

- Employment and training of tour guides for park operations (five persons, and temporary project workers from the Rebirth House Drug Rehabilitation facility);
- Introduction of day camps for children during vacation periods;
- All-year tours for schools, institutions and general public;
- Designation of Chaguaramas as the Caribbean and South American Headquarter for Dragon-

Boat Racing, an international sporting event, associated with the T&T Chinese Bi-centennial celebrations; and

- Completion of designs for the construction of facilities at Chagville Beach including:-
  - (i) Multi-purpose games courts with seating;
  - (ii) Special purpose prayer room and changing facilities for religious groups;
  - (iii) Children's play areas with games equipment;
  - (iv) Banks of public toilets and change room facilities (12 units each); and
  - (v) Food Court.
  
- (viii) Feature Attractions, Historical Sites:-
  - 11 historical sites have been identified for development as heritage sites.
  
- (ix) Implementation of Phase 1 of the restoration of the historical St. Chad's Church involved site analysis and preparation of tender documents was completed.
  
- (x) Chaguaramas Golf Course - Architectural designs have been completed for the extension of the golf course from 9 holes to 18 holes. An Environmental Impact Assessment is expected to be completed in July, 2007 and the range has been lit to facilitate night golfing.
  
- (xi) Land Leasing and Development, Investment Opportunities:-
  - Facilitation and accommodation of a Submarine Fibre Optic Cable landing from Macqueripe beach into Chaguaramas, for the provision of international broad band services throughout Trinidad and Tobago. The laying of the cable has commenced.
  - Land lease for the construction of a gourmet seafood restaurant and entertainment facility.

## FOREIGN AFFAIRS

Through its Protocol, Consular and Conference Services, the Ministry of Foreign Affairs has:-

- Fostered a closer working relationship with the United States Embassy, the Canadian High Commission, Ministries, Government Agencies and the Private Sector, leading to quicker and more favourable outcomes with respect to obtaining documents and appointments;
- Secured early appointments for Trinidad and Tobago Nationals requiring United States visas, such as artistes and musicians, sports persons, youth groups, business people and those seeking to attend funerals, visit sick people, family members and attend interviews;
- Arranged a Surgical Eye Expedition Project in Tobago. This was organised by Trinidad and Tobago's Honorary Consul in Denmark in conjunction with the Charlottenlund Rotary Club. Cataract operations were performed on 120 persons;
- Coordinated the evacuation of 154 Trinidad and Tobago and other Caribbean students at the Mona Campus of the University of the West Indies before the arrival of Hurricane Ivan and subsequently returned them to Jamaica and to the Campus one week later; and
- Established the Trinidad and Tobago High Commission to South Africa.

### Legal Arrangements

The award of the Arbitral Tribunal issued April 11<sup>th</sup> 2006 in the Barbados-Trinidad and Tobago Maritime Arbitration ensured, *inter alia*, that Trinidad and Tobago has a settled Exclusive Economic Zone with Barbados and is now in a position to exercise maritime jurisdiction up to the 200 nautical mile limit of the exclusive economic zone.

### Pillar III: Effective Government

Trinidad and Tobago ratified a number of Agreements and Conventions between 2002 and 2007, highlights of these include:-

- Agreement Establishing the Caribbean Court of Justice, 2002;
- International Labour Organisation (ILO) Convention No. 182 concerning the Prohibition and Elimination of the Worst Forms of Child Labour, 2003;
- World Health Organisation Framework Convention on Tobacco Control, 2004;
- Inter-American Convention Against the Illicit Manufacturing of and Trafficking in Firearms, Ammunition, Explosives, and Other Related Materials, 2004;
- Protocol to the Agreement Establishing the Caribbean Court of Justice Relating to the Tenure of Judges, Rules of Court, Financial Arrangements and Withdrawal From Agreement as well as the Relationship between Provisions on the Original Jurisdiction of the Caribbean Court of Justice and the Constitutions of States Parties, 2005;
- Inter-American Convention Against Terrorism , 2005;
- Caribbean Treaty on Mutual Legal Assistance in Serious Criminal Matters, 2005;
- United Nations Convention Against Corruption, 2006; and
- Revised Treaty of Chaguaramas including the CARICOM Single Market and Economy.

Over the period, the Government of Trinidad and Tobago assented to a number of International Conventions including:-

- Convention on the Prevention and Punishment of the Crime of Genocide, 2002;
- Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region, 2003;
- Inter-American Convention on Mutual Assistance in Criminal Matters, 2004

- Agreement for the Implementation of the Provision of the United Nations Convention on the Law of the Sea, Relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks, August, 2006;
- International Convention against Doping in Sport, 2007; and
- Convention on the Prohibition of the Development, Production and Stockpiling of Bacteriological (Biological) and Toxin Weapons and or their Destruction, 2007

International Agreements signed by the Government of Trinidad and Tobago included:-

- Extradition Treaty between the Government of the Republic of Trinidad and Tobago and the Kingdom of the Netherlands, 2003;
- Agreement on the Establishment and Operation of a Grenada Consular and Trade Office in Trinidad and Tobago, 2003;
- Agreement Establishing the CARICOM Implementation Agency for Crime and Security, 2006;
- Memorandum of Understanding regarding sharing of Intelligence among Member States of the Caribbean Community, 2006;
- Agreement for Promotion and Protection of Investment between the Government of the Republic of Trinidad and Tobago and the Federal Republic of Germany, 2006;
- Memorandum of Understanding on the facilitation of Group Travel between Trinidad and Tobago and the People's Republic of China in 2007;
- Agreement for the Promotion and Protection of Investments between the Government of Trinidad and Tobago and the Government of India, 2007; and
- Framework Treaty Relating to the Unitization of Hydrocarbon Reservoirs that Extend Across the Delimitation Line Between the Republic of Trinidad

and Tobago and the Bolivarian Republic of Venezuela  
– March 2007.

Legislation enacted over the period include:-

- Immigration (CARICOM Skilled Nationals) Amendment Act;
- Amendment to Extradition Act 2004;
- Amendment to the Mutual Legal Assistance Criminal Matters Act;
- The International Criminal Court Act, 2006;
- The Caribbean Court of Justice Trust Fund Act, 2006; and
- The Caribbean Examinations Council (Privileges and Immunities) Act, 2006.

### Relations with CARICOM

The Ministry of Foreign Affairs manages and coordinates Trinidad and Tobago's relationship with CARICOM and bilateral relations with CARICOM member-states, Cuba and the Dominican Republic.

The Ministry continues to play a central role in support of the commitment of Trinidad and Tobago to regional integration, to which it has afforded the highest priority.

Tangible achievements of initiatives in this regard include:-

- Enactment of legislation to facilitate the administrative procedures instituted for the free movement of graduates, media workers, sports persons, musicians and artistes in June 2003;
- Facilitation of travel by CARICOM Nationals throughout the Region;
- Continued funding of the operations of the Secretariat of the Regional Task Force on Crime and Security by the Government of Trinidad and Tobago, over the period September 2003 to August 2004 at a cost of \$3.2 million;
- Ratification of the Revised Treaty of Chaguaramas;

- CARICOM endorsement for Trinidad and Tobago's nomination for election to the UN's Food and Agriculture Organisation (FAO) Council 2003;
- Signing of the CARICOM/World Bank/International Development Association (IDA) Grant Agreement valued at US\$9 million for the CARICOM-led Pan-Caribbean Partnership against HIV/AIDS;
- Endorsement of the Declaration on Nursing in support of policies to stem the migration of nurses out of the region; and
- Coordination of all matters related to the Skills Committee which is headed by the Director of the Legal and Marine Division of the Ministry of Foreign Affairs.

Trinidad and Tobago became a signatory to the following legal instruments:-

- Protocol to the Agreement Establishing the Caribbean Court of Justice Relating to Security of Tenure of Members of the Regional Judicial and Legal Services Commission;
- Agreement Establishing the CARICOM Implementation Agency for Crime and Security, Memorandum of Understanding for the Sharing of Intelligence Among Member States of the Caribbean Community;
- Treaty on Security Assistance Among CARICOM Member States; and
- Protocol on the Privileges and Immunities of the Competition Commission.

With respect to ICC Cricket World Cup (CWC) 2007, the Ministry of Foreign Affairs undertook the requisite diplomatic steps to ensure that Trinidad and Tobago fulfilled its obligations in relation to the Single Domestic Space for the period February 1<sup>st</sup> to May 15<sup>th</sup>, 2007.

In July 2006, CARICOM Heads of Government endorsed a proposal by Trinidad and Tobago for shared/coordinated diplomatic representation. In this regard, Trinidad and Tobago is collaborating with the CARICOM Secretariat to refine



## Pillar III: Effective Government

proposals for shared/coordinated diplomatic representation in Eastern Europe.

### CARICOM Single Market and Economy (CSME)

By the end of 2005 Trinidad and Tobago had put in place most of the requirements for the implementation of the single market component of the CSME and was one of the 6 signatory countries at the official launch of the CARICOM Single Market on January 1<sup>st</sup> 2006.

A CSME Unit was established within the Ministry of Foreign Affairs in January 2004 and to date has pursued its mandate for the successful implementation of the CARICOM Single Market in the first instance and the Single Economy thereafter.

In collaboration with the Technical Advisory Services Unit (TASU) of the CARICOM Secretariat, the CSME Unit of Trinidad and Tobago developed the Attachment Programme which facilitates and promotes interaction and cooperation among the CSME Focal Points in each Member State and the CSME Unit here in Trinidad and Tobago, the only fully established Unit in the region.

As part of the ongoing work, the Unit was instrumental in the early developmental brain-storming on the operationalisation and management of the Regional Development Fund. In collaboration with the Ministry of Finance, the Head of the Unit participated in sessions aimed at finalising the Fund in terms of its purpose; eligibility for access to Fund resources; the size of the Fund; and financing arrangements.

The CSME Unit has also participated in key developmental work in the various aspects of the creation of the Single Economy, including provision of input for the conveyance of high-level consultations in the areas of production integration, institutional strengthening and capacity building, macroeconomic and sectoral policy harmonisation and monetary co-operation.

## Multilateral Relations

The Ministry of Foreign Affairs collaborated with UNESCO, UNIC, UNDP and other relevant Ministries, the Tobago House of Assembly and other key stakeholders to formulate a National Programme of activities for 2007 to commemorate **the 200<sup>th</sup> Anniversary of the Abolition of the Trans-Atlantic Slave Trade**, in keeping with United Nations General Assembly Resolution A/Res/61/19 of 28 November 2006.

The Ministry of Foreign Affairs organised and hosted a business seminar in May 2007 on the Procurement of Goods and Services for the United Nations System. The Seminar, which was addressed by a representative of the United Nations Procurement Service, provided information to Trinidad and Tobago entrepreneurs on prospects for procuring goods and services from the United Nation system and afforded the opportunity to the UNPS to strengthen its collaboration with the business community of this country.

The Ministry coordinated the negotiations which resulted in the signing by Trinidad and Tobago of a Tripartite Agreement with the FAO and the People's Republic of China in October 2004, for the provision of assistance to this country for a period of 2 years. The purpose was to identify, design and implement activities related to irrigation development and intensification and diversification of livelihoods.

In 2004, provided assistance to ensure that **Trinidad and Tobago was selected as the site of the Caribbean centre for training and technology transfer and the management of hazardous and other wastes**, in keeping with the Basel Convention on the Control of Transboundary Movement of Hazardous Waste and their Disposal.

In keeping with its ongoing efforts to enhance Trinidad and Tobago's profile, through the placement of nationals in positions of strategic importance in international organizations and on key committees within international bodies, the Ministry **successfully facilitated and coordinated election campaigns, including the following:**

## Pillar III: Effective Government

- 2002/2003 - Election of Mr. Lennox Fitzroy Ballah as a Judge of the International Tribunal for the Law of the Sea in 2002. In 2003, Justice Anthony Amos Lucky was elected to complete the remainder of Mr. Ballah's term, to 2011.
- 2003 - Appointment of Ambassador Christopher Thomas as a member of the Joint Inspection Unit for the period 2004-2008.
- 2003 - Election of Mr. Karl Hudson Phillips Q.C. for a 9-year term as a judge on the First Bench of the International Criminal Court.
- 2003 - Election of Trinidad and Tobago to the Council of the Food and Agriculture Organisation (FAO) for the term 2005-2007.
- 2005 - Election of Trinidad and Tobago to the Governing Council of the International Labour Organisation (ILO) for the term 2005 – 2008.
- 2005 - Election of Justice Melville Baird for the post of Ad Litem Judge of the International Criminal Tribunal for the Former Yugoslavia (ICTY).
- 2006 – Election of Former President Robinson to the Victims Trust Fund of the International Criminal Court.
- 2007 - Election of Trinidad and Tobago to the United Nations Commission on Narcotic Drugs (CND) for a term of 4 years.
- 2007 – Election of Mr. Francis Charles to the Commission

The Ministry of Foreign Affairs coordinated, in conjunction with the Permanent Mission, in Geneva, Trinidad and Tobago's contribution of US\$2 million in February 2005 to the fund set up by the United Nations Office for Humanitarian Assistance (OCHA) in Geneva to aid victims of the Tsunami Disaster in South East Asia.

### Relations with the Rest of the World

In July 2002, Trinidad and Tobago and China signed a Reciprocal Promotion and Protection of Investments Agreement (IPPA) and on September 18<sup>th</sup> 2003, also signed

an Agreement for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with respect to taxes on income.

In addition, during the visit to Trinidad and Tobago of the Vice-President of China, the following agreements were signed:-

- Framework Agreement on the Provision of a Concessional Loan of TT\$152, 238,240;
- Agreement on Economic cooperation which extends a grant to the Government of Trinidad and Tobago in the sum of TT\$ 7,611,912; and
- Cultural Agreement.

A framework agreement for an additional Concessional Loan of TT\$478 million for the construction of two National Academies for the Performing Arts was signed by the Honourable Minister of Foreign Affairs during the visit of officials of the Export and Import Bank of China in May 2006.

Through the CARICOM/Japan forum, there have been consultations during which priority areas for co-operation have been identified, along with a joint plan of action and five-year goals for co-operation between CARICOM and Japan set.

## Pillar III: Effective Government

His Excellency Mr. Celso Amorim, Foreign Minister of Brazil, held discussions focussed on the creation of greater opportunities for increasing dialogue and exchanging information and experiences in race relations and culture; research into and consideration of Brazil's airplane manufacturing industry; and reviewing cooperation with a view to concluding a Scientific and Technical Co-operation Agreement which could benefit Trinidad and Tobago in areas such as education, training programmes, health, ICT, tourism, agriculture and social services, 2005.

The Minister of Foreign Affairs received the Minister of Foreign Affairs of Colombia on April 4<sup>th</sup> 2006. The Ministers discussed several possible areas for cooperation such as the energy sector, trade and technical cooperation in the health sector, including patient exchange programmes.

His Excellency Esteban Láinez Rivas, Minister of Foreign Affairs of El Salvador, headed a Salvadorian delegation which visited Port of Spain to inaugurate the opening of an Embassy of El Salvador in Trinidad and Tobago and sign bilateral agreements between Trinidad and Tobago and El Salvador, 2007.

Trinidad and Tobago authorities engaged in negotiations with their Mexican counterparts in July 2006 to debate a Bilateral Investment Protection and Promotion Agreement (IPPA). The Agreement was signed on October 4<sup>th</sup> 2006.

A visa abolition agreement with Venezuela was successfully completed in 2002 and entered into force in February 2003.

The First Bilateral Meeting on Security between the Governments of the Bolivarian Republic of Venezuela and Trinidad and Tobago was held in Caracas, Venezuela, 26 to 28 July, 2005.

## TOBAGO

Government has been working in partnership with the Tobago House of Assembly (THA) to ensure that the people of Tobago participate fully in the economic growth and development of our twin-island State. This commitment has been demonstrated fully by the increased funding allocated to the THA and the resultant expansion in economic developmental activity in the *Sister Isle* over the period of this review.

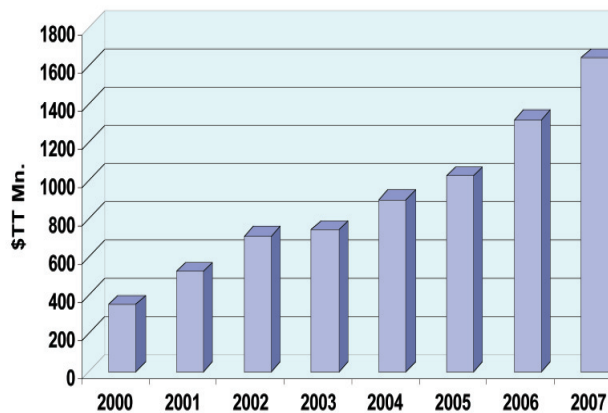
- In fiscal 2004, the allocation to the THA for capital and recurrent expenditure was increased by 21 percent to \$900 million;
- In fiscal 2005, the allocation to the THA for capital and recurrent expenditure was increased by 14 percent to \$1.023 billion;
- In fiscal 2006, the allocation to the THA for capital and recurrent expenditure was increased by 29 percent to \$1.316 billion; and
- In fiscal 2007, the allocation to the THA for capital and recurrent expenditure was increased by 25 percent to \$1.640 billion.

**Table 11: Central Government Allocation to the THA 2000-2007**

Year	TT\$ Millions
2000	351.9
2001	525.0
2002	708.0
2003	742.9
2004	900.0
2005	1,023.8
2006	1,316.2
2007	1,640.1

Source: Ministry of Finance

Figure 7: Budgetary Allocations to the THA 2000-2007



Source: Ministry of Finance

In addition to the above budgetary allocations, the following were made available to the THA by way of borrowing facilities:-

- Up to a maximum of \$400 million in fiscal 2004; and
- Up to a maximum of \$400 million in fiscal 2005 and 2006.

Some of the notable achievements in Tobago over the period 2002-2007 include:-

- Successful branding of Tobago in the regional and international markets;
- Tobago's rainforest continues to be the world's top eco-tourism destination for the 4<sup>th</sup> consecutive year;
- Tobago won the World's leading Eco-tourism Destination Award in 2003, 2004 and 2005.
- Achievement of virtual full employment;
- Commencement of Delta Airlines service in December 2007;
- Increased capacity by Virgin Airlines for the 2006/2007 winter season from 223 passengers per week to 448 passengers per week;
- Purchase of the *T&T Express* and *T&T Spirit* fast-ferrys for increased comfort and decreased travel time on the sea-bridge between Trinidad and Tobago;

- Completion of the extension and upgrade of the Cruise Ship Pier;
- Continuation of the major programme of road improvement, including drainage throughout the island thereby benefiting the Tourism and Agricultural Sectors in Tobago;
- Completion of a 13.5 km Link Road from L'Anse Forum to Charlottesville;
- Construction of 99 new housing units at Roxborough, Blenheim and Castara during fiscal 2006/2007;
- Commencement of major infrastructural works at Cove Industrial Estate and Business Park.;
- Construction of 3 new secondary schools at Mason Hall, Speyside and Goodwood;
- Completion of construction of Bloody Bay Health Centre, a Computer Centre at Signal Hill, Scarborough Esplanade Booths, Baptist Church at Mt. St. George, and Patience Hill Pan Tent;
- Continuation of work on the Scarborough Library and the new Shaw Park Cultural Complex;
- Repair of 12 Community Centers;
- Purchase of Pigeon Point by the THA to keep one of the nation's treasures in the hands of the people of Tobago;
- Purchase of the Courland Estate;
- Expansion of the capabilities and preparedness of NEMA and an emergency response team;
- Progress in the fight against HIV/AIDS;
- Establishment of a **Memory Clinic**, a Biomedical Department and a fully-computerized Emergency Medical Dispatch Centre;
- Revitalization of Kendal Farm School into a training institute for the provision of training to farmers in entrepreneurial development;
- Enhancement of the investment incentive for farmers and fishermen to lighten the cost of food processing items;
- Formation of the **Agro-processing Association of Tobago (APAT)** to increase the regional competitiveness of Tobagonian condiments;



### Pillar III: Effective Government

- Establishment of 5 new primary schools in organic farming (linked to YAPA) with assistance from the Food and Agriculture Organisation (FAO);
- Restoration work at Fort Bennet and Fort Milford and completion of phase 1 upgrade works at the Fort King George Heritage Park; and
- Establishment of a Planting Material Repository at Lure to provide additional root crop planting material to farmers.

# PILLAR IV: ENABLING COMPETITIVE BUSINESS

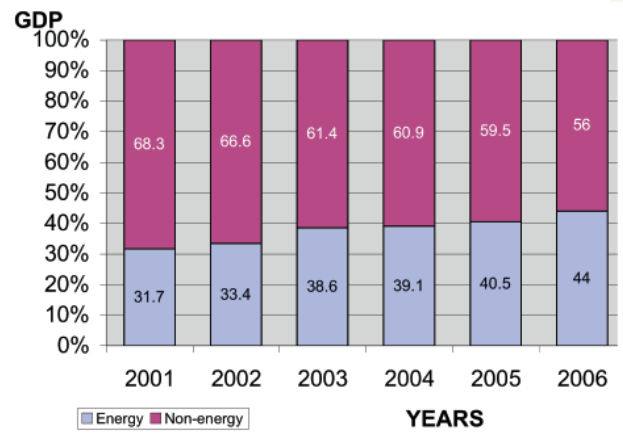
## ENERGY

The Energy Sector continues to be the main contributor to the growth and development of the National Economy. The Energy Sector contributed 44 percent of real economic output in 2006 and based on present estimates it is expected to contribute approximately 45 percent in 2007. Apart from overall growth, the Sector has undergone a fundamental shift towards a predominance of natural gas instead of oil as the leading sub-sector. Trinidad and Tobago's impressive economic performance has been driven by the booming natural gas and petrochemical industries.

Over the 2002 to 2007 period the major Energy Sector investment projects completed included:-

- Caribbean Nitrogen Company I in 2002;
- Atlantic LNG Train II in 2002;
- Atlantic LNG Train III in 2003;
- ATLAS Methanol Plant in 2004;
- Nitrogen 2000 Plant in 2004;
- Phoenix Park Gas Processors Limited Expansion Project in 2004;
- Atlantic LNG Train IV in 2005;
- Methanol Holdings (MHTL) - M5000 Plant in 2005; and
- Nucor Hot Briquetted Iron (HBI) Plant in 2006.

Figure 8: Energy Sector contribution to GDP



Data for 2007 estimated

Source: Central Statistical Office (CSO), Ministry of Planning and Development, Trinidad and Tobago

In addition, Government has given consideration to the establishment of a number of additional gas based industries, which are, at present:-

- Ammonia/Urea/Melamine Project (AUM) – under construction;
- Ansa McAl UAN Plant – under construction;
- Essar Steel Iron and Steel Integrated Complex;
- Westlake Ethylene Complex;
- The Maelic Anhydride Processing Facility; and
- Acetic Acid /Urea Formaldehyde project.

Production for the period October 2006 to April 2007 is approximately 130,887 bopd for oil and 3,929 mmscf/d for gas.

### Energy Policy

Government's Energy Policy aims to maximise returns while ensuring long term sustainability of the Sector. The approach includes diversification of the Natural Gas Industry to ensure

## Pillar IV: Facilitating Competitive Business

a broad range of commercial endeavors are represented and in so doing protect the Sector from an over reliance on any one Industry.

Government's policy in the Energy Sector also includes the promotion of downstream industries that maximise the multiplier effects and value added through the creation of linkages between the Energy Sector and the rest of the economy. In this regard, the Government has taken a policy decision that proposals for projects must include a value added product. The result has been the proposal of several projects that offer to:-

- Add value to first stage chemicals such as ammonia by going further downstream into products such as melamine and urea ammonium nitrate;
- Take the country's steel output from the current production of round steel to the production of flat steel that has many more applications (Essar);
- Produce aluminium for supplying local plants that will convert this raw product into higher value-added aluminium products (Alutrint); and
- Produce polyethylene as a basis for a plastics-based industry.

Government is continuing to facilitate and encourage an aggressive exploratory programme in deep water, as well as on land and near shore areas to ensure that new supplies are realised in a timely fashion to support new projects, which are proposed to the Government.

With respect to the Minerals Sector, Government recognises that access to aggregate has become an issue, particularly in light of the expansion of construction and related activity in the country. As a response, a policy was developed for making additional acreages available for quarrying activity.

Government has approved new fiscal frameworks for deep-water and natural gas operations. The relevant legislation is expected to be finalised in the near future. The legislative amendments in the natural gas sub-sector will ensure that

Government gets a fair share of the proceeds from the sale of natural gas.

## Upstream Energy Sector

The Upstream Energy Sector continues to be driven by policies that seek to achieve the optimisation of exploration and production of hydrocarbon resources, so as to ensure the maximisation of wealth creation and distribution for all stakeholders.

This Sector has begun to generate competitive and sustainable local Private Sector participation as evidenced by the growing number of services that are beginning to evolve. The 2003/2004 Bid Round brought about the closure of 6 Production Sharing Contracts in July 2005. The 2006 Bid Round is expected to create 8 additional Production Sharing Contracts. These contracts are for exploration tracts in the onshore, near-shore and east coast deep-water areas. These initiatives will achieve the strategy of ensuring the right mix of exploration and production players and approaches to properly evaluate, discover, and extract maximum value from the Sector by the State.

## Exploration

The committed work obligations arising from the 2003/2004 Bid Round has already yielded the acquisition and interpretation of 4,639 sq km of offshore 3D-Seismic data and the identification of numerous exploration leads and prospects.

Discussions are ongoing with the preferred bidders for the 2006 Bid Rounds. This has the potential to create substantial work activity in the onshore, near shore, and deep-water areas.

Petro-Canada will be commencing their near shore and deep water drilling campaign by the 4<sup>th</sup> quarter of 2007. The campaign will commence with 4 exploration wells scheduled for drilling, while 4 deep-water wells are also scheduled for

Table 12: Oil and Gas Production for the Fiscal Years 2003 – 2006

Fiscal Year	Oil Production			Gas Production		
	(BOPD)		Total	(MMSCF/D)		Total
	PSC	E&P		PSC	E&P	
2002/2003	1,400	135,787	137,187	665	1,948	2,613
2003/2004	1,611	126,816	128,427	751	2,186	2,937
2004/2005	32,348	104,652	137,000	785	2,351	3,136
2005/2006	48,141	102,859	151,000	958	2,754	3,712

Source: Ministry of Energy and Energy Industries  
PSC: Production Sharing Contracts  
E&P: Exploration & Production Contracts

drilling in Block 22 located north of Tobago. Commencement of this programme is projected for the 4<sup>th</sup> quarter of 2007 in water depths greater than 300 meters, targeting natural gas reservoirs similar to those being produced by the NCMA-1 Consortium. EOG Resources (EOG) /Primera drilled 3 exploration wells, all of which penetrated natural gas reservoirs. An appraisal study was completed with the results indicating that the gas is commercial. First gas from the field is projected for July 2009. EOGR intends to further explore the Ub block and has scheduled for July 2007, an exploration well targeting natural gas reservoirs. This prospect extends into the bpTT East Manzanilla acreage; therefore, if the well is successful, an unitisation of resources would be required for its development. Kerr McGee/Primera is expected to start the first of 2 wells by the end of July 2007.

Canadian Superior identified 3 prospects for testing and will be drilling 3 consecutive exploration wells in Block 5c and it is expected to spud the first well, Victory-1 before the end of July 2007. BHPB drilled the RUBY-1 exploration well in January 2007 in Block 3a to follow up the oil and gas discovery made in the Ruby well. However, no hydrocarbons were discovered, but, parties to this PSC elected to enter the second exploration phase and will be testing the Bruce prospect within this block by October 2007.

Petrotrin, together with Exxon Mobil, drilled an exploration well but without any discovery of hydrocarbons. However, Petrotrin plans to drill another exploration well in their South West Soldado acreage towards the end of 2007.

Talisman is now drilling a fourth exploration well and expects to reach a targetted depth of 14,500 ft by mid-July 2007. BGTT drilled two exploration wells in the onshore Central Block. One well was dry while the other tested natural gas and condensate. Facilities in the Central Block field are being upgraded to bring on line 60 mmscf/d by the end of 2007.

### New Field Development

BGTT commenced the Phase 3c development works for the NCMA -1 Poinsettia field. Production from the Phase 3b commenced in the latter part of 2006 with the completion of the Hibiscus and Chaconia field development.

BpTT installed the Cashima and Mango production platforms earlier this year and development drilling has begun. The purpose of this production is to maintain gas supplies to the domestic and ALNG markets. First gas from these facilities is expected in the 4<sup>th</sup> quarter of 2007.

EOG Resources, together with its SECC partners have completed installation of the Oilbird platform. They are in the final stages of completing the wells and expect to bring gas production on line by the end of August 2007.

### The Southern Basin Onshore Trinidad Project

This project was conceived on the premise that activity levels onshore was at an all time low and there was a need to stimulate activity in this area. It was also envisaged that the Ministry of



## Pillar IV: Facilitating Competitive Business

Energy and Energy Industries would be able to leverage on the increased activity onshore to develop local capability in the Petroleum Industry. In order to commence the project, it was necessary to rationalise the onshore acreage currently under license

### The Quarry Industry

Over the period 2001 to 2004, the Ministry of Energy and Energy Industries undertook several resource evaluation exercises pertaining to the Quarry Industry as follows:-

- The *Tamana Phase I* - Sand and Gravel Survey within the Forestry Division pine plantation on Tamana Road, Valencia which involved surveying of 300 acres of state lands and identification of approximately 2 million tonnes of sand and gravel reserves;
- The *Tamana Phase II* - Sand and Gravel Survey on Tamana Road, Valencia, which required the survey of 250 acres of land and resulted in approximately 1.4 million tonnes of surfacial gravels being identified;
- The *Tamana Phase III* - Sand and Gravel Survey, whereby an estimated 1.7 million tonnes of surfacial sands and gravels were identified within a 275-acre grid on Tamana Road, Valencia; and
- The *Tamana Phase IV* - Sand and Gravel Survey on Tapaná Road, Valencia where 282 acres of land were covered and 1.8 million tonnes of surfacial gravels identified.

In December 2006, Government adopted the White Paper which outlines the rationale for the enactment of a Quarries Act and Regulations, Tar Sand Regulations and the Geological Survey Act and a Quarries Act respectively, together with the establishment of a Quarries Authority to effectively regulate quarrying activities in Trinidad and Tobago.

The Ministry of Energy and Energy Industries estimates that, as a result of increased activity in the Construction Sector, the demand for construction aggregate will increase by one-third, from 15 million cubic yards in 2006 to 20 million cubic yards

in 2007. In response, National Quarries Company Limited, in June 2007 commissioned a new processing plant for their sand and gravel operations at Turure Road, Valencia. They also invited bids for the operation of the 127 acre limestone quarry at Verdant Vale Arima in April 2007. The estimated output from the limestone quarry will be approximately 1 million cubic yards per annum. The Ministry of Energy and Energy Industries will also invite bids in the near future for the award of approximately 300 acres of gravel lands comprising 3 blocks at Plantation Road and Tapaná Road in Valencia.

The Ministry of Energy and Energy Industries, in seeking to accelerate evaluation of the State's quarry resources, has commenced a limestone mapping exercise in the Northern Range and surveys of 1400 acres in Tapaná, Matura, and Wallerfield. Arising from this exercise, the Ministry anticipates that 300 to 400 acres of quarry lands can be made available to the industry on a quarterly basis, over the next year.

The draft Quarries Act and the Geological Survey Act have both been submitted to the Office of the Chief Parliamentary Counsel for vetting and final approval. It is proposed to establish the Quarries Authority and the Geological Survey as autonomous bodies to regulate the Quarry Industry and to quantify the mineral resources stock of the country respectively.

A proposal to evaluate the tar sand deposits for the production of synthetic crude oil from bitumen within the licensed areas retained by Petrotrin was submitted to the Ministry of Energy and Energy Industries. It is estimated that approximately 600 million barrels of synthetic crude oil could be processed from the tar sand deposits over a 20-year period upon the implementation of the project. To this end, a MOU was signed between Western Oil Sands and Petrotrin to facilitate joint work and studies are currently being undertaken.

### Power Generation Expansion

The Trinidad & Tobago Electricity Commission (T&TEC) in recognising the growth of the electricity needs in Trinidad and

## Pillar IV: Facilitating Competitive Business

Tobago, has developed generation and transmission projects that are required to meet national electricity needs to the year 2016 and beyond. The 208 megawatts (MW) of new plant contracted from the Power Generation Company of Trinidad and Tobago (PowerGen) under the 2005 Power Purchase Agreement was commissioned at the Point Lisas Power Station in May 2007.

A strategy has also been developed for capacity additions to continue to meet the country's power requirements to 2016 and beyond. A Technical Team was established to develop the strategy and plan for the phased change to combined cycle plants. The strategy is centered on conversion from Gas Turbine and Steam Plants to Combined Cycle Generating Units, which would result in a decrease in natural gas consumption from 260 mmscf/d to 160 mmscf/d.

### Fiscal Regime for Petroleum in Trinidad and Tobago

In the context of business operations over the years, the Government granted exemptions from corporation tax to investors in order to enhance the economic feasibility of a business proposal in exchange for country benefits. However, in light of the current state of the local Energy Sector, Government has taken a policy decision to cease this exemption because it was felt that at this stage of our development it was not essential. The existing exemptions are:-

- Import duty concessions (initial capex only);
- VAT and stamp duty exemption;
- Property taxes;
- Withholding taxes;
- Benefits under "Income Tax Industry Act";
- Business Levy; and
- Green Fund Tax.

The Government has recognised that our energy resources are non renewable and that steps must be taken to ensure that appropriate levels of economic rent are achieved. In this regard, a new fiscal framework was of pressing importance as the exploration and production part of the Energy Sector has shifted towards greater production of gas than oil. The

Government has completed its review exercise with respect to taxation issues on crude oil production.

The Bill to amend the relevant legislation (Finance Bill 2005) was enacted in July 2005. This Bill included measures to correct anomalies in the legislation that governs the taxation of crude income. Accordingly, investment incentives and discounts will no longer be used in the computation of the Supplemental Petroleum Tax (SPT).

The First Year Allowance will no longer be allowed as a deduction for the computation of Petroleum Profits Tax, which will be computed on a current-year basis and will continue to be payable in quarterly instalments.

### Local Content in the Energy Sector

National Policy Guidelines for the Utilisation of Local Goods and Services for Government and Government Related Projects were initially applied in the development of the Atlantic LNG Train 1 Project, and subsequently, during the Atlantic LNG Trains 2 and 3 Expansion Project. In order to evaluate the extent to which the guidelines were followed, the Technical Advisory Group (TAG) of the Standing Committee on Energy was mandated to monitor the achievement of the local content targets throughout the period 1999-2003.

National capacity building is a major prong of Government policy in the context of its sustainable development drive. Steps to increase local content and local participation are seen as essential to the achievement of this objective. In recognition of the important significance of local content and local participation, a Cabinet appointed Permanent Committee on Local Content was established in April 2004.

The Permanent Local Content Committee had as its first mandate the finalisation of a policy document on local content and local participation with specific recommendations on the desired levels of local content to be contained in Energy Sector projects. The document was prepared, received approval from Cabinet and launched in February 2006.

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The policy aims to encourage the building of local capability and capacity across the entire value chain of the Energy Sector and has identified certain areas for immediate focus. These areas include the following:-

- Fabrication;
- IT support, including seismic data management and processing support;
- Operations and maintenance support;
- Maritime services;
- Business support services, including accounting, HR services and consulting;
- Financing; and
- Trading.

Following Cabinet's approval of the Local Content Policy Guidelines, the recently negotiated Production Sharing Contracts were revised to include greater provisions for local content. The new provisions relate to:-

- The unbundling of contracts to match the capability of local suppliers in terms of timing, finance and manpower;
- Ensuring that seismic processing work is undertaken in-country;
- The transfer of technology and business expertise in the Energy Sector to Nationals;
- The selection and training of Nationals consistent with operators performance standards; and
- The advertisement of invitations to bid for contracts in the local media.

In addition, clear local content guidelines were established for exploration activity, which was scheduled for the Southern Basin Region of Trinidad.

The Permanent Local Content Committee continues to hold meetings with various energy sector stakeholders with a view to sensitizing them to our national local content policy, generally treating with issues in the local-foreign company relationship and forging ties with various agencies in promoting local content and local participation in all aspects of energy sector operations.

### Fabrication

In 2004, the country's first specialised Fabrication Yard was established at La Brea, to provide the customised space and specialised facilities necessary for the manufacture of jackets and topsides for large offshore platforms and structures up to a maximum of 3,000 tonnes.

The La Brea Industrial Development Company (Labidco) is an efficient multipurpose industrial estate and fabrication yard that provides local companies with the customised space and special characteristics needed to manufacture offshore surface and subsurface facilities. It is important to note that previously, no local company had the infrastructure capabilities to manufacture such large specialised structures. This country now has the capability for the construction of these facilities, which were once imported from the United States.

Ever since the construction of BHP Billiton's Kairi-1 deck, which was completed in April 2004, there has been a sustained drive in platform construction at the Fabrication Yard. BpTT's Cannonball facility was completed in March 2005 while 2006 can be termed a watershed year in local platform construction. May 2006 saw the completion of construction of EOG's Oilbird platform, a larger and more complex platform than its predecessors. The two other platforms, which were completed at the Yard in 2006, were BpTT's Mango and Cashima platforms. These two platforms were fabricated simultaneously at Labidco for bringing gas and condensate production from the company's Mango and Cashima fields by mid 2007 and end 2007 respectively. The local content contribution of these platforms approximated 25 percent of the engineering, procurement and construction contracts amounting to about US\$46 million. Trinidad and Tobago nationals contributed 65 percent of the BpTT project management hours and 85 percent of the fabrication hours.

Future activities planned for the Fabrication Yard include the construction of a 3,500 tonne Poinsettia platform for British Gas and another for the Toucan gas field for Enron Oil and Gas Resources.

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### Other Local Content Milestones

Other Local Content Milestones during the period under review include:-

- Local content targets set in relation to Atlantic LNG Trains 1 to 3 were exceeded, with an estimated capital cost of US\$1,965 million the local content target of US\$250 million was surpassed to the tune of US\$385 million on completion of the 3 facilities; and
- 100 percent of the design activities during the construction of NGC's 56-inch Cross Island Pipeline were undertaken by locals.

### Developments in Renewable Energy

Among the Government's sustainable development strategies in the face of increasing consumption of oil and gas is to increase the domestic usage of alternative energy including renewables. It is believed that the various potential renewable energy sources, when combined, could add to our energy mix, and with continued development, could ultimately replace a proportion of the country's energy needs from fossil fuels.

The Ministry of Energy and Energy Industries is also a member of the Caribbean Renewable Energy Development Project (CREDP) launched in May 2004 among 16 Caribbean countries. The main objective of CREDP is to remove the barriers to the use of renewable energy in the Caribbean and thereby foster its development and commercialization.

Currently, Government is involved in 2 initiatives, which could have long-term impact on the energy utilisation in Trinidad and Tobago. These are: a pilot Solar Water Heating Project; and the evaluation of prospects for the development of a local Photovoltaics<sup>3</sup> Industry.

The Solar Water Heating Project, which was officially launched in December 2006, seeks to quantify the results of adopting solar water heating as a practical alternative to electric water heaters.

In the case of photovoltaic, a Photovoltaics Committee chaired by the University of Trinidad and Tobago has been examining the prospects for the development of this Industry.

It is recognised that there needs to be a framework to guide renewable energy development over the long term. In this regard, the Ministry of Energy and Energy Industries has prepared draft policy guidelines for Renewable Energy in Trinidad and Tobago. This document is intended for consultation purposes and addresses the pertinent issues for adoption of renewable energy on the local scene as they relate to:-

- Finance and Commerce;
- Public Education and Awareness;
- Research and Development;
- Legislation and Regulation; and
- Regional Matters.

### Petrotrin's Refinery Gasoline Optimisation Project

Petrotrin is facing many challenges in the area of refining of crude petroleum at Pointe a Pierre. This can be attributed to a combination of many factors; the more crucial being ageing equipment, resulting in integrity issues, the impact on regional markets due to PetroCaribe, process bottlenecks leading to the sale of unfinished products and tighter gasoline specifications globally. To remain viable, the Company has analysed various options - the most attractive of these was an upgrade of the existing refinery.

Petrotrin's Gasoline Optimisation Programme (GOP) is the first phase of the refinery upgrade, aimed at producing higher quality and quantities of petroleum products. As of the end of April 2007, the project was 27.2 percent complete.

As part of the Clean Fuels Initiative, Petrotrin has contracted a consultant to commence a FEED study including basic engineering on its Ultra Low Sulphur Diesel plant. This

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<sup>3</sup> Re: electric current or voltage caused by electromagnetic radiation



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facility will enable Petrotrin to meet new low sulphur diesel specs and be competitive in international markets to minimise PetroCaribe's impact. This plant is to be started up by December 2009.

The GOP has enshrined a local content clause, which ensures a minimum of 30 percent local content in the employment phase of the different projects. At present the number of locals employed on the project stands at over 400. Peak employment for the GOP is estimated to be just above 2000 locals during the 1<sup>st</sup> quarter of 2008.

### Gas-to-Liquids (GTL) Project

World GTL Trinidad Limited (WGTL-TL) is a joint venture between World GTL Inc. (New York) and the Petroleum Company of Trinidad and Tobago Ltd. (Petrotrin). WGTL-TL will own and operate the 2,250 bpd Gas to Liquids (GTL) plant that will require a natural gas feed of 22 mmscf/d and will be located at the Petrotrin Pointe-a-Pierre refinery.

As at April 2007, construction progress was at 25.5 percent while overall project progress stood at 72.2 percent. Plant start-up is geared for 4<sup>th</sup> quarter 2007. A local service provider will provide services in support of start-up, operation, and maintenance of the plant for 2 years.

### Natural Gas

A **Natural Gas Master Plan** was completed and submitted to Government in January 2002. This Master Plan was formulated to guide the development of the Natural Gas Sector, which has become the single most important component of the Trinidad and Tobago economy, and is expected to gain further significance as gas production expands from current levels over the next 10 years. As such, it became crucial that Government significantly enhance its understanding and management of the Sector. Also important, is that the Sector be managed and controlled in a more transparent manner for a variety of reasons, including to ensure that local entrepreneurs and other stakeholders are sensitized to the opportunities available in every area of the business.

### Atlantic LNG

Atlantic LNG Company of Trinidad and Tobago was formed in July 1995 to develop a LNG Plant in the Caribbean. It began commercial operations in March 1999. The Trinidad facility is the first to operate in the Atlantic basin and the second in the Western hemisphere.

The double-train expansion project of Trains 2 and 3 cost US\$1.1 billion. Train 2 was completed ahead of schedule in August 2002 and Train 3 was also commissioned ahead of schedule in April 2003. Trains 2 and 3 were each designed to produce 3.3 million metric tonnes of LNG per annum for export and between 10,000 to 12,000 bpd of NGLs. Train 2 and 3 increased Atlantic's LNG export capacity to just under 10 million metric tonnes per annum and moved Trinidad and Tobago up in the world LNG industry rankings to fifth after Algeria, Indonesia, Qatar, and Malaysia.

The fourth liquefaction train (Train 4) was commissioned in December 2005. This Train has the capacity to produce 5.2 million tonnes of LNG per annum (mtpa) from an inlet gas capacity of 800 million cubic feet per day and will become the largest single LNG train in production. Start up of Train 4 will increase total gas utilisation for LNG production to 2.3 Bcf/d and the total output from the Atlantic LNG facility to 15.1 mtpa, further positioning Trinidad and Tobago as one of the leaders in LNG production in the world.

### LNG Value Chain

In August 2005, Government approved a new institutional structure for the LNG industry of Trinidad and Tobago and the establishment of **Trinidad and Tobago LNG Limited**. The existing subsidiary of NGC, NGC LNG (Train 4) Limited, has been given the twin mandate to actively manage Government's assets and investments in the LNG Sector and to promote and develop business opportunities in the LNG Industry, both locally and internationally in conjunction with the **Natural Gas Export Task Force**.

In consideration of the tremendous profitability of the global LNG business, especially those projects that sell their output to the US market, Government has articulated a new policy

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initiative, which seeks to explore investment opportunities in other elements of the LNG value chain. This includes shipping, re-gasification facilities, distribution and marketing to the final consumer.

### LNG Train X

The Government has signalled its intention to consider the expansion of the LNG sector by the development of another LNG train. The new “Train X” model for expansion will involve the inclusion of new stakeholders and increased participation by the State along the entire natural gas value chain. Discussions with potential stakeholders in various key elements of the value chain such as liquefaction, shipping, re-gasification and marketing are continuing. In this regard, the Government and BGTT signed a Memorandum of Understanding in March 2007, to facilitate the conduct of a joint study to determine the feasibility of an integrated export project. Work on the study has commenced and completion is expected by the 1<sup>st</sup> quarter of 2008.

### Lake Asphalt of Trinidad & Tobago Ltd.

A number of initiatives are being pursued aimed at making Lake Asphalt of Trinidad and Tobago (1978) Ltd. (LATT) a more economically viable entity. Among these has been the establishment of a Pelletisation Plant to improve the marketability of the product. The Pelletisation Plant was manufactured by GALA Industries in conjunction with Nitech Corporation. In 2005, LATT commissioned the Asphalt Pelletisation Plant, which transforms Trinidad Lake Asphalt (TLA) into small, ‘pea’ shaped pellets. This Plant is the result of several years of sustained research into finding a user-friendly form of product, packaging and delivery of TLA.

### Major Energy-Based Infrastructure Facilities

Government has undertaken as a matter of policy, the development of major energy based infrastructure facilities. In this regard, the Government has sought to develop an industrial estate at La Brea, and has selected Point Lisas South and East, Cap De-Ville and Oropouche Bank for further studies to confirm their suitability as industrial sites.

Government also proposes to develop industrial port facilities at Brighton, Galeota, and Chatham.

### Gas Pipelines

In 2003, NGC undertook 2 major projects: the Cross Island Pipeline Project (CIPP) and the Beachfield Upstream Development (BUD) Project. The construction of the CIPP and the BUD pipelines will provide a system expansion of over 3 Bcf/d - more than double the existing capacity. When these projects are complete the NGC will have a capacity of over 5 Bcf/d and the ability to transport natural gas for the proposed LNG expansion and new industries into the next decade.

The 56-inch Cross Island Pipeline extending 76.5 km, from Beachfield gas gathering facilities on the Southeast Coast, to Atlantic LNG facilities in Point Fortin, was completed in October 2005. This pipeline possesses significant spare capacity to serve the needs of future LNG expansions and new gas based industries to be developed at the Union Industrial Estate at La Brea.

The Beachfield Upstream Development (BUD) project entails the construction of a 63 kilometre, 36-inch offshore gas pipeline from bpTT’s *Cassia B* platform off the southeast coast of Trinidad. The BUD project will increase NGC’s transmission capacity to the Point Lisas Industrial Estate from 1.4 billion cubic feet per day (Bcf) to 2.0 Bcf to meet increased gas demand. This pipeline is scheduled to be completed and commissioned by August 2007.

Government has mandated that liquid fuel pipelines be constructed to allow safe and efficient transportation of fuel products from the refinery at Pointe a Pierre. A new fuel depot and loading facility is to be constructed in Caroni for automotive fuel and an associated pipeline to Piarco International Airport for aviation fuel.

The pipelines will improve security of supply to the 2 locations and NP will also be able to dispose of obsolete ships presently in use.

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The National Gas Company of Trinidad and Tobago Limited (NGC) has been requested by the GORTT to construct the pipelines and related infrastructure. The pipeline is scheduled to be commissioned by 2<sup>nd</sup> quarter 2009.

The NGC is expanding its network to supply industrial customers in two new industrial estates located in Union Village, La Brea. A smaller supply of gas will be extended to LABIDCO Estate, located obliquely opposite in the Union Estate.

Government plans to develop an industrial estate at Cove Point in the Lowlands County of St. Patrick in South West Tobago. The NGC has been requested by the Government to construct a pipeline and related infrastructure to supply gas to meet the island's long-term domestic needs estimated at 35-40 mmscf/d.

It is proposed that a 54 km (33 mile) sub sea pipeline would be constructed from the BHPB *Kairi* Central Processing Platform in the Angostura field to Cove Estate, Tobago. The pipeline is scheduled to be commissioned by the first 1<sup>st</sup> quarter of 2009.

Based on the proposed construction of new petrochemical and heavy industrial plants there will be an increase in gas demand by the year 2010. In order to satisfy this increase in gas demand, the NGC has entered into gas supply contracts with several suppliers. As a result, NGC would need to expand its gas pipeline transmission network to receive and transport these new gas supplies. It is proposed that an 82 km (51 mile) sub sea pipeline be constructed from the Angostura field to connect into NGC's existing 36" offshore line. Completion of this line is projected for the 2<sup>nd</sup> quarter of 2009.

The NGC is constructing a pipeline to supply gas to the eTeck Industrial Estate and other potential light industrial customers in the Diego Martin area. The North West Peninsula Phase II – Diego Martin Pipeline is scheduled to be commissioned by the 4<sup>th</sup> quarter of 2007. The NGC is also constructing a pipeline to supply gas to the eTeck Tamana Technology Park

in Wallerfield, to supply 3 MMcf/d to the eTeck Flagship Building, the UTT campus, and other prospective tenants of the park. Construction is expected to begin in the 4<sup>th</sup> quarter of 2007.

### Petrochemicals

The country's gas based heavy industries include among others, 10 large scale Ammonia Plants, 7 large scale Methanol Plants, 3 Direct Reduced Iron (DRI) modules, one Hot Briquetted Iron Plant and a gas processing plant. A new 5000 tonnes per day (tpd) methanol plant, Atlas Methanol, and a 2000 tpd Ammonia Plant, N2000, were commissioned in 2004. The Methanol Facility, M5000 started operation in September 2005 and Nucor Hot Briquetted Iron (HBI) Plant began operations 2006. Government has given consideration for the establishment of a number of additional gas-based industries. These major industries are at various stages of development.

### Upgrade of Gasoline Stations and Retail Marketing Facilities

Government has introduced a stepped programme for the rationalisation of the Nation's gas station network in which many of the existing sites are to be upgraded. The improvement of the Retail Marketing Sector is to better serve the population. As part of the 2005/2006 gas station upgrading programme, the National Petroleum Marketing Company (NPMC) received \$15 million for the construction of a full service gas station and convenience store at Orange Hill, Tobago and for the upgrade of two gas stations, Tragarete Road and Freeport, into Gas Bars.

In December 2005, NPMC opened its first service station gas bar located at Tragarete Road, Port of Spain. Subsequently another was opened at Freeport in Central Trinidad. The gas bar concept provides the motoring public with service stations which offer enhanced fuelling systems, improved filling times and greater access and egress. Each canopy has 6 fuel pumps that can fill 12 vehicles simultaneously.

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As part of the 2006/2007 Programme of upgrading of its stations, under the PSIP for 2007, NPMC is to receive \$61.25 million for the full upgrade of service stations at Carousel, Wrightson Road, Beetham, St Augustine and Point Fortin as well as for the upgrade of the fuel systems of nine rural stations. These are Penal, Guapo, Tabaquite, Manzanilla, Tobago, Fyzabad, San Raphael, and Arouca, Valencia.

All upgrades for gas stations will include the replacement of the existing Underground Storage Tanks (USTs) with double-walled tanks with interstitial monitoring for leaks.

### Regional and International Initiatives

#### Energy Security Plan for CARICOM States

In 2005, Government agreed to establish a Petroleum Stabilisation Fund in order to help cushion the impact of high oil prices on the economies of CARICOM States. This facility is a grant fund available for draw down by member CARICOM States and is administered by the Caribbean Development Bank. The size of the facility is limited to TT\$300 million maximum in any one-year period. Over the period October 2004 to May 2005 the deposits into the CARICOM Relief Fund were capped at \$25 million per month.

#### Cross Border Field Development – Trinidad & Tobago and Venezuela

In accordance with the Trinidad and Tobago/Venezuela Delimitation Treaty which was signed in 1990 between both countries, it was agreed to conclude agreements for the unitisation of any hydrocarbon reserves that straddle the maritime boundary, in order to provide for the sharing of the costs and benefits of development by both countries and to ensure that such exploitation takes place in the most efficient and effective manner possible.

A MOU was signed in August 2003 and the Joint Steering Committee (JSC) for the unitisation of Hydrocarbon Reservoirs between Trinidad & Tobago and Venezuela was

appointed. The Steering Committee, in 2004 appointed 2 Technical Working Groups, one for the Loran/Manatee field and the other for the Kapok/Dorado field, to determine the overall volume of reserves in these areas as well as the allocation to each country

The Loran/Manatee Technical Working Group presented its Final Report to the Steering Committee in July 2006. In its Report, the Technical Working Group determined that this field is estimated to contain approximately 10 Tcf of gas. Based on this, it was agreed that approximately 73 percent of the reservoir lies on the Venezuelan side of the border with the remaining 27 percent on the Trinidad and Tobago side.

The Framework Treaty for the unitisation of hydrocarbon reservoirs that extend across the Delimitation Line between the Government of the Republic of Trinidad and Tobago and the Bolivarian Republic of Venezuela was signed by the President of Venezuela and the Prime Minister of Trinidad and Tobago in March, 2007.

This Treaty establishes the general legal framework under which any hydrocarbon reservoir that extends across the Delimitation Line between the Republic of Trinidad and Tobago and the Bolivarian Republic of Venezuela shall be exploited as a unit in the most effective and efficient manner.

The initiative of Trinidad and Tobago and Venezuela for the unitisation of the cross-border reserves is an important element in the maximisation of the value of the hydrocarbons as well as the enhancement of bilateral synergies to the mutual advantage of all parties concerned in the furtherance of regional integration.

The draft text for the Unitisation Agreement for the Loran-Manatee field has been finalised by Trinidad and Tobago and forwarded to Venezuela.



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### TRADE AND INDUSTRY

One of the key policy objectives of Vision 2020 is to diversify the local economy to reduce its dependence on oil and gas. The mandate of the Ministry of Trade and Industry (MTI) is therefore to drive the growth of the non-energy services and manufacturing sector. In pursuit of this broad objective, the Ministry has focused on the following:-

- Developing targeted industries;
- Expanding trading opportunities;
- Attracting investment for business growth and development; and
- Creating an enabling environment that protects and promotes effective competition for trade, business and investment to grow and thrive.

#### Developing Targetted Industries

The Standing Committee on Business Development (SCBD) was established in 2003, of which MTI serves as the official secretariat. The objective of the Committee was to transform and diversify the economy, and foster the international competitiveness of businesses in the Non-Energy sector. In fiscal 2004, the SCBD initiated sector development plans in seven targetted industries. These were:-

- Film;
- Fish and Fish Processing (Seafood);
- Food and Beverages;
- Merchant Marine;
- Music and Entertainment;
- Printing and Packaging; and
- Yachting.

During 2004-2006 strategic plans for each of the seven sectors earmarked for development, were completed and the implementation process began.

#### Food and Beverages

In the Food and Beverages Sector, in 2006-2007 the **Food and Beverage Industry Development Committee (FBIDC)** held a number of workshops and training sessions for industry operators. In 2006 and 2007, two Technology Foresighting Workshops were held, which sought to develop alternative trajectories for development of the sector, as well as the design of policies and strategies that exploit emerging and critical technologies of benefit to this sector. Additionally in 2006, a Memorandum of Understanding was signed between the MTI and the Caribbean Industrial Research Institute for the implementation of two key projects to increase food safety within the industry: (i) a Research and Development Symposium of the Food and Beverage Sector and (ii) a Food Awareness Programme. In 2007, a Market Intelligence Workshop was hosted, with the aim of assisting stakeholders in the development of their marketing capabilities and the creation of export strategies for selected foreign markets.

#### Merchant Marine

In 2006, the **Maritime Industry Development Committee (MIDC)** was established. The MIDC is seeking to embark on numerous projects including (1) the creation of a database of maritime personnel, (2) the development of business plans for key maritime clusters and (3) the undertaking of a Human Resource Needs Analysis. In addition the MDIC is seeking to update current maritime legislation to meet the demands of the industry.

#### Printing and Packaging

The **Printing and Packaging Industry Council** was officially launched in 2007, with its mandate to implement the Strategic Plan. The main objective of this launch was to sensitise the public of the Council's existence, its functions, its goals and to present an update on the implementation of the strategic plan designed for this sector. A Technology Foresighting Workshop for the sector also took place in 2007, which sought to build the capacity of decision makers within the sector for strategic planning. The Printing and Packaging Council is also seeking to undertake several activities in the latter part of 2007, these

include: (1) a study of trends in product innovation; (2) the development of a website for the printing and packaging industry; and (3) the development and implementation of a training plan to develop the human resource capacity in the sector, for example in the application of flexographic printing.

### Yachting

In 2006, the **Yachting Steering Committee (YSC)** was established. In 2006, a brochure for the Yachting Industry was created to raise awareness of the yachting services available in Trinidad and Tobago and the contribution of sector to the economy.

During May 2007, journalists from the Caribbean Compass, All at Sea, Southern Boating, and IPC Media were hosted in Trinidad and Tobago in an effort to promote the sector. Promotional activities also include placing advertisements in the Superyacht Directory Guide 2007 Edition and Boaters Directory, as well as providing assistance to the Angostura Sail Week and (YSATT) Annual Marine Trade Show.

### Services Sector

The Ministry of Trade and Industry fully recognizes the importance of the services sector to economic and employment generation and has moved proactively to pursue the development of the sector. In 2005, MTI conducted a survey on the local service sector. In 2005/2006 three initiatives were developed:-

- Development of a Services Trade Policy;
- Establishment of the Trinidad and Tobago Coalition of Services Industries (TTCSI); and
- Creating a Register of Service Providers.

The Services Trade Policy is a roadmap for the development of the Sector. The policy is intended to achieve the following:-

- identify services-related goals, targets and priorities of the economy;

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- offer some measure of predictability of the national services environment to investors;
- define the role of the public and private sectors in services activities and to identify a mechanism for meaningful participation of private enterprise;
- map out resource allocation and attraction;
- allot projections for sub-sectoral improvements;
- provide policy direction in the external negotiation of trade in services; and
- provide a basis for legislative and institutional interventions.

The Trinidad and Tobago Coalition of Services Industries (TTCSI) was launched in August 2006. This national body serves to unite all service-related organizations and associations and to function as the focal point to lobby, channel and address trade in services issues and services development issues.

The creation of a Register of Service Providers has been placed under the ambit of the TTCSI. This register will assist in tracking trends, and identifying opportunities for the further development of the services sector.

### Expanding Trading Opportunities

The Ministry of Trade and Industry continues to pursue strategies to enable manufacturers and service providers access to non-traditional markets while at the same time exploiting the advantages in the traditional ones. The key strategies MTI has pursued over the years are:-

- The creation of a bilingual society to foster linkages with Latin America;
- The exploitation of market access opportunities;
- The development of new export markets;
- The development of an efficient system of air and sea links; and
- The reengineering of domestic and regional enterprises to respond to global challenges.

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### Creation of a Bilingual Society

During the period 2002-2003 MTI spearheaded a programme to develop the “Spanish As the First Foreign Language (SAFFL) of Trinidad and Tobago” initiative. This evolved out of Government’s plan to offer prospective investors a human resource base capable of transacting business in the two major languages of the region.

In 2004 the Ministry of Trade and Industry established the Secretariat for the Implementation of Spanish (SIS) as the implementation arm of the Standing Committee for making Spanish the First Foreign Language of Trinidad and Tobago.

The Secretariat for the Implementation of Spanish (SIS) was officially launched in March 2005. SIS was successful in 2005-2007 in achieving many initiatives including:-

- Increased awareness of Spanish as the first foreign language, through the electronic and print media. Activities include a 15 minute Spanish segment “Phrase-A Day” on Gayelle Television Network, the “A la Orden” series on the National Carnival Commission Television and on I95.5 FM Studios; the circulation of SIS’s Official Newsletter entitled “Diga Que Si al Espanol”, and the publication of print media in the Guardian, Express and Newsday newspapers under a column entitled “Espanol en T&T”;
- The implementation of a Spanish Language Programme in all Government Ministries and numerous private sector companies;
- The collaboration with the Ministry of Works and Transport to install bilingual directional signs along the main arteries between Port of Spain and the national airport. Also the adoption of bilingual signs in the city of Port of Spain by the POS City Corporation, and the change over to bilingual

signs within Ministries, and in other public areas occurred;

- The implementation of the Spanish Language Acquisition Programme throughout Trinidad and Tobago to introduce participants to a solid Spanish foundation;
- The introduction of Cultural Awareness Seminars in collaboration with the embassies of Venezuela, Colombia, Argentina, Guatemala and Mexico; and
- The hosting of MTI’s first Hispanic Cultural Festival.

### Exploitation of Market Access Opportunities

During the period under review the Ministry continued negotiations relating to regional and international as well as bilateral agreements including:-

- World Trade Organisation negotiations (WTO);
- African Caribbean and Pacific and European Union negotiations (ACP-EU);
- The Free Trade Area of the Americas negotiations (FTAA); and
- The CARICOM Single Market and Economy (CSME).

In terms of bilateral negotiations, Trinidad & Tobago has been designated the lead role on behalf of CARICOM and, during Fiscal 2004-2005 signed the CARICOM/Costa Rica trade agreement. During 2002-2007 the relevant Joint Council meetings for the trade agreements (CARICOM/Costa Rica, CARICOM/Dominican Republic, CARICOM/Cuba, and CARICOM/Venezuela) were convened with the intent to maximize the potential benefits of the trade agreements and to discuss the enhancement of said agreements.

Trinidad and Tobago is seeking to explore the possibility of trade agreements with Canada, and the United States of America.

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By the end of 2007, the Economic Partnership Agreement with the European Union is expected to be signed.

### Export Promotion

In the area of export promotion, the Ministry of Trade and Industry participated in a several trade and export missions during the period 2002-2007. These missions were to the following areas: Costa Rica; Cuba; Jamaica; Dominican Republic; Suriname; St. Lucia; Canada and Atlanta, USA.

In 2006, MTI visited Mexico and Panama to pursue the following objectives: the negotiation and expansion of market access arrangements for local manufacturers, service providers and potential foreign investors, as well as, improving the air-transportation linkage of Trinidad and Tobago by positioning this country as a transportation hub into Central and South America.

### Development of an Efficient Air and Sea Linkages

In seeking to develop new markets for exporters, and encourage investment in the local economy, over the period under review, the MTI undertook initiatives under The Latin American Route Development Committee, which facilitated BWIA's inaugural flight to Santo Domingo on June 3, 2002 as part of a trade mission to the Dominican Republic.

In keeping with the thrust to make Piarco International Airport an International air traffic hub, BWIA also began service to Costa Rica, Cuba and the Dominican Republic from 2003-2004. During the 2005-2007 period, COPA airline has been courted by the Ministry in order to develop new air routes between Trinidad and Tobago and Latin America.

### Reengineering of Domestic and Regional Enterprises to Respond to Global Challenges

The changes in the global environment mandate that firms reassess their products, processes and marketing strategies in order to maintain their competitiveness in the market place.

In light of these challenges in 2002-2003 MTI completed negotiations for the initiation of two trade support programs.

- The Trade Sector Support Programme (TSSP); and
- The Caricom Trade Support Programme (CTSP)

The Trade Sector Support Programme (TSSP) is designed to improve the international trade performance of Trinidad and Tobago. The five components of the programme are:

- Institutional Reorganisation and Strengthening of MTI;
- Specialised Technical Training Courses;
- A Programme of Technical Studies;
- Development of an Integrated Information System and Trade Database; and
- A Trade Assistance Programme.

In order to execute these components, MTI developed various activities during 2003-2004, which the TSSP loan would support. These were the:-

- Restructuring of the Ministry of Trade and Industry;
- Conduct of several Technical Trade Related Studies;
- Training of staff in the Ministry of Trade and Industry and other Governmental departments; and
- Improvement of Systems and Processes in agencies such as the Central Statistical Office (CSO) and the Customs and Excise Department of the Ministry of Finance.

In 2004-2005 the TSSP was officially initiated with a loan of US\$5.0 million and Government's contribution of US\$2.1 million. Under component 1, the Institutional Restructuring and Strengthening of the Ministry of Trade and Industry, a Strategic Plan and an Information and Communications Technology Conceptual Design for MTI were developed by consultants.

For the period under review the TSSP has funded several studies, at the present time two have been completed: (1) a Report on the Competitiveness of the Services and Non-Oil Manufacturing Sector in Trinidad and Tobago and (2) a Training Plan for the Technical Staff.



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Component 5 of the Programme has provided funding to different individuals to facilitate participation in trade fairs in various countries.

During Fiscal 2002-2003 administrative, regulatory and institutional arrangements were undertaken to initiate the CARICOM Trade Sector Support Programme (CTSP). The CTSP is intended to be market driven with resources being made available to firms in member states other than in Trinidad and Tobago. In addition, Trinidad and Tobago firms would be encouraged to undertake direct investment in other member states through joint venture arrangements and/or strategic alliances.

The CTSP is designed to provide tangible support to CARICOM Member States as they seek to transform their economies to face the realities of globalization. Its primary aim was to alleviate the adverse impact of recessionary conditions experienced by CARICOM Member States, as well as the intra regional trade imbalance between Trinidad and Tobago and those members, by building capacity to improve and expand their production and export capabilities, especially to this country and extra-regionally.

In 2004, the CTSP was officially established by the Government of Trinidad and Tobago, in collaboration with the Caribbean Association of Industry and Commerce (CAIC), to support the efforts of its CARICOM Member States to enhance production and trade capacity to meet the demands of trade liberalization. The main component of the CSTP is a technical assistance fund in the amount of TT\$ 100 million, provided by the Government of Trinidad and Tobago to be disbursed to firms in the form of interest free loans. Other components of the programme include:-

- Providing technical inputs from private sector organizations of Trinidad and Tobago and other Member States via the Caribbean Association of Industry and Commerce (CAIC); and
- Facilitating the provision of loans by financial institutions for the purchase of plant, equipment and other items of capital expenditure.

During the fiscal period 2005/2006, the CTSP:

- Undertook one promotional mission to Suriname;
- Approved seven technical assistance loans totaling US\$624,050.00; and
- Identified and engaged in consultations with two Miami-based commercial banks with respect to the process for capital funding loan requests.

## Research and Development Facility

The Ministry in seeking to promote the development of innovative products and processes and investment in new and advanced technology in the non-oil manufacturing and services sector developed the Research and Development Facility. The Business Development Company is the agency charged with the responsibility for managing this facility. The Research and Development Facility was launched in June 2006 and to date has disbursed funds in the amount of \$118,000.

## AGRICULTURE

The primary policy objective of the Ministry of Agriculture, Land and Marine Resources (MALMR) is to improve food security and reduce the food import bill. Food security is attained when consumers have constant access to adequate supplies of food that is both affordable and nutritionally balanced. In order to achieve this objective the MALMR has targetted key variables including: -

- i. Increasing the acreage of land under agricultural production.
- ii. Increasing the number of persons involved in food production.
- iii. Increasing support for persons engaged in food production.
- iv. Increasing financing for agricultural and related areas.

Government's vision for Agriculture as espoused in its Vision 2020 Operational Plan is to: *'Create a robust modern, prosperous and competitive Agricultural Sector to improve the Nation's Food Security and reduce Poverty'*. One targetted outcome is

to increase the Agricultural Sector's contribution to Gross Domestic Product by 2 percent by the year 2010.

### **Increasing the Acreage of Land under Agricultural Production**

The Government of Trinidad and Tobago has taken a policy decision to divest the assets of the sugar cane industry and make it one that is private sector led and driven. In this regard, the following initiatives have been taken in respect of the former employees of Caroni (1975) Limited:-

- 3,200 former employees registered as farmers with the MALMR;
- 8,176 former employees of Caroni (1975) Ltd. deemed eligible for 2-acre agricultural plots, with 6,490 of these eligible former employees having signed license agreements for their plots;
- The process of lot identification and infrastructure work to allow applicants to access their plots is ongoing at the following sites: Caroni, Jerningham Junction, Orange Grove, Cedar Hill, La Fortune, La Gloria, Petit Morne and Reform;
- 4,000 acres of rice lands were leased to the Nariva Rice Farmers and the Caribbean Rice Association of Trinidad and Tobago; and
- Agreement for the development of 25 50-acre plots of citrus and other tree crops at Todds Road and 27 50-acre plots at La Gloria for the same range of crops.

Private sector interest has been expressed for farmers to produce sugarcane specifically for the development of specialty rums. Additionally, there are a number of new products that could be considered as possible areas for private sector investment e.g., ethanol, paper, lignin and xylose, animal feed, molasses, cellulose ethanol, fungural, acetic acid, wax extracts, industrial chemicals and medicinal compounds.

The **State Agricultural Land Information Project** has inventoried and updated annually approximately 17,720 acres of lands over the period 2002 to 2007. The database informs

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the decision-making process for the development of land policy and land management. It informs the decision-making process by providing a range of information including parcel size, range of crops, level of cultivation, as well as occupants' compliance with lease conditionalities.

As a result, approximately 1,042 new agricultural leases for 6,037 acres were handed out to persons occupying and actively cultivating state lands during the period 2002 – 2007.

The **Land Adjudication and Registration Programme** was initiated in 2004 to improve the veracity of the real property rights system, clarity of land tenure and support the development of a more dynamic land market. The programme will be more in sync with the land policy framework and will focus on the efficient use of land.

At present the operating guidelines for the land registry and actual land adjudication is under development and is currently about 30 percent complete.

### **Increasing the Numbers of Persons Involved in Food Production**

#### **The Youth Apprenticeship Programme in Agriculture (YAPA)**

The **Youth Apprenticeship Programme in Agriculture (YAPA)** was initiated in 2002 with the aim of *“providing youths aged 17 to 25 with an opportunity to become involved in farming, demonstrating to them that Agriculture can be pursued successfully as a business, thereby encouraging entry of increased numbers of youths into farming.”*

The Programme was implemented in 3 phases:-

- *Phase I* - The youths were exposed to the discipline of practical farming as well as, lectures and field trips.
- *Phase II* – The top trainees of Phase I received specific and intensive training in the development and management of farms.
- *Phase III* - The settlement phase, where youths will be settled on farms and provided appropriate support.

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In the 6-year period, from inception of the Programme to the present, a total of 7,048 youths have been engaged - exceeding the initial target of 1,000 per year.

Under *Phase II* of the Programme, 355 youths completed advanced training in specific areas.

### Grow Box Development Project

The **Grow Box Development Project** was launched by the MALMR in May, 2005. The main objective of the Project is to provide householders with limited land space with the necessary inputs and skills to cultivate crops, using the grow box technology, thereby increasing the availability of fresh vegetables for their consumption and assisting in poverty alleviation.

To date, approximately 100 individuals in communities between Carenage and Toco have been trained as trainers. In turn, these trainers have trained persons in their communities who have expressed an interest in acquiring a grow box. Under the Programme, individuals were provided with materials to construct a grow box, as well as fertiliser and seedlings for a wide range of vegetables.

During the period October, 2005 to September, 2006, 750 grow boxes were established between Diego Martin and Toco, including at 18 primary and 8 secondary schools, 4 institutions/homes and 2 community centres.

From October 2006 to the present, material has been delivered for the establishment of 250 grow boxes.

### Increasing Support for Persons engaged in Food Production

#### Agriculture Incentive Programme

The primary benefit of the **Agriculture Incentive Programme** is reduced input cost to the farmers, resulting in reduced cost of production and increased net farm income.

During the period 2002 to 2007, 14,521 applications were approved in the categories of dairy/milk transport; citrus; cocoa and coffee; coconut establishment; equipment and machinery; guarantee price of milk; guarantee price of grade I paddy; land preparation/ soil conservation; pasture establishment; vehicles; water ponds/pumps/irrigation equipment.

The total sum paid out under the Programme was \$84.95 million.

### Infrastructural Development – Agricultural Access Roads and Bridges

For the period 2002 to 2003, 6 roads amounting to 11.46 km were upgraded and rehabilitative maintenance conducted on the 7 roads amounting to 8.8 km. Fiscal 2004 saw the construction of a further 14.5 km of access roads inclusive of 1 bridge and 6 culverts. This benefited 482 farmers cultivating 1,127 hectares (hectares) of land.

For the period October 2004 to September 2005 a total of 61 km of agricultural access roads was constructed, benefiting 3,280 farmers and servicing an area 9,303 hectares of agricultural land. Other physical works accompanying these roads include the construction of 5 bridges, 23 culverts, and 600 m of invert drains, 2 farmers' crossings and 5 cylinder crossings.

The upward trend continued in fiscal 2006 with 72.96 km of access roads being constructed within the 8 counties. The southern counties benefited from the majority of access road construction (approx 47 km), which serviced 978 farmers in an area totalling 1858.7 hectares. Additionally, 13 roads previously constructed were sealed with oil sand. The total length of these roads was 19.8 km.

In this current fiscal year, 32 km of access roads have been constructed, benefiting 876 farmers in a total land area of 1395 hectares. Another 17 roads were also sealed with oil sand and bringing relief to 425 farmers within a 2125 hectares area.

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The period 2002 to 2007 saw the construction of 192 km of access roads throughout the country in addition to rehabilitative works to another 50.04 km of access road. These works provided infrastructural support for 6041 farmers

### Water Management and Flood Control

Projects in Water Management and Flood Control were undertaken in both the North and South Regions of Trinidad to mitigate flood induced crop and livestock devastation during the rainy season and provide irrigation water in the dry season when water becomes the limiting factor to production of both crop and livestock.

In the fiscal period 2002 to 2004, repair and rehabilitation of the 14 sluice gates was undertaken with a view to preventing salt water intrusion into more than 500 hectares of agricultural land occupied by 122 farmers.

The installation of water management infrastructure for the **Moruga Food Crop Project** – Phase I was initiated in the 2003-2004 period. Works completed included:-

- Upgrading and expansion of 28 new farm ponds;
- Construction of 12 new farm ponds;
- Construction and grading of 6 km of drains; and
- Construction of 25 culverts.

These measures serviced 365 hectares of land to the benefit of 98 farmers.

Water Management Infrastructure completed under Phase II of the **Duck Pond Project** in fiscal 2004 included:-

- Construction of 2 pedestrian bridges;
- Construction of a sluice gate on the Godineau River; and
- Cleaning and desilting of a 40-ft trench.

These initiatives serviced 122 farmers within a 250 hectares area.

During the period 2004 to 2005, a total of 2,109 farmers benefitted from Government's Water Management and Flood Control Projects which serviced 1,880 hectares of agricultural land and included the construction of 45 new ponds, 25 farmer crossings and 15 km of drains in Cunupia and Moruga and the cleaning and expansion of 20 farm ponds in Moruga.

This infrastructural works benefitted 153 farmers in an area totalling 380 hectares.

Drip irrigation systems were installed in the counties of St George, St Patrick and Victoria, benefitting 7 farms on a total of 0.54 hectares. This system was introduced to increase production in the dry season.

Desilting works on 165 km of drains and waterways were done to alleviate flooding in the rainy season with a total of 672 farmers benefitting from these works in a total area of 45 hectares of land.

The fiscal period 2005-2006, saw substantial work being done in the Plum Mitan Food Crop Project and the Kernaham Food Crop Project

In Plum Mitan, desilting and widening of 12 km of drainage/irrigation channels was undertaken as well as the construction and installation of 5 sluice gates. In order to facilitate the irrigation pump; a pump house was constructed and 12" PVC irrigation lines installed. A 5 gate sluice structure was also constructed. These works facilitated 250 farmers in a 200 hectares block in Plum Mitan.

In Kernaham, the desilting of 9.5 km of channels and the excavation of 4.7 km of roadside drains was undertaken to alleviate rainy season flooding. 5 sluice gates and 62 reinforced concrete cylinders for farmers' crossings were purchased. This serviced 200 farmers on 450 hectares of agricultural land. Desilting work were also undertaken in both North and South and consisted mainly of desilting of channels and construction of cylinder crossings.



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From October 2006, water management and flood control works continued in the Kernaham Food Crop Project and the R.E. Road, Los Iros, Phase in project. In Kernaham, 6 farmers' crossings, 2 box culverts and 6 sluice gates were installed.

The R.E. Los Iros Phase I Project saw the construction of 40 new ponds and the rehabilitation of 18 existing ponds. The construction of 300 m of drains and 1 cylinder crossing was completed to the benefit of 50 farmers on 70 hectares of agricultural land. Desilting works in the 2 regions of North and South also continued over the period; assisting 420 farmers in occupation of a 1,086 hectares space.

Water Management and Flood Control in agricultural areas, for the period 2002 – 2007 benefited 2008 farmers in a total land area of 5,157 hectares.

### Fisheries

Upgrade works undertaken at fishing centres during the period 2002 to 2007, covered a range of works including minor repairs to roofs, refurbishment of sewer and electrical systems, fencing, upgrade of lockers, provision of toilet and shower facilities, repairs to a mooring ramp, construction of boat/net repair shed and engine wash trough, repair and extension of slipway. In all, 14 centres were upgraded at: La Lune, Maracas, Toco and King's Wharf (2002) Las Cuevas, Salybia, Cocorite and Blanchisseuse (2003) Grande Riviere and Matelot (2004) and over the period 2004 to 2007, Balandra, Erin, Morne Diablo and Bonasse.

The upgraded centres continue to service a total of 800 fishermen and vessel owners.

A slipway was also constructed at the **Caribbean Fisheries Training and Development Institute (CFTDI)** thereby providing modern training facilities for fisher folk locally and regionally.

### Related Facilities Upgrade

With respect to the upgrade of related facilities, refurbishment works have been undertaken at the propagation facilities at La Reunion and the upgrade of 2 glasshouses has contributed

to the provision of improved high yielding cocoa varieties for commercial use.

Further, a 3.5 hectares. cocoa seed garden was established to ensure the continued annual production of high quality planting material for over 2,000 cocoa farmers.

In 2003, **National Agricultural Marketing Development Company Limited (NAMDEVCO)** undertook upgrading works at fish markets in Orange Valley and Port of Spain to bring them to Hazard Analysis Critical Control Point (HACCP) food safety standards. Works at the markets included repairs to net shed and lockers, expansion of the auction house, provision of car park and guard hut.

More recently, in 2006, works were undertaken on the Southern Wholesale Market to extend the roof and eaves, install a perimeter fence, and pave the compound thereby ensuring safety and security for farmers and consumers.

The packing house at Piarco, completed in 2003 was further upgraded in 2005/2006 to facilitate the increased throughput of produce from exporters, supermarket owners and farmers who utilise the facility for packing fresh fruits and vegetables in preparation for export or sale on the local market.

During the period 2003 to 2005, over 1.5 million pounds of produce were processed by 17 exporters.

### Markets and Marketing Information

In 2006, retail markets were established at Macoya and Debe to facilitate the direct sale of produce to consumers. The elimination of the middleman resulted in better prices for both the farmers and consumers. In 2007, 2 more markets were established at St. Lucien Road and River Estate, Diego Martin with the same goal.

In order to facilitate the sharing of market information to inform decision making of producers and consumers, 3 initiatives were successfully executed in the period 2005 – 2007.

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- i. The launch of the *Greenvine Newsletter* a monthly bulletin which provides information to the Agricultural Food Sector with 21 issues published to date.
- ii. The *Market Price Watch* where information is provided weekly in the 3 daily newspapers on wholesale and retail prices for select produce, sea foods, dried produce and poultry with 30 issues published.
- iii. The launch of the **National Agricultural Marketing Information System (NAMISTT)** web site which provides a wide range of information including price and volume of produce at wholesale and retail markets, buyers and sellers trading forum, traders contact database and other relevant agricultural information.

### Technical Co-operation

During the period under review, the MALMR pursued initiatives to build capacity through Technical Cooperation Programmes (TCP) with International Organisations and Donor Nations.

Highlights of initiatives with international organisations included 2 TCPs with the Food and Agriculture Organisation of the United Nations (FAO). The aim of the first was to improve food security and strengthen the capacity of the MALMR to participate in trade negotiations at the bilateral and multilateral levels.

As a result of the food security initiative, 9 irrigation demonstration stations were installed and commissioned between 2005 and 2007 - 6 in Trinidad and 3 in Tobago. Those established in Trinidad were at Moruga, Sugarcane Feed Centre (Longdenville) and Caura. The demonstration station at the Sugarcane Feed Centre was designated to facilitate irrigation training for ex-workers of Caroni (1975) Ltd. who were allocated 2-acre plots for agriculture, as part of their separation package.

To facilitate participation in trade negotiations, staff of the MALMR were trained in Trade Policy Analysis and undertook

the preparation of competitiveness studies on 5 agricultural commodities. Additionally, the MALMR commenced a TCP with the International Cocoa Organisation to improve productivity in the local cocoa industry - 3,000 cocoa farmers will benefit by increasing their productivity levels of good quality cocoa at lower production costs. This is being undertaken through the selection and distribution of improved cocoa varieties with higher yielding capacity, greater disease resistance and traditional fine flavour quality.

The TCP initiatives that the MALMR pursued at the bilateral level included one with the Government of Japan to enhance fisheries extension and training activities for sustainable management of fisheries resources.

Another initiative being pursued with the Government of Mexico, will seek to increase food production through environmentally sustainable agricultural practices, especially Biofertiliser Technology.

The MALMR also collaborated with the Government of Argentina to broaden the quarantine and pest management options available to Trinidad and Tobago. As a result, in 2006, 2 officers of the MALMR received training in Cold Treatment in Argentina.

The MALMR also collaborated with the Government of the Republic of China in implementing the Youth Apprenticeship Training in Agriculture (YAPA) as well as in one of its irrigation demonstration projects. The Chinese Government assisted through the provision of tools and machinery and irrigation equipment.

### Agriculture Financing and Related Areas

#### Agricultural Development Bank

The **Agricultural Development Bank (ADB)** is the main financial organisation that supports the Agricultural Sector and Government's programmes in the sector, 4 new products have been developed to support the new thrust in the Sector:-

- *Cocoa Revitalise* supports the Cocoa Industry;

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- *Grow Safe Loan* promotes the use of good agricultural practices;
- *Youth Window* offers the lowest interest rate to attract young people to the Sector; and
- *Honey Money* supports honey productions.

### Development of the National Agricultural Health and Food Safety System

Agricultural Health and Food Safety are critical for the safety of consumers and trade in agricultural products both locally and internationally. Accordingly, Government has appointed a **National Agricultural Health and Food Safety Committee** to advise and make recommendations to establish the **National Agriculture Health and Food Safety Agency**.

This committee is actively pursuing its mandate and recently advertised for a consultant to assist in its deliberations and expedite the work of the Committee in meeting its reporting requirements.

### Agricultural Census

During 2004, Government conducted the first **National Agricultural Census** since 1982. From that time to the present, there have been many significant institutional and structural changes in the national economy which have impacted severely on the Agricultural Sector and its stakeholders.

The updated information on total number of agricultural holdings in Trinidad and Tobago, the type of farming activities in which they are engaged and the sex and age of the farming population will provide researchers and planners with the tools to analyse both historical and current data thereby facilitating informed decision making for effective development planning.

### Avian Influenza

This disease is a serious threat to the poultry industry as well as trade in other commercial activity. Therefore, Cabinet in December 2006 appointed an Inter-Ministerial Committee (i.e. **National Avian Influenza Management Committee**)

to spearhead activities in dealing with the threat of Avian Influenza to Trinidad and Tobago. This involves developing a Contingency Plan, improving testing capabilities, training staff and acquiring the necessary protective gears and testing kits.

## TOURISM

### Tourism Awareness Programmes

National tourism celebrations have been held for the past 7 years, with the objectives of: building awareness of local sites, attractions and tourism services; increasing the visibility of Tourism; highlighting the successes of the Tourism Industry; and promoting Trinidad and Tobago to Nationals.

The celebrations have included tours, career guidance, quizzes, craft markets, and essay competitions with themes including: heritage and folklore; eco-tourism; marine; and festivals

The **Tourism Park** is an annual event started in 2004 as part of **National Tourism Month**, with the objective of building national awareness of the importance of Tourism and expanding knowledge of our local sites, attractions, investment opportunities, careers etc. The Park highlights Trinidad and Tobago's tourism product in an exciting and attractive way through a display of large-sized sculptured and pictorial presentations, audio and visual presentations, live animals, cultural performances and lifeguard demonstrations, etc.

"*Vacation at Home.....Enjoy and Learn*" was the theme of Tourism Park 2004, which attracted 24,000 persons. Tourism Park 2005, themed "*Wet and Wild*", attracted in excess of 70,000 persons. The third year of Tourism Park was themed "*Explore the 7 Wonders of T&T*". The 7 Wonders included Eco-Tourism, Adventure, Festivals, Sites, Attractions, Sports and Careers. Total attendance was 97,415 persons, an increase of 38 percent over 2005. Having outgrown its traditional venue at the Centre of Excellence; Tourism Park 2007, will be held at the Divali Nagar site in Chaguanas under the theme

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“Trinidad & Tobago – Undiscovered Country” and highlighting the undiscovered places in Trinidad and Tobago.

The **Culinary Festival**, “Taste T&T” was held at the Haseley Crawford Stadium for the past three years 2005 – 2007. Previously the festival was held at the community level. The scope of the project was changed in an effort to showcase the diverse culinary offerings of Trinidad and Tobago, to highlight the creative talents of the country’s top chefs and to promote Trinidad and Tobago as the premiere culinary tourism destination in the Caribbean. Over its 3-year existence, the festival has attracted over 40,000 persons over 2 nights and featured gourmet cuisine with Caribbean and Latin American fusion, French, East Indian, Arabic, Italian and Asian flavours. Patrons were treated to culinary creations by some of the finest chefs in Trinidad and Tobago and were treated to live entertainment and cultural shows. The festival had the added benefit of promoting an increased awareness and participation in local culinary activities and encouraging greater stakeholder participation.

### Accommodation

The **Customer Satisfaction Survey** has been conducted annually since 2002, in an attempt to continuously monitor the performance of the Accommodation Sector in Trinidad and Tobago. The results of the survey are compiled and provided to individual properties so that they can continuously improve on their product and service offering. The survey has over the years targetted more and more properties in both Trinidad and Tobago.

A *Disaster Preparedness Workshop* was conducted in July 2005 for managers and security personnel in the Accommodation Sector. Agencies such as the Fire Service, Airports Authority, Red Cross, Port Authority and the Police were included. This workshop provided participants with the appropriate information, tools and awareness of responses to disasters.

*Complaints Handling Workshops* were designed and implemented following feedback from the results of the Customer Satisfaction Surveys. The workshops exposed

industry stakeholders to effective techniques in handling customer complaints and in building commitment to customer service excellence.

### Lifeguard Services

Over the period, there were a number of achievements in the Lifeguard Services. These included:-

- i. Implementation of a number of new positions in the Lifeguard Service including: Lifeguard I; Lifeguard II; Patrol Captain; Lifeguard Instructor; and Lifeguard Water Safety Education Officer;
- ii. Implementation of part-time life guarding services on a number of beaches that were previously not patrolled by lifeguards including: Salybia; Vessigny; Los Iros; and Quinam; and
- iii. Purchase of additional vehicles and equipment and construction of facilities at various beaches to enhance the effectiveness of the life guard service.

In fiscal 2006, an extensive training programme was undertaken for the Lifeguard fraternity in which 20 lifeguards received the Launch Captain Licence; 10 completed the Physical Education Training Instructors Course; 20 completed the scuba diving training; 20 completed the first responder training for water and land emergencies and 20 received Precept Training. In addition, 4 persons received International lifeguard training in the United States and the United Kingdom. Training activities were also conducted in the areas of Dispute Resolution and Mediation.

### Tourism Sector Investment

In 2002, the Ministry of Tourism granted Interim Approval for 5 projects, 4 of which were for ancillary tourism facilities and 1 for accommodation purposes. The total estimated



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expenditure was \$221.33 million. These projects were to generate an estimated total employment (temporary) during the construction phase of 1,042 and an estimated 950 permanent jobs upon completion.

In 2003, there were 22 Interim Approvals for tourism projects; 10 of which were for accommodation and 12 for ancillary purposes. Under the construction phase the projects were estimated to employ a total of 940 temporary workers and 737 permanent employees on completion.

In fiscal 2004, 31 projects representing a capital expenditure of \$2 billion were approved. Of these, 3 related to accommodation and 28 to ancillary services. A large number of these projects resulted from Government's stated intention to support efforts by tourism transport providers to upgrade the standard of vehicles used in tourism transport with a view to enhancing the tourism experience in Trinidad and Tobago.

During fiscal 2005, 52 tourism projects were approved, 4 accommodation and 48 ancillary services) at an estimated capital expenditure of \$192.2 million.

In an effort to increase the room stock, Government invested in the Hyatt International 450-room hotel and conference facility as part of the Waterfront Project. Construction is ongoing and expected to be completed by 2008.

During 2006 a total of 76 tourism projects were approved as compared to 52 in 2005. This represents an increase of 45 percent over fiscal 2005. This increase was largely due to an increase of 47 percent in the number of tourism taxi projects as drivers in the Tourism Sector sought to take advantage of the generous incentives being offered by Government to encourage the upgrading of tourist transport vehicles.

In terms of the approved construction/expansion projects, there was a reduction in the room stock created in fiscal 2006 over fiscal 2005. In addition, a number of permits for duty free entry of items in respect of projects previously approved were granted or extended in order to allow hoteliers to continue

to enjoy duty free entry of items for approved construction, expansion and refurbishment projects.

During the period October to May 2007, 54 projects were approved, representing a total expenditure of \$60.5 million, 53 of the 54 projects were tourism taxi projects with a total capital expenditure of \$0.5 million; and 1 project comprising the construction of a 424-room hotel.

Tourism projects approved during fiscal 2006 were estimated to generate employment for 118 persons, an 80 percent reduction as compared to fiscal 2005. Again this was due to the decrease in the number of hotel construction and expansion projects approved in fiscal 2006 as compared to 2005. The approved projects for the period October 2006 to May 2007 will provide sustainable employment for 143 persons.

The Ministry of Tourism hosted 4 stakeholder meetings on *Investing in the Tourist Accommodation and Transportation Sectors* in March and August 2006. This initiative was undertaken in order to create a more competitive climate for tourism industry investors. The meetings were held in both Trinidad and Tobago. The feedback from these meetings has contributed to the Ministry's research efforts with respect to assessment and update of existing tourism investment policy guidelines.

### Policy/ Legislation

Two policies intended to assist in the administration of the *Tourism Development Act 2000* were approved during the period October 2006 to May 2007. One policy would have the effect of allowing persons in the Tourism Transport Sector to access tax concessions and dispose of their approved tourism vehicles before the period of time stipulated in the *Tourism Development Act, 2000* where these vehicles have been certified as uneconomical to repair due to damage caused by accidents.

The other policy enabled the implementation of a sworn declaration to be made by persons applying for tax concessions

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for tourism vehicles. In this declaration applicants swear inter alia that they are not employed on a full time basis outside of the Tourism Transportation Sector. This declaration is intended to serve as a deterrent to persons who do not qualify under the Act from applying for and being granted tax concessions. These policies have been implemented by the **Tourism Development Company Limited**.

Amendments made to the *Tourism Development Act (TDA)* provide for:-

- i. Removal of the minimum capital expenditure for Nationals, as an added incentive for small entrepreneurs to invest in tourism projects in Trinidad and Tobago.
- ii. Removal of the Motor Vehicles Tax, to allow for the upgrade of vehicles used in transporting tourists.
- iii. Added incentives for dive operations to encourage employment and attract more interest in this area.
- iv. Additional incentives for: accelerated depreciation on depreciable equipment; and capital allowance on approved Capital Expenditure to enable investors to access an additional incentive at the end of their tax holiday, which does not exceed 7 years.
- v. Provision for investors who acquired approved loans for tourism projects to negotiate rebates on the interest paid on loans to financial institutions.

The Ministry of Tourism conducted consultations with the various stakeholders such as hoteliers and tourism taxi operators with a view to improving incentives for investment in the Sector. These incentives are currently being examined and recommendations expected to be submitted to Cabinet in 2007. Following the amendment to the *Tourism Development Act, 2000* in 2005, the Ministry, in partnership with the Tourism Development Company Limited and the Chief Parliamentary Counsel ensured the advancement of the

long-awaited *final approval* of a number of accommodation projects. It is anticipated that *final orders* will soon be ready for publication in the Trinidad and Tobago gazette enabling eligible investors to access their tax benefits.

### Training

In fulfillment of the objective of becoming internationally competitive and in keeping with evolving internationally competitive standards, professional training was extended in 2006-2007 to industry chefs, bartenders, waiters, food handlers and other industry professionals. Over the period 2005 to 2007, the Ministry of Tourism participated in 7 Career Fairs and produced a brochure titled "*Careers in Tourism*" for distribution at the Fairs and other major tourism events.

Between 2005 and 2007, several training workshops were held with organisations whose staff members interact directly with visitors to Trinidad at different ports of entry and whose interaction can leave a lasting impression of the destination. Over the period 2005 to 2006, approximately 360 persons were trained from the following organisations:-

- Port Authority of Trinidad and Tobago;
- Airports Authority of Trinidad and Tobago;
- Immigration Division, Ministry of National Security;
- Customs and Excise Division, Ministry of Finance;
- BWIA / Caribbean Airlines and Tobago Express;
- 3 Registered Tourist Taxi Associations; and
- Public Transport Service Corporation.

In 2007, focus was placed on training for frontline staff at the Airports Authority with 45 members of staff being trained as at June 2007.

Over the period 2005 to 2007, the Ministry of Tourism was the first to launch its **Spanish Immersion Programme** for staff. Spanish training was also organised for members of the respective associations of taxi operators, tour guides, tour operators and hotel staff from: Kapok Hotel; Coblenz

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Inn; Paria Suites Hotel; and Hilton Trinidad and Conference Centre.

### Community Tourism

The Ministry hosted its first workshop on Community-based Tourism in June 2006 in pursuit of its initiative to provide technical assistance to Regional Corporations for the development of tourist attractions within their respective regions. A key outcome of the workshop was the formulation of a draft policy framework for community-based tourism that will be used to further the initiative for Community based Tourism Projects.

Under the Technical Assistance Programme, Project Proposals were completed for the development of the following sites:-

- North Post Heritage Site in Diego Martin;
- Banwari Heritage Site in Siparia; and
- Devil's Woodyard in Princes Town.

### HIV/AIDS Support Programme

An HIV/AIDS Co-ordinator was appointed to the Ministry of Tourism and over the period 2006-2007, and the Ministry held a number of HIV/AIDS Sensitisation Workshops for staff of various hotels, tour guides and members of the various Tourist Taxi Associations. The training was in keeping with the **Five-Year National HIV/AIDS Strategic Plan (2004-2008)**. HIV/AIDS Workshops were held at the following hotels:-

- Cascadia Hotel and Conference Centre;
- Courtyard by Marriott;
- Kapok Hotel;
- Crowne Plaza;
- Paria Suites, La Romaine;
- Cara Suites, Pointe a Pierre; and
- Hilton Trinidad and Conference Centre.

One-day workshops were held for 25 members of each of the following stakeholders:-

- Tour Guides Association;
- The Trinidad and Tobago Tourist Transport Service Association; and
- The Piarco Airport Taxi Co-operative Society Limited.

### Airlift

The issue of airlift has been an ongoing market development activity in the Tourism Sector. Over the period, the Government has maintained existing airlift and successfully negotiated additional airlift to our twin island state. These include:-

- The Excel Airways service from Gatwick, United Kingdom to Tobago and Grenada;
- Condor, a German airline from Frankfurt to Tobago;
- British Airways service to Tobago;
- BWIA International Airways;
- Virgin Atlantic service which started in 2003 to Tobago;
- Lauda Air service to Tobago from Vienna, Austria. This service commenced in November 2004; and
- Martin Air which provides a once weekly service to Tobago from Amsterdam, Holland. This service offers convenient KLM connections to and from Denmark, Finland, Norway and Sweden. This service has been successful so far in bringing full loads consistently to the island.

## PILLAR V: INVESTING IN SOUND INFRASTRUCTURE AND THE ENVIRONMENT

### CONSTRUCTION

At the core of Government's transformation process is the Construction Sector which has been targetted as key in the thrust towards a more diversified and resilient economic base capable of generating high and sustained levels of growth and employment. In order to improve the pace and efficiency of project implementation, the **Urban Development Corporation of Trinidad and Tobago (UDeCOTT)** managed the implementation of several development projects and mobilised financial resources in high priority areas.

During the period 2002 – 2007, the Sector maintained its dynamism as UDeCOTT successfully closed a US\$375 million long-term US private placement financing for the **Port of Spain Waterfront Development Project** and continued apace with other major developmental projects including the regeneration of the city of San Fernando and development of 13 urban centres in Tobago as part of the **National Physical Development Plan**.

Major developmental projects over the period included:-

- The **Port of Spain International Waterfront Centre**. This Project, which sets the stage for converting the capital into a first rate financial hub equipped with state-of-the-art conference and meeting facilities, is 45 percent completed and fully subscribed for by US investors;
- **The National Academy for the Performing Arts** which began in April 2007, with excavation works;
- **Ministry of Health Headquarters**;
- **Government Campus Plaza** - The main structures of both the Customs and Excise Building and the Inland Revenue Division towers have been completed, however, internal trades are continuing. In the case of the Legal Affairs tower, the internal core is completed up to level 22 and floor slabs are completed up to level 21. Like the Customs and Excise and Board of Inland Revenue Buildings, internal trades have also commenced on the Legal Affairs Building and are progressing rapidly. Construction is also continuing apace on the Social Development Building with steel erected on the north structure of the building up to level 4 and on the south structure to level 5;
- **Government Campus Plaza Parkade**, a 7-storey, 71,200 square feet car park, designed to accommodate over 1,600 parking spaces to alleviate parking problems in downtown Port of Spain and service the needs of the **Government Campus Plaza** and the public;
- **Ministry of Education Tower** where preliminary block work around the perimeter recently began;
- **Scarborough Regional Library** due to be completed in December 2007;
- **Brian Lara Cricket Academy** – which is now 80 percent completed;
- **Chancery Lane Complex**, in San Fernando, where the main core tower is already erected and the Blind Welfare Association successfully relocated;



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- **Official Residence of the Prime Minister and Diplomatic Centre** which is substantially completed;
- **National Carnival and Entertainment Centre** in celebration of our cultural diversity;
- **Invader's Bay, Trinidad** where shore protection and land reclamation works were completed in May 2007; and
- The new **Port of Port of Spain** which involves relocating the existing Port.

## INFRASTRUCTURE

### Comprehensive National Transportation Study (CNTS)

The Government of Trinidad and Tobago, in order to maximise investment in the Transportation Sector, agreed to the preparation of a Comprehensive National Transportation Study (CNTS) for Trinidad and Tobago, encompassing all modes of transport.

In March 2007, the Ministry of Works and Transport (MOWT) advised the Consultants, hired to assist the Government in the formulation of the CNTS, that their Final Report for the CNTS was rejected. Currently, the MOWT is exploring its options to achieve its objectives in this regard.

### Mass Transit System Study

Government initiated a **Mass Transit System Study for Trinidad and Tobago** in August 2005, with the ultimate goal of providing for fast, frequent and efficient transportation service along the East-West and North-South corridors of Trinidad, via a rail system. Phase I of this Study which is complete, comprised: technology analysis; procurement approaches; legal review of Design Build Operate approaches; and core group procurement support. Phase II comprised: data collection and

review; field visit and data sign reconnaissance; conceptual planning – potential alignments, facility location; conceptual cost estimate; ridership and travel time estimates; potential benefits of Mass Transit; and preparation of conceptual design report.

Negotiations in respect of Phase III of the Project, including activities for the preparation of bid documents and the Request for Qualification for Design-Build-Operate and Maintain (DBOM) services for the Trinidad and Tobago Rapid Rail is ongoing.

### Drainage

Flood Mitigation initiatives undertaken over the past 3 years include:-

- i. Major River Clearing Programme;
- ii. Comprehensive Drainage Development Programme;
- iii. Infrastructure Rehabilitation and Flood Mitigation Programme; and
- iv. Flood Mitigation and Erosion Control Programme.

The short-term, **Major River Clearing Programme** seeks to decrease the instances of flooding and mitigate the resultant health hazards caused by improper drainage. Works executed under this Programme include:-

- i. The Marabella River Improvement Works – complete;
- ii. The Richplain Ravine Improvement Works – complete;
- iii. The Manzanilla Coastal Protection Works – 50 percent complete; and
- iv. St. John's Tidal Exclusion Gates – complete.

The **Comprehensive Drainage Development Programme**, which is aimed at alleviating the Country's perennial flooding problems, is on-going. The design of the Mamoral Dam and Reservoir is substantially complete, and construction is expected to commence in 2007.

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Projects executed under the **Infrastructure Rehabilitation and Flood Mitigation Programme** as of September 2004 include:-

- The Caroni River Improvement Works – Phase I – complete;
- The Ciperó River Improvement Works – 99.5 percent complete;
- The Vistabella River Improvement Works – 99.5 percent complete;
- New Cut Channel Improvement Works – South Oropouche – 65 percent complete;
- The North Oropouche River Improvement Works – complete;
- Supply and Installation of Control Structure – 100 percent complete; and
- Supply of Pumps for Caroni North Bank Supply of Pumps for Caroni Bank – complete.

Many communities have been subjected to flooding and erosion problems due to the increase in land development coupled with unusually heavy rainfall over the last few years. The **Flood Mitigation and Erosion Control Programme** seeks to undertake projects geared towards improving the hydraulic characteristics of major watercourses. Projects executed under this Programme in 2005 include:-

- i. The San Juan River Improvement Works;
- ii. The Beetham Estate Improvement Works;
- iii. The Guayaguayare Sea Wall Project;
- iv. The Morne Coco Ravine Improvement Works;
- v. The Maraval River (Construction of Wall);
- vi. The Maraval River Improvement Works;
- vii. The Mitchell River Improvement Works; and
- viii. The Gucharan River Improvement Works.

A **National Drainage Programme** comprising the under mentioned projects was implemented:-

- *Short-term Programme* – desilting and widening of watercourses throughout Trinidad;

- *Medium-term Programme* – walling and paving of drainage channels to minimize erosion and provide protection against scour primarily along the east/west corridor; and
- *Long-term Programme* – procurement of Consultants to develop River Management Plans which will include projected future land use and will have input from all stakeholders.

### Road Network

The MOWT has undertaken maintenance and development works on the main road network via the following programmes and operations: -

- National Highways Programme (NHP);
- District Operations;
- Programme for Upgrading Roads Efficiency (PURE); and
- Roads Planning and Development.

The NHP comprises 5 elements at an estimated cost of \$2 billion, these elements include:-

- Rehabilitation of 586 km of road and reconstruction of 65 bridges in Trinidad and Tobago;
- Reinstatement and stabilisation of failed slopes;
- Routine Maintenance of 2,700 km of roads;
- Trunk Road Expansion for 44 km; and
- Institutional Strengthening/Technical Cooperation.

The achievements of the NHP during the period 2002 -2007 include:-

- Rehabilitation of 61.6 km of road with a further 111.7 km. on-going;
- Reconstruction of 25 bridges;
- Repair of 20 landslips; and
- Construction of 5.4 km of new trunk roads (dual carriageway) comprising:-
  - Extension of Solomon Hochoy Highway from San Fernando to Golconda, ( 4.2 km); and

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- Extension of Diego Martin Highway from Sierra Leone to Wendy Fitzwilliam Boulevard, (1.2 km).
- Improvements to the Churchill Roosevelt Highway (CRH) comprising:-
  - Dualling of the CRH from O'Meara Road to Fort Read Pillars, (4.2 km) (ongoing); and
  - Rehabilitation of the CRH from Fort Read Pillars to Antigua Road, Wallerfield, (4.2 km) (ongoing).
- Contracts have been awarded for the Feasibility Study/Design of the following new Highways: -
  - Extension of Solomon Hochoy Highway from Golconda to Point Fortin, (44 km);
  - Highway from San Fernando to Princes Town, (11 km);
  - Highway from Princes Town to Mayaro, (46km); and
  - Extension of CRH from Wallerfield to Manzanilla, (32km).

The Golconda-Point Fortin Highway has been divided into 8 segments, the designs of 6 are complete and under review. Contract Documents for the San-Fernando/Princes Town Highway have been completed and is currently under review. The design of all 3 segments of the Princes Town/Mayaro Highway is completed and being reviewed and the design of one segment of the Extension of Churchill Roosevelt Highway to Manzanilla have been submitted;

- Completion of the development and implementation of a Routine Maintenance Management System (RMMS), Bridge Management System (BMS) and Pavement Management System (PMS) in the Districts; and
- The design of the structure and systems for a Road Authority which will assume responsibility for all roads in Trinidad.

District operations focussed on routine maintenance of 2,700 km of main roads and minor roads throughout the country.

As a result of the projects undertaken in PURE, the network of main and local roads is being rehabilitated in a timely and efficient manner. In addition, remote areas of the country are being effectively linked to this network through timely and efficient rehabilitation of the associated rural road infrastructure. The cumulative effect is the increased accessibility throughout the Nation and a reduction in traffic congestion which is in keeping with Government's Vision 2020 Plan of providing a safe and efficient road network system. Major achievements by the PURE Unit for 2002-2007 are listed hereunder:-

- The sum of \$250 million was expended 2002 for the rehabilitation of Local Government roads.
- In 2003, the sum of \$45 million, was allocated for rehabilitation works and a total of 182 projects were undertaken; and 102 km of roadway rehabilitated, major projects included:-
  - Coora Branch Road
  - Moreau Road
  - Churchill Roosevelt Highway
  - Old Mayaro Road
  - Penal Rock Road
  - Lothian Road
  - Highway – Piarco to Rasea
- In 2004, the sum of \$50 million was allocated for rehabilitation works; 125 projects were undertaken; and 86 km of roadway rehabilitated with approximately 65 percent being Local Government roads, major projects included:-
  - Churchill Roosevelt Highway
  - O'Meara to Fort Reed;
  - Morne Bleau, Paramin;
  - Cicada Road Extension;
  - Cunapo Southern Road;
  - M1 Tasker Road from Manhambre to Naparima Mayaro Road;

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- Estate Link Road; and
- Hoseinee Trace.
- In 2005, an expenditure of \$70 million represented a total of 94 projects and 60 km rehabilitated roadways, major projects included:-
  - Churchill Roosevelt Highway East Bound from Curepe to St. Augustine;
  - Construction of new access road off Solomon Hochoy Highway;
  - Endeavour Road;
  - Churchill Roosevelt Highway East Bound from Beetham Highway to El Socorro Road;
  - Diego Martin Lay By ; and
  - Freeport Todds Road 10.50- 8.2 Km.

- Uriah Butler Highway North Bound (from Chaguanas to John Peters Walkover)
- Eastern Main Road 28.8km – 34.65km;
- Morne Coco Road;
- C 1/1 Saddle Road Santa Cruz;
- Churchill Roosevelt Highway East Bound –UWI to Macoya; and
- Churchill Roosevelt Highway West Bound – Macoya to Curepe

During fiscal 2007, the sum of \$265 million has been expended. Currently 554 projects (approximately 470 km of rehabilitation of roadway) are being undertaken with 424 completed, 75 ongoing, 55 not started. Major projects include:-

- In 2006, \$200 million was allocated for rehabilitation works, 305 projects were undertaken; 150 km of roadway rehabilitated and 4 bridges reconstructed, major projects included:-
  - Bridge Reconstruction B 1/1 Watt Street and B 1/10 ;
  - Churchill Roosevelt Highway;
  - Aranguez Road Bridge;
  - Tasker Road from Chaguanas Main Road to Pierre Road;
  - Beetham Highway East and West Bound;
  - Arima Blanchisseuse;
  - Farm Road and Bridge;
  - Mayo Landslip;
  - Old Brechin Castle Main Road;
  - Solomon Hochoy Highway; and
  - Torrib Tabaquite.
- **Improvement to Maraval Access – Saddle Road from Rapsey Street to Valleton Avenue** - to create additional lanes to improve the overall infrastructure resulting in the reduced traffic congestion;
- **Widening of Churchill Roosevelt Highway (CRH)** – to upgrade from a standard dual lane highway to a 3-lane highway in order to improve efficiency along the East/West Corridor lane;
- **Brian Lara Stadium Access Roads** – construction of 1.8 km of roadway, inclusive of 1.2 km of a 4-lane roadway and 0.6 km of a 2-lane roadway to facilitate access to the Brian Lara Stadium and the proposed sporting complex;
- **Wrightson Road Improvement Project** - widening to 3 lanes from St. Vincent Street to Colville Street;

In 2006, a further sum of \$310.5 million was expended on a total of 210 projects including 46 landslips and rehabilitation of 331 km of roadway, major projects included:-

- Beetham Highway East and West Bound;
- Exchange Estate Road;
- Ravine Sable Road;
- Uriah Butler Highway North Bound (from Radio Beacon to Caroni Bridge);

- **Widening Uriah Butler Highway** – widening to 3 lanes from Jeningham Junction to Chaguanas Overpass;
- **M2 Tasker Road** – Rehabilitation works;



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- **Construction of Pedestrian Overpasses** – Spring Village, Don Miguel Road; Powder Magazine Pedestrian and West Mall ;
- **Construction / Reconstruction of Bridges** - Valencia River Bridge, Caroni Silver Bridge – installation of an 81m span two lane modular steel bridge, and Arouca River Bridge.

### Roads Planning and Development

While the National Transportation Study is expected to yield a number of projects for the long term development of the country, the severity of traffic problems in the country at present requires immediate action to alleviate traffic congestion. Accordingly, some highway and main road development projects are being undertaken through NHP and PURE, while others are being planned by the Highways Division of the MOWT, with implementation to be undertaken by the **National Infrastructure Development Company Limited (NIDCO)**. Some of the projects being addressed in this manner include:-

- The East/West Corridor Expansion and Improvement Works;
- Ancillary works to the Churchill Roosevelt Highway/Uriah Butler Highway Interchange;
- Widening of the Uriah Butler Highway from Churchill Roosevelt Highway to Chaguanas;
- Improvement to Port of Spain Access;
- Dualling of the Western Main Road from Morne Coco Road to Tucker Valley;
- Improvement to Diego Martin Access;
- Improvement to Maraval Access;
- Southern Link Freeway (parallel and south of the Churchill Roosevelt Highway); and
- Construction of new highways - Wallerfield to Manzanilla, San-Fernando to Princes Town, Princes Town to Mayaro, San- Fernando to Point Fortin

### Traffic Management

The Traffic Management Branch of the MOWT is responsible for the promotion of road safety and in this regard, during the period 2002 to 2003, the Branch undertook the following initiatives:-

- Installation of 431,305ft of road markings on highways and major roadways in Trinidad.
- Other specialised markings and works including, 547 Stop Bars, 338 Pedestrian Crosswalks, 481 Directional Arrows, 23 Taxi Stands, 117 Striped Humps, 121 Humps Constructed, 216 Intersections were marked, 75 Word markings (stop, school ahead, slow, etc.) ;and
- Installation of 156 signs at warranted locations and the cleaning and repairing of over 2,000 signs, kilometer stones, railings and A Type Barriers.

In 2005, the Branch undertook the following:-

- Road Marking Programme - comprising the repainting of highways and roadways throughout Trinidad at: 800 intersections, 500 cross-walks, 50 taxi-stands, 100 street humps, and traffic signs;
- Continuation of the Signage Programme consisting of the fabrication and installation of traffic signs and directional signs with 500 signs manufactured and installed throughout Trinidad and 15 directional signs installed by private contractors along the Beetham and Churchill Roosevelt Highways;
- Traffic Signals New traffic signals were installed at: the Priority Bus Route, and the intersection of M1 Tasker Road and Naparima-Mayaro Road. In addition, the traffic signals along Park Street were co-ordinated to facilitate the smooth flow of traffic along this heavily utilised arterial; and
- New Jersey Barriers - Vehicles crossing over the medians of the Highways and colliding with on-coming traffic are occurring quite frequently on the highways resulting in serious Accidents. In this

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regard, 400 New Jersey Barriers were installed along the Beetham Highway to the Barataria Interchange.

### Transportation

#### Public Transport (Land)

Over the period 2002 to 2007, the Public Transport Service Corporation (PTSC) continued to strive to become more efficient in the provision of a reliable public transport service to the citizens of Trinidad and Tobago by recognising the need to increase capacity and improve service to customers in accordance with its mandate. While the PTSC has focussed its operations on the long haul routes on the East/West and North/South Corridors, it has also attempted to address the needs of niche markets such as school transport, the socially challenged and distant high density communities such as Point Fortin and Siparia. During the period under review, the Corporation's major accomplishments included:-

- Purchase of 12 air conditioned articulated buses for use along the East/West and North/South corridors;
- Acquisition of 6 mini buses to service the cities centres of Port of Spain and San Fernando;
- Provision of reserved seats on the existing conventional buses for persons who are physically challenged; 5 purpose built buses for persons who are physically challenged were purchased;
- Re-introduction of transit services to communities including Maraval, Santa Cruz, Bon Air, Maracas Valley and Sangre Grande to Mayaro;
- Under the **School Transport Programme**, 21,000 seats were made available to school children by the Corporation and 200 maxi taxis engaged to provide school transport service to a number of areas, in particular rural communities;
- Continuation of a series of 'Know Your Country Tours' to such locations as Mayaro, Granville, Maracas, Los Iros and Asa Wright Nature Centre;
- In Tobago, the Tobago House of Assembly acquired 17 new buses, two of which have features for persons who are physically challenged;

- Acquisition and commissioning of 25 standard buses to service the East/West and North/South Corridors of Trinidad;
- Improved ridership on city service routes both in Port of Spain and in San Fernando, thus establishing a basis for the expansion of these services;
- Introduction of time-based service schedules along the POS/Arima, POS/San Fernando and POS/Chaguanas routes;
- Development of a new website as part of the Corporation's Information Awareness Programme; and
- Continued partnership with the Tobago House of Assembly towards the improvement of public transport in Tobago.

#### Sea and Port Services

Government is committed to the provision of an efficient and effective sea transport system between Trinidad and Tobago. During fiscal 2005, passengers enjoyed greater levels of comfort and decreased travel time with an increased number of citizens utilising the ferry service for travel between Scarborough and Port of Spain. As such, Government has commenced the acquisition of 2 fast ferries for use on the sea bridge to further improve the sea transportation between the islands. Currently, the *T&T Express* is in service and the *T&T Spirit* commenced sailings in July 2007.

In order to enhance the cargo carrying capacity between the 2 islands, the cargo ferry 'Warrior Spirit' was chartered for a 2-year period from June 2006. Government is continuing initiatives to acquire a dedicated cargo vessel for the inter-island route.

The construction of a new passenger terminal building for the Government Shipping Service (GSS) commenced in November 2005. This facility will be equipped with an improved ticketing system, a modern passenger waiting area, an elevated passenger ramp to enable easy access to and from the vessel(s) at deck level and will accommodate at least 500

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passengers at any given time. The project will be completed in July 2007. A new ticketing system which will allow the public to access tickets at distributed outlets is being acquired, 20 cargo trailers were purchased in July 2007 and are already in operation.

Commencement of the restructuring of the **Port Authority of Trinidad and Tobago (PATT)** into 3 strategic business units, namely: the **Port of Spain Infrastructure Company Limited (PoSInCo)** – with responsibility for real estate management and cruise shipping; the **Port of Port of Spain (PPOS)** – with responsibility for the cargo handling operations; and the **Trinidad and Tobago Inter-island Company Limited (TTIT)** – with responsibility for the inter island ferry service.

With respect to the restructuring of the Port of Port of Spain (PPOS), a 3-year contract was awarded to Portia Management Services Limited (PMSL) of the United Kingdom in March 2006 to undertake the management of cargo handling at Port of Spain. A primary goal of PMSL will be the modernisation of systems and procedures at the Port of Port of Spain, with specific emphasis on human resource development as it relates to cargo handling operations of the Port. The exercise with respect to the establishment of a **National Port Council (NPC)** is also ongoing. The NPC will be responsible for economic, developmental, regulatory and environmental issues concerning port activities in the country.

During 2006, the PATT completed construction of a bridge and paved two hectares of land at Invaders Bay which is being used exclusively for the handling of imported vehicles, in addition, 5 cranes (RTG) and 12 tractors were procured and will commence service in August 2007. These pieces of equipment will greatly enhance the handling of cargo containers at the Port.

The berths at the CARICOM Wharves were reconstructed in 2003 and the reconstruction of Berth 7 was completed in 2004 resulting in an additional 200 meters of dock face and 2 hectares of container storage area at the Port.

Trinidad and Tobago's port facilities and registered ships achieved **International Ship and Port Facility Security (ISPS)** Code compliance by the enforcement date of July 1<sup>st</sup> 2004. If compliance was not achieved ships would have avoided docking at the Country's ports and Trinidad and Tobago registered ships would have been disallowed from trading with North America and Europe.

Over the period under review, the following navigational aids were either re-established, or installed throughout Trinidad and Tobago:-

- Couva Shoal Buoy, Couva (replaced);
- Victor Carter Buoy, Cedros (re-established);
- Los Gallos Buoy, Icacos (re-established);
- Oropouche Bank Buoy, San Fernando (re-established);
- Middle Channel Buoy, Icacos (re-established);
- Three Fathom Bank Buoy, Icacos (re-established);
- Wolf Rock Beacon, Icacos (re-established);
- Diamond Rock Beacon, Grand Boca (re-established);
- Darien Rock, Trinidad (re-established);
- Galera Point Lighthouse, Toco (refurbished);
- Brigand Hill Lighthouse, Manzanilla (refurbished);
- Chacachacare Lighthouse, Chaguaramas (refurbished);
- Bulldog Shoal, Tobago (re-established);
- Buccoo Reef, North and West (re-established);
- Minister Rock, Tobago (re-established); and
- Great River Shoal, Tobago (new buoy established).

In 2006, the MOWT secured the services of a legal maritime consultant to review and draft maritime shipping legislation to facilitate an effective and efficient maritime operation in Trinidad and Tobago. In this regard, the *Shipping Act of 1987*, the *Oil Pollution in the Territorial Waters Act of 1951* and the *Carriage of Goods by Sea Act of 1926* have been amended and are at various stages of the implementation process.

A Committee has been established to oversee the preparation and implementation of a Vessel Traffic Management System in

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the waters of Trinidad and Tobago. This system which is to be undertaken in 5 consecutive phases will enhance the safety of shipping, especially in the Gulf of Paria where ship movements have increased and continue to increase.

### Air Transportation

The Air Transport Industry worldwide is based on the tenets of Safety, Security and Customer Satisfaction. The issue of Security has taken on added emphasis in the wake of the September 11<sup>th</sup> 2001 air terrorism actions. In this light, a heightened security consciousness has continued to drive the Government's focus on projects that strengthen and modernise security and safety in the Local and International arena.

The achievements of the Trinidad and Tobago Civil Aviation Authority for the period under review include the transition of the Civil Aviation Division to the Trinidad and Tobago Civil Aviation Authority. This proved to be a major achievement in reengineering the mode of operation of the regulatory environment in Trinidad and Tobago and provided the required autonomy needed to respond to the dynamic nature of the industry. The work of the Authority has resulted in the regaining of *Category One* status indicating that the Trinidad and Tobago regulatory environment is at the highest standard. The Trinidad and Tobago regulatory system has also been meeting the regulatory requirements of the International Civil Aviation Organisation (ICAO) which is the United Nation-affiliated institution for Aviation worldwide. Regarding the Strengthening of Aviation Security, the **Airport Security Strengthening Project** which is jointly funded by the Government of Trinidad and Tobago and the IADB was initiated in 2002 with the following main components:-

- Regulatory strengthening;
- Implementation of new administrative services; and
- Training.

The main area of concentration has been the procurement of air navigation equipment to replace obsolete and outdated air navigation equipment. The Authority's procurement programme has allowed for the replacement of a number of

outdated equipment, inclusive of Non-Directional Beacon and Distance Measuring Localised at Crown Point International Airport and High Frequency Single Side Band equipment at Piarco. Other equipment being installed include:-

- 1 Doppler Very High Frequency DVOR System, which will provide aircraft with guidance information in the final phase of approach and landing;
- Reddig Node which will establish reliable voice and data link communication between Piarco and adjacent Flight Information Regions to the West and South; and
- Non- Directional Beacon for Trinidad which is an essential piece of equipment that serves as both an approach and en-route navigational aid.

The **Airports Authority of Trinidad and Tobago (AATT)** has sought to address the infrastructure requirements of the sector via the upgrade and maintenance of its facilities, the training of its personnel, the streamlining of its operations and enhancement of its economic viability.

In 2003, ICAO and its affiliate (Aviation Security) AVSEC recertified and re-established Piarco International Airport as the official center for Aviation Security Training in the Region. The AATT has also collaborated with International Air Transport Association (IATA) and Aviation Training and Development Institute (ATDI) on an international certified operations training programme

In terms of the infrastructure, both Piarco and Crown Point International Airports have made significant strides in respect of increased passenger and cargo throughput as well as the improvement and development of its Security and Information systems. In 2005, the AATT's revenue generation increased by 22 percent over the 2004 period with the main area being revenue from passenger movements.

Other major achievements of the AATT over the period include:-



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- **Prudent Financial Management** - In the financial year ended 2006, the Authority's revenue generation increased by 3 percent over the 2005 period with the main area being revenue from passenger movement contributing to the Authority generating enough cash to fund current operations;
- **Piarco Airport Runway 10/28 Improvement Works** – which include: profile milling of the runway surface; reconstruction of the runway shoulders; and placement of variable thickness *Hot Mix* asphalt levelling and surface course to controlled grade and cross slopes;
- **Terminal and Ramp Expansion – Crown Point** - the first phase in the Expansion and Modification of the Crown Point International Airport Terminal Facilities. The provision of 19,000 square metres of reinforced concrete Apron and Taxiway increased the capacity of the Ramp from its ability to accommodate 4 parking positions with a maximum of 2 wide body aircraft and one B 737 aircraft to an ability to accommodate either 7 aircraft positions or a maximum of 4 wide body aircrafts and two 737's;
- This project was completed December 2005 in time to meet the winter peak traffic period;
- **Main Drain Restoration Project - Piarco International Airport** - The Main Collector Drain, north of the high speed taxiway at Piarco International Airport, underwent restoration work in order to reverse its deterioration and correct the faults in the drainage system;
- **Car Park Expansion, North Terminal, Piarco International Airport** - In 2004 the Authority undertook to increase the capacity of the car park as well as its design in order to ensure more efficient usage amongst concessions/ private paid use. The car park was in fact expanded to 1,172 parking spaces;
- **Safety and Security** - two critical areas of focus in the international aviation industry. The AATT has ensured that the stringent ever changing requirements are maintained to the highest international levels as evidenced by the excellent rating achieved in the last three successive TSA and ICAO audits;
- **Establishment of the ACI-GTH Aviation Training Centre** - in September 2006, under partnership agreement between the AATT and the Airports Council International (ACI) for the establishment of the ACI's first Global Training Hub for all aspects of aviation training which is to be used by the ACI as a model in the establishment of 5 other such centres around the world;
- **Aerodrome Security and Aerodrome Operations Manual** - The AATT invested its resources in improving airside infrastructure and developing and documenting operational and safety procedures;
- **Resource Information Systems** - The introduction of an Integrated Human Resource Information System was viewed as an opportunity for the AATT to better manage its Human Resources while eliminating tedious and time-consuming manual administrative processes existing prior to 2007; and
- **Customer Service** - Piarco International Airport was voted the Caribbean's Leading Airport in 2006 by the World Travel Awards based on the results of an industry wide travel and tourism survey among 165,000 travel agencies and professionals in 140 countries and judging was based on customer service, technology, operational efficiency, product offering and style.

### Public Buildings

Government in its pursuit of Developed Nation Status by the year 2020 will continue its programme of reconstruction,

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restoration, refurbishment and upgrade of its cadre of public buildings. Focus will be placed on the following:-

- i. The restoration of historic public buildings to ensure the re-adaptive and economic re-use of these buildings, and to preserve the historical integrity of the buildings;
- ii. The refurbishment, upgrade and extension of existing buildings to provide improved office accommodation for existing and additional staff of several ministries;
- iii. The construction of new buildings to provide office accommodation for existing and additional staff for several ministries, and
- iv. Providing technical assistance to other ministries and government agencies in the furtherance of their socio economic policies.

Projects designed/project managed/monitored/constructed/renovated include:-

- National Library Building – commissioned in March 2003;
- Red House – Phases I and II completed. Phases III and IV on-going;
- Cottage at the Presidents Residence;
- Coast Guard Building at Staubles Bay;
- Sangre Grande Fire Station;
- Civil Aviation Stores;
- Old Police Head Quarters Building;
- Police Narcotics Building – Park Street; and
- Refurbishment to Government Printery.

Ongoing works on historic buildings include:-

- Queens Royal College;
- President's Residence;
- Mille Fleurs Building;
- Fort Picton;
- Trinity Cathedral;
- Nelson Island Jetty;

- Treasury Building; and
- Toco lighthouse.

## PUBLIC UTILITIES AND THE ENVIRONMENT

### Water and Wastewater

#### Short Term Investment Plan (STIP)

Since 2002, Government, in its drive to improve the supply and distribution of potable water to the population, and to develop the capacity to handle wastewater, implemented a **Short Term Investment Plan (STIP)** over the 3-year period 2002 to 2005, to provide water and sewerage services to hard hit areas. The achievements under the STIP included:-

- Laying of 26.3 km of pipelines along the Cascade/ Long Circular, Boissiere/Maraval and Belmont Laventille Systems;
- Installation of 14.5 km and 4.15km of pipeline under the Priority Pipeline Programme and the Short Term Investment Plan;
- Rehabilitation of water treatment plants at Courland, Richmond and Hillsborough;
- Rehabilitation of 7 booster pump stations at Santa Cruz, Morvant and Maracas Valley, benefiting 28,100 persons;
- Completion of a new lift station at Government Farm in Tobago to facilitate the new hospital, Government buildings and HDC developments; and
- Completion of wells to benefit customers at Bloody Bay, Bacolet, Castara, L'anse Fourmi and Signal Hill.

#### The Water and Sewerage Authority (WASA)

In charting the way forward for WASA, the Government, between 2004 and 2006 approved the **Water Sector Strategic Plan** which provided the policy direction for the development of the Water and Wastewater Sector and agreed to the restructuring of the Authority.

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Out of the Water Sector Strategic Plan came 2 decisions, firstly, the commissioning of the **Water and Wastewater Master Plan**, and secondly, the implementation of WASA's 3-year **Water Sector Modernisation Programme**. In May 2007, WASA awarded a contract to GENIVAR, an international consultant, to develop the Water and Wastewater Master Plan, the aim of which is to transform WASA into an efficient and viable business through the provision of reliable water and waste water services to the year 2035.

The implementation of the 3-year **Water Sector Modernisation Programme** commenced in 2005, and has resulted in:-

- Further development of 5 new water treatment plants and installation of transmission mains at Cumuto, Matura, Salybia, Mayaro and Blanchisseuse. When completed, these will supply an estimated 96.07 mega litres of water per day to the industrial nodes and commercial interests at Wallerfield, Union Estate in La Brea, Point Lisas and Mayaro and will benefit domestic customers in North East, East and Central and South Trinidad;
- Completion of refurbishment works on the Caroni, Las Lomas and Penal Water Treatment Plants;
- Completion of wells at Point Fortin and Tobago, and booster stations at North Post, Gran Curacaye, Government Farm, San Fernando and South Oropouche. Pipelines were replaced at Wallerfield, Palmiste, San Fernando and Fyzabad;
- Commissioning of the Beetham Wastewater Treatment plant in 2006, and completion of refurbishment works on the Arima and San Fernando Wastewater Treatment Plants; and
- Commencement in 2006 of work on the re-engineering of its systems, processes and procedures towards improving corporate efficiency, through the integration of its Customer Information System (CIS), Geographic Information System (GIS) Computerised Maintenance Management System (CMMB) and Supervisory Control and Data Acquisition (SCADA) systems.

Work on the restructuring of WASA commenced in 2006, with a realignment of functions within the Authority, which were intended to facilitate a turnaround of WASA within a 10-year period, and provide for a shorter gestation period for projects so as to improve service levels.

WASA also launched its Public Education Centre, aimed at better educating the public on the Water and Wastewater Sector, promoting the wise use and conservation/preservation of water, enhancing the Authority's corporate image, and developing and maintaining a good relationship with all its stakeholders.

Currently, WASA has commenced work on the project to replace the 45-year old, 35km Naver Trunk Main and upgrading of the associated transmission and distribution networks. This project is anticipated to be completed by the end of 2008 and to benefit approximately 75,000 customers in South Trinidad who are presently not served or underserved.

In January 2006, WASA and the National Energy Corporation signed a Memorandum of Understanding relating to the development of a proposal of a water re-use project, the aim of which is to allow the high quality effluent from the new Beetham Wastewater Treatment Plant to be treated to a standard that will permit its use by the industries in the Point Lisas Industrial Estate via a submarine pipeline in the Gulf of Paria. The project's components would comprise a water reuse treatment facility, a submarine transmission system and the localised water distribution network. Work is continuing on the development of this project.

### Electricity

In 2002, the **Trinidad and Tobago Electricity Commission (T&TEC)**, taking cognisance of the fact that the last major upgrade of the country's electricity transmission system was in the mid-eighties, conducted studies which confirmed that the country's transmission system, particularly in North Trinidad, was inadequate for the period and the years ahead. Consequently, T&TEC prepared development plans for

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North, East, and South Trinidad and Tobago which outlined the necessary transmission and substation upgrade works.

The North Development Plan addressed the ageing electricity infrastructure in the East West Corridor, Port of Spain, and its waterfront development projects. The East Development Plan addressed the rapid expansion in housing and the commercial sectors in East Trinidad, as well as the proposed establishment of a new technological and industrial park at Wallerfield. The South Development Plan focussed on the heavy demands that the proposed industrial estates and petrochemical enterprises in South Trinidad would place on the country's transmission and distribution systems while the Tobago Development Plan addressed the 50-year old transmission system that services the island from Trinidad as well as the growing demand for electricity in Tobago.

Also in 2005, T&TEC completed a study on bulk power requirements necessary to take the country to Developed Country Status and beyond 2020. Critical requirements are new power stations, expansion of the transmission and sub-transmission systems, upgrading of the Commission's communications system, expansion of the fibre optic network, and enhanced customer service.

In 2006, T&TEC signed a Power Purchase Agreement with Powergen for the supply of an additional 208 mega watts of electricity from the Point Lisas Station. Development proposals are proceeding for the establishment of a new dual fuel 60 mega watts power station at Cove Estate in Tobago, capable of operating on natural gas or kerosene. By April 2007, work had commenced on the Gateway 132/32kV substation which is located in the vicinity of the Port of Spain Power Station.

With respect to transmission and sub-transmission projects, T&TEC in 2006 and 2007 commenced work on 9 Tower Lines from Bamboo to East Dry River, Bamboo to Mount Hope, Mt. Pleasant to Diamond Vale, Carenage to Mt Pleasant, San Raphael to Wallerfield, Pinto Road to Wallerfield, Debe to Union, Debe to Reform and Debe to Penal. Further, work has commenced on the upgrade of 10 substations located at Edward Street, Mt Hope, Bamboo, Wallerfield, Charlieville,

Union, Reform, Debe, Brighton, and Milford Bay in Tobago. In addition, work is ongoing on the establishment of the upgrade of the 66 kv network in Tobago.

In the areas of telecommunications, distribution and customer service, T&TEC in 2006 and continuing in 2007, commenced work on the replacement of its obsolete Microwave Radio System, which when completed, will provide a more reliable communication link at critical points on T&TEC's transmission and distribution infrastructure, for continuous monitoring and control. This will minimize potential outages and aid in the early restoration of supply.

In addition, the fibre optic network is being expanded to interconnect all substations so that operating data from the field can be readily available to operators at the System Control Centre. T&TEC is also implementing the Advanced Metering Infrastructure (AMI) System which will contribute to remote meter reading, time of use billings, continuous power quality monitoring, and the elimination of estimated billings.

In 2004, Guaranteed Standards and Overall Standards of Service were developed for T&TEC in collaboration with the Regulated Industries Commission. These standards addressed inter alia response and restoration times after unplanned outages, billing punctuality and connections. Over the period 2002 to 2006, the benefits of these Standards included a 31.8 percent reduction in the number of trouble reports received, reduction in the average response time for emergencies from 4.6 hours to 2.6 hours, and improved billing punctuality, with 98 percent of all bills being mailed within 10 working days of meter reading. Same date connections increased from 83 percent to 99 percent, and 99 percent of all reconnections were made within 24 hours.

From 2002 to 2007, T&TEC undertook work in the area of national street lighting with the aim of illuminating community areas, highways, and major roadways, residential and new housing developments. During this period, 69,490 new street lights were installed, and 39,328 lamps were upgraded. Other illumination projects included:-



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- The grounds and peripheral areas of the University of the West Indies;
- The grounds of the Presto Praesto Youth Camp in Couva;
- Chapman Park in Oropouche;
- Yoland Pompey Recreation Grounds in Princes Town;
- St. Stephen's College Sports Ground in Princes Town;
- David Williams Grounds in Penal;
- Felix Farrier Grounds in Arima;
- The Eddie Hart Jogging Track in Tacarigua;
- 101 pan yards and environs throughout the country, as well as routes for the Parade of the Bands for Carnival;
- The Aranguez Savannah;
- The Mon Repos Roundabout in San Fernando; and
- The Barataria and NP (National Petroleum) overpasses on the Beetham Highway.

In addition, T&TEC has commenced work on the installation of 20,000 additional 150W streetlights in residential and new housing developments, the illumination of approximately 100 taxi stands, the installation of 5,000 guard rails and fittings along highways, and the replacement of 1,000 streetlights with impact resistant luminaries in areas prone to vandalism.

### Social Intervention Programmes

For the period 2002 to 2007, the Ministry of Public Utilities and the Environment implemented social intervention programmes for improving the quality of life of vulnerable families and communities through: the improvement in their water and electricity supply; electrification of their communities; and provision of relief on water rates.

Under the **National Social Development Programme (NSDP)**, which is being implemented by WASA and T&TEC to bring relief to rural communities outside of the main distribution systems, WASA completed over 420 pipe laying projects involving an estimated 300 km of pipeline,

constructed 15 booster stations, installed 185 communal tanks and drilled 33 wells. This work has created 19,000 new customers for WASA, and impacted the lives of over 200,000 persons.

WASA also commenced work on the drilling of 13 wells to complement the existing supply and improve the level of service to the rural communities of Mamoral, Matura, Matelot, and Biche. Work has also started on the installation of 8 booster pumping stations at Red Hill, Upper Moraldo Street, Maraj Trace, Gordon Street, and Subero Street in Trinidad and at Montgomery, Parrot Hall #1, and Bloody Bay Transfer Station in Tobago.

In North Trinidad, work has commenced on the laying of 34.4 km of pipeline for the benefit 6,065 persons in Arima, Arouca, Laventille, Diego Martin, Morvant, La Paille Village, Barataria, Tunapuna and Toco. In South Trinidad, work has started on the laying of 93.5 km of pipeline for the benefit of 2,185 persons at Chaguanas, Caroni, Tabaquite, Princes Town, Claxton Bay, Oropouche, Naparima, Fyzabad, and Ortoire/Mayaro.

In Tobago, work commenced on the laying of 22.8 km of pipeline for the benefit of 4,770 persons at Bon Accord, Canaan, Signal Hill, Lambeau, Plymouth, Les Coteau, Mt. St George, Mason Hall, Castara, Studley Park, Richmond and Calder Hall.

With respect to T&TEC's activities under the National Social Development Programme, from 2002 to 2007, a total of 350 electrification projects had been completed throughout Trinidad and Tobago. Electricity has been supplied to 55 recreation grounds and 30 WASA projects, impacting the lives of 3,000 households and an estimated 50,000 persons. Further, T&TEC commenced a house wiring component under the NSDP in 2004, and by 2006, had wired a total of 326 homes at Arima, Maloney, St. Augustine, Barataria, Chaguanas, Caroni, Manzanilla, Mayaro, Point À Pierre, Point Fortin, San Fernando, Sangre Grande and Tobago. This assistance is provided to needy elderly persons.

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Training is also another component of the NSDP. In 2005, T&TEC revived its Trade School Programme and commenced training of 30 persons between the ages of 17 and 25 at its Penal Trade school. To date, 102 persons are enrolled at T&TEC's Trade Schools at Penal, Port of Spain and Tobago where, for a period of 3 years, they will be inducted in becoming electrical technicians and complement the existing pool of trained persons needed to maintain the heavy capital investments in the electricity sector. Persons completing this training will receive the Trinidad and Tobago National Vocational Qualification (TTNVQ) certification.

In Tobago, WASA, in 2006, commenced pipe laying training for young persons. This is part of the skills base for WASA's construction and maintenance of water and drainage infrastructure in Tobago. Young persons are being trained to work on mains, valves, meters, road cutting and restoration.

The **Hardship Relief Programme** provides financial relief in the form of an annual credit of \$70.00 or \$100.00 to recipients of Old Age Pension, Disability Grant or Public Assistance. For the period 2002 to 2007, 1,563 persons were added to the programme, increasing the total number of beneficiaries to 10,429 persons.

### The Postal Sector

In 2002, Government's **Postal Sector Reform Programme** being implemented by TTPost, and funded by the World Bank was in its preliminary stage of implementation, under foreign management through a Delegated Management Arrangement (DMA). The DMA was to be followed by a Long Term Arrangement (LTA). TTPost was successful in transforming the Postal Sector into a modern, viable business entity. TTPost is now operating under local management.

TTPost is also expected to meet the Universal Service Obligation (USO), which is an undertaking by the Government, being a signatory to the Universal Postal Union Agreement, to provide the population with a mail service that is reliable, accessible and affordable. In this respect, TTPost, by 2007, has been reaching 96 percent of the national community through

increased mail delivery to 365,000 households as compared to 177,000 in 1999. During this period, mail volume also increased from 35 million pieces to 65 million pieces and 88 percent of local mail was processed and delivered on a next-day basis, with 98 percent being delivered within two days. In 2006, TTPost attained a score of 95.6 percent (Gold Status) for the tracking of its premier Express Mail Service (EMS) with the IPS (International Postal Solution) Light Tracking System.

### Regulatory Environment

The **Regulatory Industries Commission (RIC)** operates to ensure that good quality and efficient utility services are provided to the citizens of Trinidad and Tobago at fair and reasonable rates. Over the period 2002 to 2007 the Regulated Industries Commission developed and launched quality of service standards for electricity, water and wastewater sectors. Performance indicators were developed for WASA and T&TEC. The Commission also developed a social action plan which included codes of practice and the provision of priority services for vulnerable groups. Rate review procedures were also developed.

### Disaster Preparedness and Management

The Ministry of Public Utilities and the Environment is one of the auxiliary Ministries which is involved in the work of the Office of Disaster Preparedness and Management (ODPM), during and after a disaster, the adequacy and quality of water, electricity service and environmental safety are usually compromised. As a result, the Ministry of Public Utilities and the Environment, in 2005, established an in-house Disaster Management Committee to coordinate disaster preparedness and management activities among its relevant Divisions and Agencies i.e. WASA, T&TEC, EMA, SWMCOL, TTPost and the Forestry and Meteorological Services Divisions.

WASA and T&TEC have established Emergency Operations Centres from which coordination of activities can take place in the event of a disaster. Both agencies have started the training of their staff on emergency response. WASA has revised its

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emergency procedures document and developed an emergency response plan for storms and hurricanes.

T&TEC has purchased emergency spares and supplies for disaster situations. They have also acquired and deployed trailer mounted standby generators at key installations for early restoration of service to specifically identified loads areas isolated from the rest of the system during disasters.

In addition, the mandate of CEPEP has been broadened to include assistance in flood prevention and control by the maintenance of watercourses. A policy decision was also taken to train CEPEP workers in disaster preparedness with a view to effecting rapid response to emergencies at the community level, working in tandem with the Office of Disaster Preparedness and Management and other relevant agencies.

In the area of early warnings for disasters, the Meteorological Services Division has acquired and installed High Resolution Satellite Receiving Equipment and the installation of Automatic Weather Stations at strategic locations throughout the country to assist in weather monitoring and forecasting.

### Environmental Management

One of the most important areas of marked failure is the environment. Accordingly, the years 2002 to 2007 represented a period of deepening environmental awareness with the notion that if we cannot protect our environment and make growth ecologically responsible, we will not have sustainable development.

In this regard, the Government has moved to put into place policies and legislation that will enable growth and development that is ecologically sound and sustainable.

The Revised National Environmental Policy which was laid in Parliament in 2006, provides the guidelines for enhancing the legislative framework for the protection of the environment through the development of subsidiary legislation under the *Environmental Management Authority Act 2000*.

As a consequence, the drafting of 2 pieces of environmental legislation was completed and one was made law between 2006 and 2007. These intend to ameliorate the adverse effects on human health and the environment of pollutants and wasteful practices. They are:-

- The *Beverage Containers Bill* which is intended to encourage the reuse and/or recycling of container waste and to discourage the wasteful, unsanitary and environmentally degrading practice of disposing of empty beverage containers into the environment. The revised draft *Beverage Containers Bill* was completed in 2006;
- The *Air Pollution Rules* which are intended to regulate the release of air borne pollutants into the atmosphere and thereby protect the air quality and health of the citizens of Trinidad and Tobago. The drafting of these Rules was completed in 2006; and
- The *Water Pollution (Amendment) Rules 2006* and *Water Pollution (Fees) (Amendment) Regulations 2006*, which are intended to ensure that the fresh water and marine resources of Trinidad and Tobago are protected from pollution. In January 2007, the *Water Pollution (Amendment) Rules 2006* were laid in the Senate and in the House of Representatives for negative resolution of Parliament. The *Water Pollution (Fees)(Amendment) Regulations 2006* were published by the Government Printery in December 2006.

In March 2007, work commenced on the drafting of the Waste Management Rules. A forerunner to this exercise was the completion of a National Inventory on Hazardous Waste in Trinidad and Tobago in March 2006. The resulting report provides among other things, information on the following:-

- A comprehensive list of all economic sectors/ activities that generate hazardous wastes in Trinidad and Tobago;

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- The system for data collection, retrieval, verification and geographic location for each hazardous waste source as far as possible; and
- The generation, export, import and accidents occurring during the Transboundary Movements and Disposal of Hazardous and Other Wastes, which is a reporting requirement under the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their disposal.

In addition, in April 2007, a consultant from the Caribbean Natural Resource Institute (CANARI) was contracted to work on the revision of the 1942 *Forest Policy* and the 1982 *Policy for the Establishment and Management of a National Parks System in Trinidad and Tobago*.

The **Green Fund Regulations** have now become law (February 2007), and work is in progress to have the Fund operational so that grants can be made to community groups and organisations for activities related to the remediation, reforestation and conservation of the environment.

Three species, the Manatee, Pawi, and Sabre Winged Humming bird were designated as Environmentally Sensitive Species (ESS) in 2005, and work is in progress to designate 5 species of marine turtles as ESS.

The designation of Matura as an Environmentally Sensitive Area (ESA) was also completed, and work toward the designation of Nariva, Aripo, Buccoo Reef, Main Ridge in Tobago and Caroni as Environmentally Sensitive Areas commenced.

In the area of forest and wildlife management, 178 honorary game wardens were appointed in fiscal 2005 from civil society to assist with wildlife protection on an island-wide basis. In addition, 55 community groups and 1,960 persons working on the **National Reforestation and Watershed Rehabilitation Programme** planted 610 hectares

of forest in North, East and South Trinidad for the purpose of enrichment of forested zones. They protected 5,720 hectares of forested environment from fire by the establishment and maintenance of 265 km of fire traces, fire breaks and the detection and suppression of fires.

With respect to Watershed Management, 260ha of watersheds were planted; 9,000 new check dams were constructed; 4,000 existing dams were maintained for the purpose of erosion control on the Northern Range; a photo database on squatting and landslides on the Northern Range along the North Coast Road has been compiled; and a draft landslide rehabilitation plan for the Northern Range was completed.

The Forestry Division maintained 7 parks, 17 nature trails and recreational areas; facilitated over 200,000 visitors to 4 historical sites; and 13,202 visitors to leatherback turtles' nesting grounds and the Asa Wright Nature Centre.

In 2006, the Forestry Division commenced work on the revision of the 1981 forest cover map and the work is 80 percent complete.

Achievements under Multi-Lateral Environmental Agreements for the period 2002 to 2007 were as follows:-

- **National Study on Hazardous Wastes in Trinidad and Tobago (2002)**. This study was completed in March 2006 and a database was set up to capture data for 2003 and subsequent years;
- **Trinidad and Tobago's Third Annual Report on the United Nations Convention on Biodiversity (UNCBD)** which was completed and submitted to the Secretariat of the UNCBD; and
- Development of a **National Action Programme (NAP)** to combat land degradation under the United Nations Convention to Combat Land Degradation. A draft plan was completed in December 2005 and subjected to two rounds of public consultations in March 2006.

In the area of waste management, the aim is to ensure that wastes are recovered, reduced recycled or disposed of without



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endangering human health and the environment. To rein in the inefficiencies in the existing system for the collection of solid waste in Trinidad and Tobago, the Ministry in 2006, commenced work on the procurement of the services of a consultant to develop a plan to improve the municipal waste collection system in Trinidad and Tobago. The primary objective of the consultancy was the design of a new system for waste collection for the country by area profile based on an analysis of the data gathered from a review of the existing waste collection system.

Based on Government's decision to establish new cost effective waste disposal facilities for the environmentally sound management of waste in Trinidad and Tobago, and the closure and rehabilitation of existing landfill sites, the Ministry of Public Utilities and the Environment prioritized the closure and rehabilitation of the Beetham Landfill, and the establishment of a new waste disposal facility to replace it. Towards this end, tenders were invited in 2006 for the following:-

- Establishment of new cost effective solid waste disposal facilities for the environmentally sound management of waste in Trinidad and Tobago; and
- Closure, rehabilitation and post-closure management of existing solid waste landfills, with priority being given to the Beetham site.

Another manifestation of the transformation of the environment was by the Community-Based Environmental Protection and Enhancement Programme (CEPEP). Of prominence were:-

- Employment of 113 contracting companies and over 6,000 workers in the care and maintenance of the environment; and
- Implementation of 785 environmental projects throughout the country, which comprised 112 parks; 55 rest stops; maintenance of 160 school grounds; maintenance of 39 Police Station grounds; maintenance of the grounds of 175 public buildings; maintenance of 198 open spaces; clearance of 36

illegal dumpsites; the maintenance of 10 compost sites; and

- The removal of 6,735 carcasses from the nation's roads.

## LOCAL GOVERNMENT

The Ministry of Local Government, over the last 5 years, continued to be guided by its mission, which is to ensure the sustainability of our local communities and the development of the municipalities as planning and development regions through effective policy guidance, facilitation, institutional development and monitoring of Municipal and Regional Corporations in a Local Government system that promotes high quality service, public and private partnerships, wide participation in Government and the continuous development of our human resources.

Within the legislative framework of the Municipal Corporations Act No. 21 of 1990 and its associated amendment Act No. 8 of 1992, the function of the Ministry of Local Government in its oversight responsibility for Local Government Bodies is essentially that of facilitating the delivery of a variety of Government services to citizens. These services include the provision and maintenance of physical and social infrastructure, and the provision of preventative health services. In addition to the provisions of the Act, the Ministry of Local Government is also charged with responsibility for the Unemployment Relief Programme.

Operating within the overarching framework of the National objective of Vision 2020, that is to promote a better quality of life for citizens, the Ministry of Local Government pursued the implementation of the following social and economic policy objectives:-

- Improved Governance;
- Improved Service Delivery;
- Quality Infrastructural Development; and
- Poverty Reduction and Amelioration.

To achieve these stated objectives the Ministry of Local Government had as its primary focus, the achievement of the following goals:-

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- i. To further the Local Government Reform Agenda;
- ii. To build institutional capacity;
- iii. To provide adequate social and physical municipal infrastructure; and
- iv. To provide a well managed Unemployment Relief Programme

### The Reform Agenda

In keeping with the Vision 2020 development pillar of Promoting Effective Government, the Ministry of Local Government embarked in 2003, upon a Programme of Local Government Reform and Decentralisation. The Programme encompasses a number of components which are aimed at capacity building, institutional strengthening and ultimately public service transformation. These include:-

- Review of the Local Government Legislative Framework in addition to the placement of Local Government within the framework of Constitutional Reform;
- Restructuring of the governance structures, systems and corporate organisation of Local Government;
- Improving the managerial and operational efficiency and effectiveness of the Ministry of Local Government and the Municipal Corporations;
- Decentralisation of functions and responsibilities from Ministries and Departments to Local Government Bodies;
- Enhancing local self-financing capacity;
- Improving the delivery of quality services to citizens, ensuring easier access and broader coverage;
- Review of Local Government boundaries;
- Promoting greater citizen participation in Local Government affairs; and
- Ensuring that Municipal Corporations enjoy a greater measure of autonomy in the management of their affairs.

In 2006, a draft White Paper on Local Government Reform was produced, which sought to ensure, among other things, transparency, good governance and accountability to the respective local communities that will allow open and accountable decision-making and also ensure that there is a greater measure of responsiveness to the local communities.

### Building Institutional Capacity

This Ministry of Local Government, having recognised the importance of and the need for good organisational performance; over the period, implemented several programmes of activities with respect to human resource development, administrative operations, staffing matters, and accommodation. Training programmes included building capacity in areas such as project management, organisational development, information systems management, teamwork, municipal taxation, as well as taking advantage of foreign technical assistance opportunities afforded to the Ministry.

Technological transformation, an essential aspect of organisational performance was rigorously pursued over the review period. This provided for continuous development of the communication and information technology structure for the Ministry of Local Government and the Municipal Corporations, including the implementation of Local Area Networks (LANs) in all the Municipal Corporations and Head Office, as well as Information Systems for Human Resource Management, Financial Management, Electronic Data Communication, Payroll, and the Collection of Rates and Taxes.

### Social and Physical Infrastructure

In keeping with the National vision for advancing Trinidad and Tobago to developed country status by 2020, the Ministry of Local Government continued to upgrade local infrastructure, to deliver services to the various local communities in an efficient and effective manner and consequently, to further encourage increased business and commercial activity in all

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Municipalities.

The Ministry of Local Government's key physical and social infrastructure development initiatives over the period were implemented through the PSIP, Road Improvement Fund (RIF), URP, as well as each Municipal Corporation's recurrent programme. In fiscal 2004, the Ministry of Local Government successfully introduced the Infrastructure Renewal Improvement and Development Programme (IRIAD). This Programme was designed specifically to target small-scale labour intensive development projects of short duration and low skill requirements, with the output being the improvement of local infrastructure and alleviation of infrastructural irritants in communities.

Of note too, was the provision of additional funding from fiscal 2005, in the amount of \$70 million, which was allocated for three consecutive years, to specifically address the upgrade of the drainage infrastructure with a view to the mitigation of the perennial problem of flooding.

The Ministry of Local Government in 2004 further embarked on several new policy initiatives designed to enhance the planning, co-ordination, implementation and monitoring of all infrastructure development projects by the various local government bodies. These initiatives include the establishment of policies and programmes of action for cemeteries, crematoria and cremation facilities, markets and abattoirs, public baths and conveniences, recreation facilities, municipal road and drainage infrastructure, and Local Area and Regional Development Planning.

### The Unemployment Relief Programme

The mission of the Ministry's only social sector initiative, the Unemployment Relief Programme (URP) is "To provide short-term employment relief while enhancing the skills of individuals in the community and developing, maintaining and improving the physical and social infrastructure." The Vision for the Unemployment Relief Programme is that of a vibrant community-oriented mechanism to empower people

through employment opportunities, skill enhancement and the undertaking of sustainable development initiatives.

The effective decentralisation of the Unemployment Relief Programme over 12 regions in Trinidad, sought to provide for a more equitable distribution of the resources of the Programme and to empower the citizenry within communities. Over the period under review, the Programme was expanded to include both maintenance and construction projects and to facilitate this expansion. In addition the Ministry of Local Government, which has responsibility for the URP, upgraded and reviewed URP Administration, Structure and Management Systems to ensure greater efficiency and effectiveness in its operations and the improvement of the integrity of the Programme.

## GLOSSARY

Acronym	Meaning
AATT	Airports Authority of Trinidad and Tobago
ACTI	Association of Caribbean Tertiary Level Institutions
ACTT	Accreditation Council of Trinidad and Tobago
ADB	Agricultural Development Bank
AERMS	Automated Electronic Records Management System
AFIS	Automated Fingerprint Identification System
AMC	Approved Mortgage Companies
AMI	Advanced Metering Infrastructure
APAT	Agro-processing Association of Trinidad and Tobago
APRS	Approval of Provisional Registration Status
ASYCUDA	Automated System for Customs Data
ATDI	Aviation Training and Development Institute
AUM	Ammonia/Urea/Melamine
AVSEC	Aviation Security
Bcfd	Billion Cubic Feet per Day
BLCA	Brian Lara Cricket Academy
BIT	Board of Industrial Training
BLAC	Business and Labour Advisory Committee
BOSIET	Basic Offshore Safety Induction and Emergency Training
BUD	Beachfield Upstream Development
CAC	Community Access Centres
CANARI	Caribbean Natural Resource Institute
CANQATE	Caribbean Area Network for Quality Assurance in Tertiary Education
CAP	Continuous Assessment Programme
CAPA	Crime and Problem Analysis
CAPE	Caribbean Advanced Proficiency Examination
CARICOM	Caribbean Community
CARIRI	Caribbean Industrial Research Institute
CARIFESTA	Caribbean Festival of Arts
CANARI	Caribbean Natural Resource Institute
CBO	Community-Based Organisation
CBTT	Central Bank of Trinidad and Tobago
CCC	Civilian Conservation Corps
CCJ	Caribbean Court of Justice
CCP	Community Connections Programme
CDAP	Chronic Disease Assistance Programme
CDF	Community Development Fund
CEPEP	Community-Based Environmental Protection and



## Glossary

### Enhancement Programme

CERP	Community Enhancement and Regeneration Programme
CETT	Centres of Excellence for Teacher Training
CHIC	Caribbean Hotel Industry Conference
CHOGMs	Commonwealth Heads of Government Meetings
CICTE	Inter-American Committee against Terrorism
CIPP	Cross Island Pipeline Project
CIS	Customer Information System
CLMIS	Caribbean Labor Market Information System
CMMB	Computerized Maintenance Management System
CNMG	Caribbean News Media Group Company Limited
CNTS	Comprehensive National Transportation Study
COFAP	Council for Finance and Planning
COFCOR	Council for Foreign and Community Relations
COHSOD	Council for Human and Social Development
COP	Conference of the Parties
CORD	Committee on the Recognition of Degrees
COSTAAT	College of Science, Technology and Applied Arts of Trinidad and Tobago
COTED	Council for Trade and Economic Development
CREDP	Caribbean Renewable Energy Development Project
CSME	Caribbean Single Market and Economy
CSO	Central Statistical Office
CSOC	Construction Sector Oversight Committee
CSP	Citizen Security Programme
CVQ	Caribbean Vocational Qualification
CVQO	Cadet Vocational Qualification Organization
CWC	Cricket World Cup
CXC	Caribbean Examination Council
CYSF	Caribbean Youth Science Forum
DBOM	Design-Build-Operate and Maintain
DEFTIS	Defence Transformation and Integration Secretariat
DMA	Delegated Management Arrangement
DNA	Deoxyribonucleic Acid
DRI	Direct Reduced Iron
ECIAF	Eastern Caribbean Institute of Agriculture and Forestry
ECCE	Early Childhood Care and Education
EDD	Enterprise Development Division
EMA	Environmental Management Authority
EMS	Express Mail Service
ESA	Environmentally Sensitive Areas
ESS	Environmentally Sensitive Species
ETIIC	Entrepreneurial Training Institute and Incubation Centre

EWMSC	Eric Williams Medical Sciences Complex
FAO	Food and Agriculture Organization
FCCA	Florida-Caribbean Cruise Association
FIA	Financial Institutions Act
FIFA	Federation Internationale de Football Association
GAPP	Geriatric Adolescent Partnership Programme
GATE	Government Assistance for Tuition Expenses
GDP	Gross Domestic Product
GER	Gross Enrolment Rate
GHRS	Government Human Resource Services
GIS	Geographic Information System
GIS Ltd.	Government Information Services Limited
GOP	Gasoline Optimisation Programme
GSS	Government Shipping Service
GTL	Gas to Liquids
GVC	Government Vocational Centre
GYTS	Global Youth Tobacco Survey
HACCP	Hazard Analysis and Critical Control Point
HAFS	Home Application and Fulfillment System
HAZCOM	Hazardous Communication
HBI	Hot Briquetted Iron
HDC	Housing Development Corporation
HELP	Higher Education Loan Plan
HYPE	Helping Youth Prepare for Employment
IACML	Inter-American Conference of Ministers of Labour
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
ICC	International Cricket Council
ICT	Information and Communications Technology
IDA	International Development Association
IDB	Inter-American Development Bank
IEA	International Association for the Evaluation of Educational Progress
IhRIS	Integrated Human Resource Information System
ILO	International Labour Organisation
IMA	Institute of Marine Affairs
IMCC	Inter-Ministerial Consultative Committee
INQAAHE	International Network for Quality Assurance Agencies in Higher Education
IOM	International Organization for Migration
IPPA	Investment Protection and Promotion Agreement
IPS	International Postal Solution
IRIAD	Infrastructure Renewal Improvement and Development Programme
ISPS	International Ship and Port Facility Security

## Glossary

JSC	Joint Steering Committee
LABIDCO	La Brea Industrial Development Corporation
LAN	Local Area Network
LATT	Library Association of Trinidad and Tobago
LMI	Labor Market Information
LRC	Law Reform Committee
LSA	Land Settlement Agency
LTA	Long Term Arrangement
MALMR	Ministry of Agriculture, Land and Marine Resources
MDGs	Millennium Development Goals
MEL	Micro Enterprise Loan Facility
MIC	Metal Industries Company Limited
MICS	Multiple Indicators Cluster Survey
MILAT	Military Led Academic Training
MLSMED	Ministry of Labour and Small and Micro Enterprise Development
MMcfd	Million Cubic Feet per Day
MOU	Memorandum of Understanding
MOWT	Ministry of Works and Transport
MRI	Magnetic Resonance Imaging
MSME	Micro, Small and Medium Enterprises
MSTTE	Ministry of Science, Technology and Tertiary Education
MuST	Multi-Sector Skills Training
MYPART	Military Led Youth Programme of Apprenticeship and Re-orientation Training
NADAP	National Drug Abuse Programme
NALIS	National Library and Information System Authority
(NAMISTT)	National Agricultural Marketing Information System
NAP	National Action Plan
NBN	National Broadcasting Network
NCC	National Curriculum Council
NEDCO	National Entrepreneurship Development Company
NEMA	National Emergency Management Agency
NER	Net Enrolment Rate
NES	National Employment Service
NESC	National Energy Skills Centre
NGC	National Gas Company
NGO	Non-Governmental Organisation
NHA	National Housing Authority
NHP	National Highways Programme
NHRMIS	National Human Resource Management Information System
NHS	National Health Service
NICT	National Information and Communications Technology
NIDCO	National Infrastructure Development Company

NIHERST	National Institute of Higher Education Research, Science and Technology
NIPDEC	National Insurance Property Development Company Limited
NIS	National Insurance System
NOC	National Oncology Centre
NOP	National Oncology Programme
NOSTT	National Open School of Trinidad and Tobago
NOTU	National Organ Transplant Unit
NP	National Petroleum
NPMC	National Petroleum Marketing Company
NPC	National Port Council
NRWRP	National Reforestation and Watershed Rehabilitation Programme
NSCE	National Certificate of Secondary Education
NSDP	National Social Development Programme
NSFs	New System Facilitators
NUGFW	National Union of Government and Federated Workers
NYS	National Youth Service
OAP	Old Age Pension
OAS	Organization of American States
OCHA	Office for the Coordination of Humanitarian Assistance
ODPM	Office of Disaster Preparedness and Management
OECD	Organization for Economic Cooperation and Development
OJT	On the Job Training
OPIC	Older Persons Information Centre
OSCRC	One Stop Career Resource Centres
OSHA	Occupational Safety and Health Act
PAHO	Pan American Health Organisation
PASD	Production Assistance and Script Development
PATT	Port Authority of Trinidad and Tobago
PIC	Poison Information Centre
PIL	Partners in Learning
PIRLS	Progress in International Reading Literacy Study
PISA	Programme for International Student Assessment
PLAR	Prior Learning Assessment and Recognition Programme
PLTB	Petroleum and Large Taxpayer Business
PMCD	Public Management Consulting Division
PMS	Pavement Management System
PoSInCo	Port of Spain Infrastructure Company Limited
PPOS	Port of Port of Spain
PSIP	Public Sector Investment Programme
PTSC	Public Transport Service Corporation
PURE	Programme for Upgrading Road Efficiency
QMD	Quality Management Division



## Glossary

RADO	Regional Anti-Doping Organisation
RAPP	Retirees Adolescent Partnership Programme
RIC	Regulated Industries Commission
RIF	Road Improvement Fund
RMMS	Routine Maintenance Management System
SAUTT	Special Anti-Crime Unit of Trinidad and Tobago
SCADA	Supervisory Control and Data Acquisition
SCC	Special Criminal Court
SEA	Secondary Entrance Assessment
SERVOL	Service Volunteered for All
SETS	Seamless Education and Training System
SILWC	Sugar Industry Labour Welfare
SME	Small and Micro Enterprise
SPORTT	Sports Company of Trinidad and Tobago
SRLF	Student Revolving Loan Fund
STARR	Secondary Thrust for Remediation and Re-engagement
STI	Science, Technology and Innovation
STIP	Short Term Investment Plan
SWMCOL	Solid Waste Management Company Limited
SYSP	Specialized Youth Service Programme
TASU	Technical Advisory Services Unit
TATT	Telecommunications Authority of Trinidad and Tobago
TCP	Technical Cooperation Programme
TDA	Tourism Development Act
THA	Tobago House of Assembly
TTEC	Trinidad and Tobago Electricity Commission
TTFC	Trinidad and Tobago Film Company
TTHTI	Trinidad and Tobago Hospitality and Tourism Institute
TTIT	Trinidad and Tobago Inter-island Company Limited
TTNVQ	Trinidad and Tobago National Vocational Qualifications
TTPS	Trinidad and Tobago Police Service
TUCO	Trinbago Unified Calypsonians Association
TVET	Technical Vocational Education and Training
UDeCOTT	Urban Development Company of Trinidad and Tobago
UNCBD	United Nations Convention on Biodiversity
UNDP	United Nations Development Programme
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNISDR	United Nations International Strategy for Disaster Reduction
UNPS	United Nations Procurement Service

UPU	Universal Postal Union
URP	Unemployment Relief Programme
USE	Universal Secondary Education
USGLF	University Student Guarantee Loan Fund
USO	Universal Service Obligation
UTT	University of Trinidad and Tobago
UWI	University of the West Indies
VAT	Value Added Tax
VIP	Visually Impaired Person
WASA	Water and Sewerage Authority
WCO	World Customs Organisation
WTO	World Trade Organisation
YAPA	Youth Apprenticeship Programme in Agriculture
YES	Youth Entrepreneurship Success
YTC	Youth Training Camp
YTEPP	Youth Training and Employment Partnership Programme

## Notes





## Notes

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