



Government of The Republic of Trinidad & Tobago

good jobs
ideas
culture
growth
investment
productivity
competitiveness

Innovation for Lasting Prosperity

creativity
inclusion
equity
talent
people
knowledge

MEDIUM-TERM POLICY FRAMEWORK
2011-2014

Ministry of Planning and the Economy
October 2011



GOVERNMENT OF THE REPUBLIC OF TRINIDAD AND TOBAGO

Innovation for Lasting Prosperity

**MEDIUM-TERM POLICY FRAMEWORK
2011-2014**

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PREFACE

BY THE MINISTER OF PLANNING AND THE ECONOMY



This articulation of policy for action by the Government of Trinidad and Tobago over the period 2011-2014 is meant to bring focus to the work of the Government over the next three (3) years. Basically therefore, the vision articulated here will be supported by three (3) budgets over the fiscal years 2011-12, 2012-13, 2013-14 within the context of a Medium Term Fiscal Framework. The policy thrust embraced in this document, has evolved from our vision and perspective as articulated in the 2010 Manifesto of the People's Partnership, which early in the life of this Government was adopted by Cabinet as Government Policy.

Manifesto 2010

That document built around the vision and theme of 'Prosperity for All', identified items for action within the first 120 days of the life of this Government, shared with the citizenry the seven (7) guiding pillars that would inform policy and which indeed has guided policy and action over the last 16 months. It also committed each Ministry to an action plan for the first fiscal year October 2010-September 2011 in the context of the 2010-11 budget statement and it sought to institutionalise the strategic planning culture and to make the crafting of strategic plans and their implementation an essential part of the work of each Ministry.

A significant number of items identified for action during the first 120 days has either been initiated or fully achieved (24 out of 32).

Ministerial Priorities

Most Ministries have operated since October 2010 on the basis of some plan for priority action over the 12 month period that has brought us up to this point - September 2011. These were by no means perfect but they provided a navigatable road map that made focused action possible. Looking forward to the year ahead (October 2011-September 2012) every Ministry has defined a clear agenda for action and has identified action priorities in a precise way for the period 2011-14 as part of their strategic planning initiative. These Ministerial priorities are identified

in Appendix II of this document.

Delivery to the People

What the Government has delivered to the people of Trinidad and Tobago during the period 2010-11 as a national community and in specific communities across the nation as goods and services, is identifiable and has been documented. This will be shared with citizens so that collectively, our national community can have a sense of the serious commitment of their Government to work on their behalf and the differential impact that is being made by a government that is committed to the principle that people should be at the centre of all development interventions. Delivery of goods and services in this quantum and with such intensity over a relatively short period, has been facilitated by a Public Service that has begun to emphasise service to our citizens as an essential part of its core mandate and function; and as a fundamental principle which drives philosophy, policy and practice of this Administration led by the Honourable Kamla Persad-Bissessar, Prime Minister.

Learnings

There can be little doubt, therefore, that the experience, exposure and learnings of the last sixteen (16) months have also influenced this Policy Framework 2011-14, so that any gap between policy and practice, intention and action, vision and reality are likely to be smaller as we go forward.

Vision and Mission

As the years unfold, it is our intention to bring practical good sense to bear on policy, implementation and action plans and to review and revise, as may become necessary. However the direction that we have set out in this Medium-Term Policy document for an innovation-driven, growth economy to spur a rising tide of prosperity for all, with a commitment to economic inclusiveness, greater equity and more meaningful citizen participation, is both firm and clear. From this vision of an innovation-led economy that brings our people together under conditions of prosperity - we shall never deviate.

Results Based Framework

Also influencing our policy perspective for the next three (3) years has been the results-based framework developed around the seven (7) strategic pillars for development which drives government policy. Since June of this year (2011), the National Transformation Unit (NTU) of the Ministry of Planning and the Economy, with consultancy support, has been teasing out the results to be delivered under each of the seven (7) pillars. This work has been done by clustering Ministries together to facilitate meaningful interactive discussion, integrated

planning and execution for impact with a focus on results to be achieved.

Execution

This kind of work will continue to strengthen the execution process and to assess impact on an ongoing basis. Annual plans of Ministries and collaborative effort across Ministries will be measured against results identified for delivery and achievement. That way, progress can be monitored and evaluated; corrective measures taken and strategic interventions to support achievement of results, facilitated.

Monitoring and Evaluation

A structure, system and a set of processes exist for monitoring, evaluation, feedback and enhancement of performance. The Monitoring and Evaluation Unit of the Ministry of Planning and the Economy has been established for this purpose and will be strengthened. At the end of the day, the purpose of policy is to establish a framework within which plans are developed, priorities identified, an action agenda established, anticipated results determined and within which execution to deliver anticipated results can take place. Success ultimately depends on political directorate and public service working together to achieve common objectives and to deliver agreed results. If this is done well, the ultimate beneficiaries are our citizens and, of course, the national economy and social system.

Shared Purpose

Important in all of this though, is a sense of shared purpose by citizens of our country that we are striving together to achieve clear, elevated, mutually beneficial goals, so that we all have a sense of being able to do our part in a larger, national enterprise.

At the heart of the thinking behind our policy framework is that we must work together to create a mutually respectful place for discussion, dialogue and meaningful action by designing forums for government, business, labour and civil society to sit together and talk things through. This thinking also makes the assumption that communities will take responsibility for bringing citizens together for the purpose of civic engagement, to make one another aware of issues and to seek to influence the development process in a constructive and meaningful way. We are all in this together. We must, therefore, make our way forward and upward, together.

National Policy

This framework document does not single out Tobago or Trinidad or any section of our country. It represents a vision, mission and policy framework for the whole country – every single citizen.



Some may be concerned that growth targets have not been set for each of the three (3) years ahead given the fact that the general tone of this policy document is optimistic. From our point of view, we must aspire to build the growth momentum and strive vigorously to achieve higher rates of growth. Should the world change we will respond, should we fall short we will make adjustments; should momentum build we will seek to leverage the buoyancy.

This policy framework anchored on the seven (7) pillars will guide action as we go forward over the next three (3) years.

I thank the Honourable Prime Minister and all Cabinet Ministers and Government Parliamentarians for their input, comments and support and I thank those members of staff of the Ministry of Planning and the Economy who worked with me on this document so diligently and so well. Their support, dedicated work and commitment have been a source of strength and inspiration.

It is our hope that this policy framework will be read, understood and internalized by a broad spectrum of stakeholders and citizens. It is our hope that the vision and mission will be embraced by all and turned into action by all stakeholders and all citizens.

Through creativity, innovation and collaboration we shall prosper together – that is the vision embraced in this Medium Term Policy Framework 2011-14; and so we establish the theme for this policy document as we go forward - **‘Innovation For Lasting Prosperity’**.

October 2011 finds the world in a condition of uncertainty as well as unpredictability – the norm for our times. In our quest to achieve lasting prosperity through innovation we cannot promise certainty but it is our hope that we have provided in this Medium Term Policy Framework some measure of clarity of intent, purpose and direction and identified our priorities for action over the next three (3) years.

Each year, on the basis of progress, achievement, whatever setbacks we may encounter and in the context of an ever changing environment, there will be some tweaking of emphasis; but the commitment to our vision and mission and to action as required remains firm. Transformation of the Trinidad and Tobago economy is an imperative.

The current structure of our economy will not support sustainability in the future. Thoughtfully

targeted interventions and sustained intensity of effort are required now to effect the diversification and economic transformation that has become a national imperative.

The world may change dramatically and suddenly and we may have to adjust to those changes in the environment and in our circumstances. The imperatives for a more productive and competitive, diversified economy, driven by innovation, as articulated in this Medium Term Policy Framework 2011-14 under the theme '**Innovation for Lasting Prosperity**' cannot and must not be postponed any longer. Action on all fronts is required now as never before. This would be true under any conditions – favourable or adverse.

Dr. Bhoendradatt Tewarie
Minister of Planning and the Economy

LIST OF ACRONYMS

ACS	Association of Caribbean States
AIP	Agriculture Incentives Programme
BDC	Business Development Company
BOPD	Barrels of oil per day
BRICS	Brazil, Russia, India, China and South Africa
CAPA	Crime and Problem Analysis
CARICOM	Caribbean Community
CARIRI	Caribbean Industrial Research Institute
CBO	Community Based Organisation
CCI	Council for Competitiveness and Innovation
CDA	Chaguaramas Development Authority
CEPEP	Community-Based Environmental Protection and Enhancement Programme
CICB	Criminal Injuries Compensation Board
CKLN	Caribbean Knowledge and Learning Network
CNCD	Chronic Non-Communicable Disease
CNG	Compressed Natural Gas
CS	Civil Society
CSB	Civil Society Board
CSI	Crime Scene Investigation
CSME	CARICOM Single Market and Economy
CSO	Central Statistical Office
CVQ	Caribbean Vocation Qualification
DOMA	Downtown Owners and Merchants Association
DOP	Diabetes Outreach Programme
eCAL	eConnect and Learn
ECCE	Early Childhood Care and Education
ECIAF	Eastern Caribbean Institute of Agriculture and Forestry

EDB	Economic Development Board
E-IDCOT	Eco-Industrial Development Company
EMBDC	Estate Management and Business Development Company
EPA	Economic Partnership Agreement
e TecK	Evolving TecKnologies and Enterprise Development Company
FAO	Food and Agricultural Organisation
FBO	Faith Based Organisation
FDI	Foreign Direct Investment
FPC	Fast Patrol Craft
GATE	Government Assistance for Tuition Expenses
GCR	Global Competitiveness Report
GDP	Gross Domestic Product
GovNeTT	Government Backbone Communications Network
HCFC	Hydro chlorofluorocarbon
HDC	Housing Development Corporation
HDI	Human Development Index
HIMS	Health Information Management System
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HRM	Human Resource Management
IBC	International Business Centre
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
IER	International Economic Relations
IFF	Innovation Financing Facility
iGovTT	National Information and Communication Technology Company Limited
IHR	International Health Regulations
IT	Information Technology
IWRM	Integrated Water Resources Management
JDTI	John Donaldson Technical Institute

JHMI	Johns Hopkins Medicine International
LMIS	Labour Market Information System
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
MDGs	Millennium Development Goals
MOE	Ministry of Education
MPE	Ministry of Planning and the Economy
MSE	Micro, Small and Medium Enterprise
MTI	Ministry of Trade and Industry
MTPF	Medium-Term Policy Framework
MVA	Motor Vehicle Authority
NACC	National AIDS Coordinating Committee
NCDS	Non-Communicable Diseases
NCSHL	National Commission for Self Help Limited
NGO	Non-Government Organisation
NHP	National Highways Programme
NICT	National Information and Communication Technology Company
NIP	National Innovation Policy
NOSCP	Natural Oil Spill Contingency Plan
NPDP	National Physical Development Plan
ODS	Ozone Depleting Substances
PADL	Planning and Development of Land
PLWHIV	People Living with HIV
2P	Proven plus probable
PPP	Public – Private Partnership
PSIP	Public Sector Investment Programme
PTSC	Public Transport Service Corporation
R&D	Research and Development
SEA	Secondary Entrance Examination

SEW	Single Electronic Window
SFTI	San Fernando Technical Institute
SLC	Survey of Living Conditions
TATT	Telecommunications Authority of Trinidad and Tobago
TDC	Tourism Development Company
THA	Tobago House of Assembly
TSTT	Telecommunication Services of Trinidad and Tobago
TTABA	Trinidad and Tobago Agri-business Association
TTBS	Trinidad and Tobago Bureau of Standards
ttconnect	Government Electronic Portal
T&TEC	Trinidad and Tobago Electricity Commission
TTENT	Trinidad and Tobago Entertainment Company/International Markets
TTFC	Trinidad and Tobago Film Company
TTHeritage	Trinidad and Tobago Heritage Company
TTHSI	Trinidad and Tobago Health Science Initiative
TTIFCMCL	Trinidad and Tobago International Financial Centre Management Company Limited
TTTIC	Trinidad and Tobago Tourism Industry Certificate
TVET	Technical and Vocational Education and Training
UN	United Nations
URP	Unemployment Relief Programme
USA	United States of America
UTT	University of Trinidad and Tobago
UWI	University of the West Indies
WASA	Water and Sewerage Authority
WEF	World Economic Forum
WIPO	World Intellectual Property Organisation

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NATIONAL VISION

Our Vision is that through creativity, innovation and collaboration, we shall prosper together.





NATIONAL MISSION

*The mission is to achieve
economic inclusiveness
in an innovation-driven
growth economy
with greater equity,
more meaningful participation
and a rising tide of prosperity
for all in
Trinidad and Tobago.*

NATIONAL MISSION



SEVEN INTERCONNECTED PILLARS FOR SUSTAINABLE DEVELOPMENT

PILLAR 1

People-Centred Development

We Need Everyone and All Can Contribute

PILLAR 2

Poverty Eradication and Social Justice

Preference for Poor and Disadvantaged

PILLAR 3

National and Personal Security

Human Security for Peace and Prosperity

PILLAR 4

Information and Communication Technologies

Connecting T&T and Building the New Economy

PILLAR 5

A More Diversified, Knowledge Intensive Economy

Building on the Native Genius of Our People

PILLAR 6

Good Governance

People Participation

PILLAR 7

Foreign Policy

Securing Our Place in the World



OVERVIEW

This Medium-Term Policy Framework (MTPF) 2011–2014, embracing the theme **‘Innovation for Lasting Prosperity’** outlines Government’s perspective and intent on the socio-economic transformation that needs to take place in order to achieve our commitment to the people of Trinidad and Tobago of ‘Prosperity for All’. It is intended to be the first of the MTPFs to be articulated by this Government.

Within the context of the seven (7) development pillars articulated by the Government, the main thrusts of this MTPF are:

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

As the first overarching planning document of the new Administration, the opportunity has been taken in Part I to articulate in some detail the broad strategic direction being taken to restructure and transform the economy and the society; and the policy shifts that are necessarily being engineered to ensure that there is a decisive departure from past attempts at managing our development. This is in keeping with our understanding of the expectations of our citizens as well as in keeping with our commitment to them to lead and effect change.

This policy framework is a landmark achievement as it represents the first time any attempt has been made to integrate and articulate Government’s approach to development on the basis of shared priorities and cross cutting interventions. It represents a departure from the independent approach of State entities which results in the creation of silos. This framework encourages



greater collaboration and the establishment of functional relationships among Ministries and agencies in an attempt to achieve greater coherence and effectiveness in implementing Government's development objectives. Moreover, it provides clarity on Government's objectives, which is beneficial for all stakeholders.

In setting five (5) priorities for action over the next three (3) years, the Government is effectively responding to some of the major concerns of the population while, at the same time, setting the foundations for achieving sustainable economic and social advancement of all citizens in the future. The priorities as elaborated in Part II of this MTPF are:

1. Crime and Law and Order;
2. Agriculture and Food Security;
3. Health Care Services and Hospitals;
4. Economic Growth, Job Creation, Competitiveness and Innovation; and
5. Poverty Reduction and Human Capital Development.

A final chapter outlines the role of the key stakeholders and the new institutional arrangements that have been put in place to guide and manage the development process.

The Appendices identify the main projects in the 2011/2012 Public Sector Investment Programme (PSIP) that are aligned to the five (5) priorities for action over the planning horizon and the specific priorities of each Ministry.

The image features a central vertical panel with a futuristic, green-toned tunnel. The tunnel's walls and floor are composed of dark green, textured panels that recede into the distance, leading to a bright, glowing light source at the horizon. The light creates a lens flare effect, radiating across the tunnel. The overall color palette is dominated by various shades of green, from deep forest green to bright lime green. On either side of the central panel, there are vertical bars: a thin orange bar on the left and a slightly wider light green bar on the right. The background behind these bars is a soft, light green gradient.

PART 1
THE POLICY CONTEXT



CHAPTER I

THE FRAMEWORK FOR ECONOMIC AND SOCIAL TRANSFORMATION

INTRODUCTION

Trinidad and Tobago has benefitted from a range of initiatives in the past, but is now embarking on an entirely new phase of its development. While optimising opportunities from oil and gas, which includes diversification of the energy sector, the rock of our revenue so far, Trinidad and Tobago must craft a strategy for survival, growth and sustainability in a scenario in which the assumption must be that petroleum resources are finite. Going forward, the goal is to shift from the over dependence on hydrocarbon resources to an emphasis on the development of human capital and the alignment of through-put from the education and training sector with an investment, diversification, competitiveness and innovation strategy. However more favourable the situation might eventually turn out to be in the hydrocarbon sector, it is prudent to take decisions now to engineer a policy shift that will result in sustainable growth, in a context in which oil and gas are no longer the mainstay of the Trinidad and Tobago economy.

As Government engages in the process of economic transformation, a simultaneous and complementary effort of social transformation must take place, understanding that social transformation can both influence and be influenced by economic transformation. The goal is to create the conditions which will engender greater equity and inclusiveness in the society through expanded opportunities for wealth generation and accumulation and participation in the national development process for each individual, community and region in the country.

Government's economic and social transformation strategy is based on the following four (4) principles:

1. Generate productivity-led growth on the basis of a more diversified production structure with the emphasis on value and wealth creation;
2. Create the conditions for greater inclusiveness and equity in socio-economic development;
3. Build the knowledge and talent of our human resources; and
4. Pursue socio-economic development in the context of prudent spatial management and environmental limits.

THE CHALLENGE OF ECONOMIC TRANSFORMATION

The global landscape is full of challenges and uncertainties that will impact on Trinidad and Tobago's ability to successfully manage the transition from an energy dependent economy. Globalisation and rapid technological advances have resulted in fundamental, long-term changes in commerce and industry. Markets, industries and companies have become global in scope with few products being made entirely in a single country. Labour is now internationally mobile, existing jobs are becoming obsolete and new occupations require greater knowledge, skills and adaptability from workers. Countries are now competing with each other for talent and capital, while skilled workforces and business-friendly environments have become critical elements of international competitiveness.

There is an economic power shift that is evolving in the world and that will take some time to resolve itself. But, while a significant proportion of the world is in relative turmoil, the Region in which we live is one of relative stability poised for growth.

At the same time, Brazil, Russia, India, China and South Africa (BRICS) have strengthened their domestic capabilities and enhanced their economies and new players, especially from Asia have emerged. These countries have become formidable global competitors as they attract high levels of investment and export more sophisticated products.

Nevertheless, opportunities exist for countries such as Trinidad and Tobago to create a viable economic base in knowledge-based industries. The challenge for us is to develop a global niche by excelling in selected products, while forging strategic links with economic partners, so that exports can flourish in international markets. The emphasis has to be on high valued goods that can support higher paying jobs and greater competitiveness.

Apart from the external factors, there are internal challenges as well. Foremost among them are the creation of a conducive business environment and the building of a high quality human capital base to drive the shift towards a higher level of value creation and productivity. Although Trinidad and Tobago has done fairly well economically, it lags behind many developing countries in productivity and innovation. Closing this gap is central to economic diversification. To be competitive, Trinidad and Tobago must seek not only to become better in its current operations, but also make quantum leaps in producing innovative products and services.

Higher levels of productivity must be the cornerstone of any effort to create a sustainable, diversified economy. In addition, greater focus has to be placed on attracting a larger flow of visitors, well spread out across any given year to create a larger consumer market for the goods and services that we produce. Developing and aggressively marketing *Brand T&T* in external markets must also be given priority attention.

Trinidad and Tobago's economy is dominated by micro, small and medium-sized enterprises and the low levels of international competition in the domestic marketplace are structural problems that are difficult to overcome. Moreover, the external environment for Trinidad and Tobago's energy products has changed as new players such as Qatar and Russia have emerged and countries such as the United States of America are aggressively seeking alternative sources of energy. On the supply side, our oil and gas industry is at the maturity stage of its life cycle. In addition, our fiscal position has become tighter due to a less buoyant economy, as revenue has been reduced. In terms of expenditure, there are increasing pressures for greater spending on wages and social infrastructure, including health care and sustaining the level of transfers and subsidies presents a major challenge.

BUILDING A COMPETITIVE, INNOVATION-DRIVEN ECONOMY

For Trinidad and Tobago, global competitiveness has four (4) dimensions: being internationally competitive within the domestic market, being competitive enough in the global market to systematically expand exports particularly in niche areas, developing locally-based firms with global presence and attracting international firms that regard our human talent pool as a competitive asset in a knowledge-based, technologically-driven economy.

In order to sustain higher levels of growth, Government will continue to strengthen the foundations of the economy, diversify and restructure it and establish a formidable IT platform. As such, the focus of the medium-term economic strategy will be on the promotion of a conducive environment for growth and competitiveness on a foundation of macroeconomic stability; by strengthening the functioning of the legal system; by providing stable Government; by promoting savings and investment; by making strategic interventions with public sector spending especially in social infrastructure projects and high impact interventions in communities and in job creation. However, a sound foundation alone, though essential, is not sufficient to guarantee the growth and expansion that is required.



The agenda for economic transformation aims to reposition Trinidad and Tobago from competing on the basis of production processes and investment in plants to an information, technology-driven, innovative, knowledge-based and globally connected economy; the foundation of which is rooted in the acquisition, exploitation, creation and strategic deployment of knowledge and skills. We must transform Trinidad and Tobago's current mix of goods and services into products and services of higher value. In this effort, there is an increasingly important role for micro, small and medium-sized enterprises which have a greater potential to successfully tap niche areas. The objective is to have products and services that differentiate themselves in the world market place on the basis of quality, value and innovation rather than on price alone. In so doing, we must also move aggressively to improve the skills base of the workforce, expand exports, improve the quality of jobs, generate higher incomes and effect a significant growth in productivity.

To move the economy to a higher growth plane, Government is committed to the promotion of innovation as the basis for transforming existing production systems and creating new goods and services. Over the medium-term, the emphasis will be on the following:

- Establishing an innovation system with supporting mechanisms for financing, intellectual property protection and linkages between research and development and commercialisation
- Targeting innovation initiatives at areas that have the potential to provide high impact in terms of value creation and job generation
- Developing a framework to attract and retain talent in the country
- Engaging the Diaspora and expanding the network of 'ambassadors' of Trinidad and Tobago
- Establishing a comprehensive incentive programme to attract entrepreneurs and support incubators in Trinidad and Tobago
- Promoting a stronger research effort that is supported by the re-orientation of education resources towards science-based learning and a rethinking of curriculum in alignment with market demand, the entrepreneurial imperative and the diversification thrust
- Establishing mechanisms to link research efforts to commercial prospects and to industry innovation
- Strengthening the capacity of the creative industries to contribute to economic growth

Creating A New Growth Dynamic

Widening and Deepening the Production Base and Building Production Clusters

Promoting new and sustainable high value-added industries will strengthen the economy by creating new engines of growth. This effort must be accompanied by initiatives to increase the competitiveness and productivity of existing industries. In this regard, the opportunities for expanding and deepening the production base in existing industries and sectors will be explored in collaboration with the private sector. The Council for Competitiveness and Innovation (CCI) will lead the direct interface with industry required to action this.

Additionally, diversification must be seen within a wider economic space, internally but more so externally. High value production systems can be created by linking new and existing industries to form production clusters that maximise the potential for value creation.¹ These production clusters consist of networks of inter-dependent firms linked to each other in value-added production chains. Firm linkages must be made for example among the agriculture, tourism, cultural and health industries, and between the energy and the green industry to maximise the potential for value-added and simultaneously meet global standards. The CCI will also play a supportive and facilitative role in this regard.

Cluster development is already being promoted in the ICT industry through initiatives under the Evolving TecKnologies and Enterprise Development Company (e Teck). Over the medium-term, Government will explore the potential for regional cluster development, by partnering with resource-rich neighbouring countries in specific industries to produce globally competitive products.

Developing Culture, Supporting Creative Industries

The expansion and development of cultural industries offer vast potential for improving the growth trajectory and creating employment and wealth generating opportunities. Growth can be fuelled by creating the conditions in which artistic expression can be brought to the level of global excellence in the performing and visual arts, literary and fashion industries, architectural design and the software industries, among others. Creating an endogenous growth dynamic based on culture and creativity will mean not only promoting our world class artistes but also supporting sustainable livelihoods and expanding opportunities for visitors and tourists while

¹ Cluster development will allow for the exploitation of economies of scale and will encourage collaboration for innovation. This strategy has fostered the growth of high value-added industries in Mauritius and Singapore.



developing and packaging new value-added activities to expand the range of products and services offered locally and internationally. The distinction must be made between cultural industries which are rooted in indigenous talent, the creativity and production that are part of our heritage and creative industries which seek to monetise creation effort and create profitable businesses.

The Green Industry and Alternative Energy Sources

Trinidad and Tobago must commence the process of transitioning to a low carbon society. As such, Government is committed to the development of a new growth dynamic that transforms the existing consumption-based economic growth into an environmentally-friendly one - a model that emphasises the efficient use of resources and minimises pollution by utilising environmentally-friendly technologies and supporting green industry.

Reflecting the growing importance of green technology, Government will capitalise on the rising global interest in green growth and products, support green technology as a new growth engine and develop new industries that can successfully engage in the global environmentally-friendly technology market. Government will also explore avenues for creating a greener transportation system.

An important element of the agenda involves taking into account environmental considerations when procuring goods and services, and avoiding activities such as the purchase of single-use disposable items.

The development of alternative energy sources is another aspect of greening that will aid in diversification of the economy. Given the natural and geographic advantages of the country, the promotion of solar, wave and wind energy industries can potentially provide a new growth dynamic that will move the economy to a lower dependence on hydrocarbons and ensure increasing competitiveness in the changing global energy industry. Through the Economic Development Board (EDB) some of these strategic initiatives for diversification will be explored and pursued.

Creating New Economic Spaces

An important thrust of the economic and social transformation effort is the wider dispersion of productive activities across the country. In order to expand the economic space within the country, Government has identified five (5) growth poles for focussed attention. Four (4) of the designated areas are in Trinidad - Central, the South Western Peninsula, East Port of Spain

and the North-Coast. The fifth growth pole is the North-East Region of Tobago. The chosen areas will benefit from a special package of fiscal incentives, including the granting of Free Trade Zone Status and will be allowed to access the tax incentives provided to the Agriculture, Manufacturing and Tourism Sectors. Specific growth initiatives also target Invader's Bay in Port of Spain, the Chaguaramas Peninsula, Tamana Intech Park, Cove Estate in Tobago and the Capital City of Port of Spain. The Inter-American Development Bank (IDB) is funding consulting support for this effort.

Creating Opportunities For Investment And Export Expansion

– Ttbizlink Multi-Language Platform

As part of its trade and investment strategy, Government will expand TTBizLink into several languages based on factors such as cultural linkages, geographical location, strategic importance, and countries with market potential. The initiative will assist in the penetration of new export markets. Over the medium-term, a Multi-language Platform will be activated which will allow investors to access helpful links to Government and business services and information in six (6) languages other than English, namely Arabic, Chinese, Hindi, Spanish, French and Portuguese. This initiative is being driven by the Ministry of Trade and Industry (MTI).

THE SOCIAL IMPERATIVES OF TRANSFORMING OUR SOCIETY

Social and Economic Transformation Go Hand in Hand

The process of economic transformation must occur simultaneously with social transformation and must not only involve strategic reform measures within the social sector, but on a deeper level, the transforming of values and attitudes.

The areas targeted for reform in the social sphere are the social services including safety net programmes geared towards reducing poverty, the education and training system, the health system, regional and community development and housing and community creation.

Values and Attitudes

In terms of our values and attitudes, we need to inculcate a passion for lifelong learning among our citizenry, heighten our sense of civic responsibility as well as our commitment to nation building and place a premium on the value of productivity. This combination of reforms within specific areas of our social system and the positive changes in our values and attitudes will have a catalytic effect on the economic transformation effort. The transformation will, therefore, comprise not only infrastructural, legislative, policy, programme/project reforms, which



are tangible in nature, but the intangible aspects of development – that of our national psyche. The ultimate goal is to create an equitable, inclusive society, in which *‘everyone counts’* and everyone can enjoy an improved quality of life but where there is also respect for human life and meritorious achievement and where value is placed on positive human interaction, social engagement and community building.

Stepping Out of Poverty

In order to lift persons out of poverty, as opposed to reinforcing a culture of dependency, social safety net programmes will be designed and structured using a developmental approach, better targeted, and with clear exit strategies. Conditionalities for cash as well as training components of make-work programmes such as the Community-Based Environmental Protection and Enhancement Programme (CEPEP) will be implemented. The restructuring of CEPEP has already commenced. These reform measures coupled with a desire for lifelong learning, will encourage citizens to advance towards better paying jobs through education and training thereby creating greater equity. A similar approach is being taken towards the Unemployment Relief Programme (URP), which is currently being restructured, refocused and diversified.

Education for Opportunity and Freedom

It is, therefore, imperative that the changes to our social programmes be supported by a strong education system, one which must be made seamless and relevant to our development needs. In addition to focusing on improving the success rate at secondary schools and diversifying the curriculum, Government will continue to increase the number of Workforce Assessment Centres, develop a Labour Market Information System (LMIS), strengthen and refocus its training strategy as well as review its scholarship programme. These initiatives will enable citizens to reintegrate into the education and training system and assist in the alignment with the absorptive capacity of the labour market. Increased education and participation in the economy will not only foster feelings of inclusion among citizens but will increase productivity as well.

As part of the social transformation thrust, the education system will be reformed with the emphasis on curricula reform, teacher training, the adoption of new teaching methodologies as well as the infusion of technology in the learning process. Government’s laptop programme (eConnect and Learn-eCAL) serves as a key example of the importance of incorporating new ways of learning and promoting technology adaptation among the youth. These reforms will instill some of the required values and attitudes necessary for national development. The goal is also to develop the will and skill of our citizens thereby building our human capital – one of the key elements required for establishing a National Innovation System. Education will sup-

port the greater freedom of the citizen as economic and social transformation takes place and new opportunities become visible.

A Healthier Nation

A socially transformed Trinidad and Tobago will also comprise a health system that is of the highest standard and which emphasises preventative medicine. This is to ensure that citizens have access to quality health care and are less prone to health problems, in particular, non-communicable diseases (NCDs). By promoting healthy lifestyles and providing effective, quality health care, citizens are physically and mentally able to produce and excel. There will also be the added benefit of reducing the current financial burden on our health system. Through the upgrade and expansion of hospitals and Enhanced Health Facilities, Government's Chronic Disease Risk Factor Screening Campaign, its mobile clinics as well as the establishment of a Tobacco Control Unit, these reforms will be achieved.

Consulting the Citizen

In order to promote citizen participation and citizens' rights, decisions will be based on consultation and consensus building where these impact directly on the citizen and on communities. Furthermore, in keeping with Government's commitment to economic inclusiveness and 'Prosperity for All', resources will be allocated equitably in support of balanced regional development. These are the primary reasons for Government's solicitation of Regional Development Plans based on community input. This approach recognises the vision, strength, skills and resources that reside within communities. It is based on greater collaboration amongst social partners: government, business, labour and civil society to establish the basis for social capital rebuilding. This model of development will also be applied in the five (5) growth poles identified by Government.

Planning for Sustainable Communities

While promoting development based on citizen participation and inclusion, sound development planning as well as gender mainstreaming will also be taken into account. Government has already conducted consultations within five (5) communities on its Land Use Policy for these specific districts and more communities will be involved. Moreover, the National Land Use Policy is currently being drafted.

In relation to the housing sector, housing settlements will be so designed that sustainable communities including avenues for attractive business opportunities and community coherence will be promoted. Infrastructural development including public transport, public spaces and



buildings will widely accommodate and include marginalised groups such as the elderly and the differently-abled. Already, through Government's Home Improvement Grants Programme, differently-abled persons have been specifically targeted to benefit.

Greater Self-Reliance and Prosperity for All

The social transformation coupled with the economic transformation measures will serve to positively impact upon our socio-economic problems such as crime, poverty and inequity. Citizens will also come to possess the wherewithal for future development. Our strategy is therefore, to create more wealth, to diversify, to include all with the will to participate, to spread wealth gaining opportunities, to strengthen the culture and spirit of entrepreneurship and self-reliance and to usher in an era of prosperity for all.

EFFECTING THE TRANSFORMATION IN A SPATIAL CONTEXT

Planning for the Economy, Supporting Enlightened Development Practices

Physical planning shapes the country we live in and, therefore, the environment in which the economic and social transformation will take place. It is vital for the spatial articulation of socio-economic and environmental goals and for achieving sustainable outcomes. Successful implementation of plans and policies must be linked to a system of planning that is transparent, inclusive, and responsive while ensuring the sustainability of development. In Trinidad and Tobago, physical planning is governed by the Town and Country Planning Act, (Chapter 35:01) which was proclaimed in 1969. Recognising that there are deficiencies in its current administration, legislation will be introduced shortly that will significantly alter the way in which planning will be undertaken.

Through the proposed legislation – the Planning and Development of Land (PADL) Bill, the ministerial model of accountability to Parliament will be maintained but there will be substantial delegation of powers. Amongst the provisions of the PADL Bill are the establishment of a Multi-stakeholder Planning Commission; delegation of development planning and development control to Municipal Corporations; integration and coordination of planning and building approvals at the municipal level; establishment of a statutory “Chief Building Inspectorate” at the level of the Commission, to provide a technical oversight function to the Municipal Corporations; provision of a “One-stop Shop” of statutory agencies involved in the development regulatory regime, and, the creation of a statutory appeal process to replace the current ad hoc procedures of appeals to the Minister.

A Task Force has been appointed to undertake the technical review and provide support and advice for the updating of the PADL Bill which was last revised in 2001. It is expected that this Bill will be laid in Parliament by the end of 2011.

In 1984, the first National Physical Development Plan (NPDP) became statutory, meaning that it prescribed how all land in Trinidad and Tobago was to be used and provided the broad policy framework within which more detailed regional and local area plans were to be prepared to guide development. Since that time, the physical landscape has changed considerably, brought on by population growth and changes in the country's development thrusts while competing demands for the country's limited land resources have become more critical. There is now an undeniably urgent need to prepare a new NPDP. To this end, the Task Force has also been mandated to make recommendations on the process of reviewing the NPDP. Preliminary work has commenced within the Town and Country Planning Division with a view to having it completed by September 2012.

The role of physical planning must be seen as more than simply land use and building controls. It must extend to the shaping of liveable and inclusive communities, city centres and towns, economic spaces, the natural environment and the design and location of physical infrastructure. In this regard, it must balance socio-economic priorities with environmental limits and constraints and promote a pattern of development that is environmentally sustainable and socially just.

In addition to physical planning and a land use policy, in consultation with key stakeholders, a Building Code will be established to ensure adherence to construction standards in Trinidad and Tobago that are meaningful and enforceable.

SUSTAINING THE TRANSFORMATION

The Importance of the Environment

At the core of our social and economic development strategy lies a fundamental respect for the environment. Recognising the importance of balancing social and economic transformation with environmental conservation, the pivotal shift to 'green' policy planning will guarantee environmental security for future generations.

Protecting and conserving our natural resources is critical to advancing economic development and improving our quality of life. We must maintain a balance in economic activity that uses



our resources as productively as possible to provide the greatest possible socio-economic benefits. Maintaining the equilibrium between economic activity and the provision of social services requires adherence to a legislative and policy framework that governs the management of renewable and non-renewable environmental resources. Therefore, updating the National Environmental Policy to incorporate all recent international commitments will strengthen Trinidad and Tobago's obligation to the global community and enhance the consistency and integrity of policy and execution at home.

Increasing the productivity and economic contribution of each sector cannot be isolated from environmental stewardship. Finalising draft legislation such as the Air Pollution Rules, the Solid and Hazardous Waste Rules and the Beverage Container Bill will ensure that companies and industries claim their responsibility for the protection of the environment and are fully aware of the consequences. Encouraging industries and companies to reduce their carbon footprint; increase their efficiency and conduct energy audits will also assist in this effort. Steps will also be taken to ensure that quarrying activities do not negatively impact water courses.

Meeting the challenge of satisfying the demands of a growing population for housing, schools and other supportive infrastructure requires collaborative efforts to ensure that resources are used efficiently. The new Land Use Policy will facilitate development in a coherent and sustainable manner that clearly identifies land use through zoning of agricultural, commercial, residential and conservatory spaces. Conservation of our environment to secure the needs of future generations will be expanded through the amendment of the Green Fund legislation to include the restoration of areas that have been damaged by poor environmental practices. It will also allow Non-Governmental Organisations (NGOs) access to the Fund for reforestation and conservation purposes. The country's biological resources will be conserved for future generations through new administrative arrangements for their management namely the implementation of the National Parks and Recreation Authority. The setting up of the Authority will protect environmentally sensitive areas while simultaneously creating green spaces for recreational activities thus enhancing the quality of life of citizens.

The new Forest Policy and the new Protected Areas Policy will be implemented through the proposed Forest and Protected Areas Management Authority.

Climate Change

Climate change is globally recognised as the single environmental issue of the 21st Century that poses unprecedented threats to mankind caused by increases in concentration of greenhouse

gases in the atmosphere. In spite of its minuscule absolute greenhouse gas emissions, Trinidad and Tobago is committed to playing its part as a responsible member of the global community. Towards this end, the Government has adopted a Climate Change Policy, the implementation of which will increase the use of new and innovative technologies that have lower levels of emissions; encourage the use of clean energy technology and renewable energy; and, promote the adoption of more energy-efficient technologies and practices. The adoption of the National Climate Change Policy now sets the stage for Trinidad and Tobago to implement action with respect to mitigation and adaptation to climate change. Over the medium-term, the Government will undertake the following initiatives:

- The ‘Greening’ of the Priority Bus Route through the conversion of street lights and traffic lights to use solar power and the deployment of electric passenger buses where economically feasible
- Mainstreaming of the climate policy into the national development policy framework
- Outfitting of the police surveillance bays along the Churchill Roosevelt Highway with green technology such as solar lighting

Within the upcoming fiscal year, the Government aims to become a ‘green business’ in order to do its part to support the conservation of the environment. As such, a Green Government Policy will be developed to enable the reduction of critical financial resources in terms of Government operations by reducing consumables and the use of energy. Towards this end, the Government will begin the ‘greening’ of its operations through using recycled paper at all Government offices and double sided printing and photocopying where possible; and ensuring that all buildings procured for Government offices by the Properties and Real Estate Division are equipped with green technologies such as lighting fixtures with energy efficient bulbs; water saving devices on taps and toilets; and air conditioning and fire extinguishing systems that do not use ozone depleting gases.

Being Prepared for Disaster, Managing Risk

While the implementation of land use policies will facilitate appropriate land use, the impact of natural disasters on the economic growth of a country can have dire consequences. As such, Government will strengthen this country’s capacity not only to deal with emergency response and reconstructive measures but also increase and improve preventative measures where disaster can be avoided. Instilling a culture of safety, public education and awareness while addressing comprehensive disaster risk management will be guided by a Comprehensive Disaster Management Policy Framework.



Increasing the resilience of the poor and vulnerable to the effects of flooding will be achieved through a coordinated effort to address water resources management, drainage, irrigation, flooding, water capture, conservation and sustainable food production. An Inter-Ministerial Committee to address the issues of flooding and drainage, established in the second quarter of 2010, will spearhead this effort.

Good and Effective Governance

The transformation effort will be guided and fortified by the tenets of good and effective governance. Government will ensure that ‘the Voice of the People’ is heard and taken into account through a participatory, consensus oriented, accountable, transparent, responsive, equitable and inclusive process that follows the rule of law. Soliciting comments from the individual, the family, the community and the wider population will effectively ensure direct citizen participation. Enabling citizens to make contributions and recommendations through the establishment of an internet portal, ‘E-view’ will act as a facilitator.

Labour and Civil Society

Ensuring effective representation that reflects the views of the population requires the involvement of, labour and civil society. The Economic Development Board and the Civil Society Board (CSB) will be the main instruments for the involvement of the population on key decisions related to the national sustainable development agenda.

Strategic Plans of Ministries

In the area of transparency and accountability, Government will ensure that Ministries and Departments prepare and implement Strategic Plans and submit periodic reports to Parliament on their activities. Ministers will be held accountable for the performance of their Ministries and ensure timely submission of annual reports to the relevant Joint Select Committee. Priority will also be given to reforming the public procurement process and measures are to be undertaken to give effect to the recommendations contained in the White Paper on Reforming the Public Sector Procurement Regime.

Strengthening the operations of public institutions is a key focal point for the Government. A major contributor to improving the effectiveness of the Public Service lies in its ability to develop and institutionalise mechanisms that allow for the development of clear policy directions from the Centre of Government and the alignment of the plans and programmes of all Ministries and Departments with these centrally developed guidelines.

Results Framework

Government will adopt a collaborative approach to decision making in cross functional areas as it relates to the articulation of centrally developed guidelines, through the increased utilisation of inter-ministerial committees and working groups. Parallel to this is the need for greater emphasis on a results-oriented, customer/client focused Public Service that garners a culture of respect and a commitment to performance. Transforming Local Government services through the devolution of authority from Ministries to ensure increased efficiency and impact will be undertaken. Creating an environment that motivates and transforms the Public Service into a model for effective service delivery is also crucial.

PRIORITIES FOR ACTION OVER THE MEDIUM-TERM

In the context of the economic and social transformation envisaged, the following are identified as priorities for action in the first medium-term planning horizon (2011-2014):

1. Strengthening of the national database and information management system to influence national policy choices and to support evidence based decision making. This includes a comprehensive re-organisation of the Central Statistical Office (CSO) and a more strategic harnessing and deployment of resources;
2. Completion of a comprehensive national land use policy in 2012, even as the land use policy for specific regions of Trinidad and Tobago are rolled out to support community development initiatives and objectives and the national sustainable development agenda. This will include reform of the Town and Country Planning Division and a comprehensive land development bill for Parliament; and
3. Alignment of Ministerial agendas for high impact within the framework of the sustainable development strategy outlined in this Medium-term Policy Framework 2011-2014 and in keeping with the seven (7) interconnected pillars of government policy.

These three (3) items above taken together will have a major impact on the shift in policy required to put Trinidad and Tobago on a sustainable development trajectory.

In addition, there will be concentrated focus, intensive effort and strategic interventions in order to effect the shift in policy required to create a safe society, a diversified economy, investment, entrepreneurial initiatives and growth with jobs.



The areas identified for concentrated attention over the medium-term are:

1. Crime reduction and containment, and improvement of the general environment for safety and security. This is essential for its own sake but also important for establishing the confidence level required for increased economic activity and creation of a new, more diversified economy;
2. Food security through development of the agricultural sector. This is a major area of emphasis in a volatile commodities market and will be the bedrock of greater national self-sufficiency which will lead to revitalisation of the farming and food production sectors;
3. (a) Job creation through investment and diversification and by building a more productive and competitive economy. This will be achieved through diversification within the energy sector and through growth of services and creative industries, and the tourism and agricultural sectors by fresh initiatives taken in the five (5) growth poles to create new economic spaces and diversified investment across the country.
(b) A highly targeted, geographically dispersed PSIP with projects selected on the basis of four (4) principles: (i) alignment with the seven (7) interconnected pillars; (ii) impact on people and communities; (iii) geographical distribution; and (iv) alignment of PSIP portfolio with national priorities;
4. Well managed hospitals and a better quality health service to all our citizens across the country with specific actions for expansion of facilities and construction of new hospitals;
5. Achievement of a poverty reduction target of two (2) per cent per year and improvement of the equity gap through a range of measures to promote economic and financial sustainability;
6. Alignment between national priorities, regional priorities within the 14 local government jurisdictions and the House of Assembly in Tobago and the 585 communities identified throughout Trinidad and Tobago; and
7. Building a growth momentum which will demand the dedicated effort of Government, private sector, workers and civil society. Notwithstanding the challenges and uncertainties, Government will pursue a growth target of 2 per cent in 2011-2012. Given the uncertainties of the international environment, it is difficult to make projections beyond 2012 with any certainty. But the focus of the Government of Trinidad and Tobago over the next three (3) years will be growth, job creation, competitiveness and innovation.

In addition, the Government will strive for 90 per cent fulfilment of our obligations under each area of the Millennium Development Goals (MDGs) in this medium-term planning period as we move towards full achievement of the targets by 2015.

Encouraging meaningful participation requires reducing the structural inequities that lead to inequitable access to the factors that contribute to enhanced income generating opportunities which perpetuate a cycle of poverty including education and training, and opportunities for self-determination.

The State has a critical role to play in setting the stage for such meaningful participation by ensuring that the economic development path chosen is inclusive and involves the participation of the widest cross section of the population by creating the right environment. The ultimate objective is to create a sense of belonging and ensure the basic minimum needs of the population are met which allows individuals to aspire to higher levels of self-actualisation.

In this respect, significant interventions will include the reduction of regional disparities by investing in basic infrastructure, including housing and amenities and opportunities for investment that create an environment for sustainable communities, incorporating 'green' principles into the design of living spaces. In this regard, five (5) growth poles have been identified for development.

The mainstreaming of gender into development planning will allow the differential impacts of programmes and projects on women and men to be assessed and targeted initiatives implemented to assist them to effectively participate in economic activities and raise their families out of the poverty cycle. Government will continue to reform relevant legislation to promote gender equality. A concerted effort will also be made to increase the number of women holding high level decision making positions within the State Sector.

The promotion of wellness through the health system and individual responsibility for personal health will lead to an improved quality of life and reduce the burden on the health system and allow individuals to live more productively.

Apart from the more tangible benefits of education, a renewed effort will focus on rebuilding a good work ethic that breeds a spirit of excellence, civic responsibility incorporated into the school curriculum and creating a disciplined society with a sense of national pride in Trinidad and Tobago.



CHAPTER II

MAKING THE POLICY SHIFTS

THE SEVEN PILLARS OF DEVELOPMENT

Seven (7) strategic and interconnected development pillars guide the design and execution of policy measures geared towards achieving the desired economic and social transformation. The seven (7) Pillars define Government's broad strategic approach to achieving sustainable growth and human development and essentially reinforce the principle of 'Prosperity for All'. In so doing, they provide for greater coherence, integration and co-ordination of Government's planned interventions geared towards achieving specific results within set time frames.

BOX 1: **Seven (7) Interconnected Pillars of Development**

- Pillar 1: People-Centred Development
- Pillar 2: Poverty Eradication and Social Justice
- Pillar 3: National and Personal Security
- Pillar 4: Information and Communication Technologies
- Pillar 5: A More Diversified, Knowledge-Intensive Economy
- Pillar 6: Good Governance
- Pillar 7: Foreign Policy

Pillar 1 - People Centred Development is at the heart of Government's development strategy, around which the other Pillars coalesce. It focuses on the people of Trinidad and Tobago and their development aspirations and the strategies that allow each and every individual the opportunity for development through meaningful engagement in education, employment, arts and culture, sport, and family and community initiatives.

Pillar 2 – Poverty Eradication and Social Justice emphasises economic inclusion and identifies specific targets for reduction of poverty annually (2 per cent). It focuses on protection and care for the most vulnerable of our society, the poor, children, victims of crime, and the differently-abled.

Pillar 3 – National and Personal Security addresses the issue of crime and personal safety with the objectives being to eliminate fear for self and property and to create an environment in which all can enjoy freedom with responsibility.

The use of **Information and Communication Technology – Pillar 4**, is an essential element of the infrastructure underpinning the creation of a modern, competitive economy in an information rich, knowledge and technology-driven world.



Creating a Diversified and Knowledge Intensive Economy – Pillar 5 is at the core of building international competitiveness, stimulating new areas of economic growth and moving up the value chain. It places a premium on creating high value jobs and generating wealth across all regions of the country. The thrust is towards building an innovative, highly skilled work force supported by strong institutions and increased research and development activity as the cornerstones of the economic restructuring effort.

The transformation of the society and the economy must be buttressed by **Good Governance – Pillar 6**, which is characterised by strong institutions responsive to the needs of the citizenry, adherence to a culture of democracy and the principles of accountability, transparency and fairness as well as expanded civic engagement.

Pillar 7 – Foreign Policy, underscores the importance of meaningful and decisive engagement with the community of nations and strategic positioning at the regional, hemispheric and wider global levels to the success of Trinidad and Tobago’s development strategy.

POLICY SHIFTS

In the context of the seven (7) Development Pillars and the priorities identified for the medium-term, Government has begun the process of initiating several policy shifts.

Foremost among them is the movement towards building a new economy that is capable of generating high levels of productivity-led, innovation-driven endogenous economic growth. The new economy will not be dominated by the continued exploitation of natural resources or production of primary products which are subject to the vagaries of global developments, but instead, will be based on the knowledge, skill, talent and enterprise of our human capital and their engagement in productive activities higher up the value chain. In restructuring the economy, the emphasis will be on expanding the services sector, spurring the development of the knowledge and creative sectors especially in niche segments with the potential for building competitiveness, greater adaptation and use of technology, and innovation that is driven by indigenous knowledge and expanded research and development activity. In terms of immediate actions, priority is being given to building quality human capital, addressing the factors limiting competitiveness, creating new growth centres across the country, encouraging investment in knowledge industries and establishing the infrastructure for a National Innovation System.

The second main policy shift is linked to the first. Government is committed to the creation

of a more inclusive and cohesive society in which there is greater equity in the distribution of resources. In this effort, the issue of the quality of the jobs created and the opportunities that exist for wealth generation as opposed to income generation only, are not insignificant departures from past policy initiatives. The goal is to break the cycle of poverty through more meaningful economic participation. Government is therefore giving priority to education and skills training that are aligned to the needs of the new economy and the creation of expanded opportunities for high-paying jobs, small and micro-enterprise development and wealth generation and accumulation.

The third significant shift is the decisive move by Government to have greater people participation in the decision making process. This shift will give widespread legitimacy to the economic and social transformation that is underway and will advance the goal of creating more meaningful inclusiveness and cohesion in the society.

The other major policy shifts involve new approaches to planning and decision-making in the country. The point to be made is that socio-economic transformation and sustainable development will not be achieved in the absence of good planning. The new approaches fall under the direction and co-ordination of the Ministry of Planning and the Economy and involve:

- Strengthening the national statistics and information systems that will enable policy design and decision making to be data-driven and evidence-based. The reform of the Central Statistical Office and the incorporation of satellite data collection agencies within the National Statistics System are being accorded high priority
- Creating and adopting a life cycle-based analytical framework for addressing the needs of the population. In keeping with the principles of ‘Prosperity for All’ and ‘Everyone Counts’, the strategy is to focus planning efforts on the needs of: (i) each individual member of the family at each stage of his/her life cycle; (ii) the collective family unit; (iii) each community; and (iv) each Region of the country. This approach will be particularly effective in breaking the cycle of poverty, especially for children, young adults, women and communities and in creating specifically targeted opportunities for socio-economic advancement
- Closely aligning the allocation and management of public investment resources with the priorities of Government and linking them with local plans and community aspirations
- Developing an integrated local and community planning framework for addressing the priorities of the 585 communities, 14 Local Government Regions and Tobago that is in alignment with national goals and priorities. This framework will serve as a tool



for eliminating regional disparities and the pattern of uneven development that has occurred across the country in the past

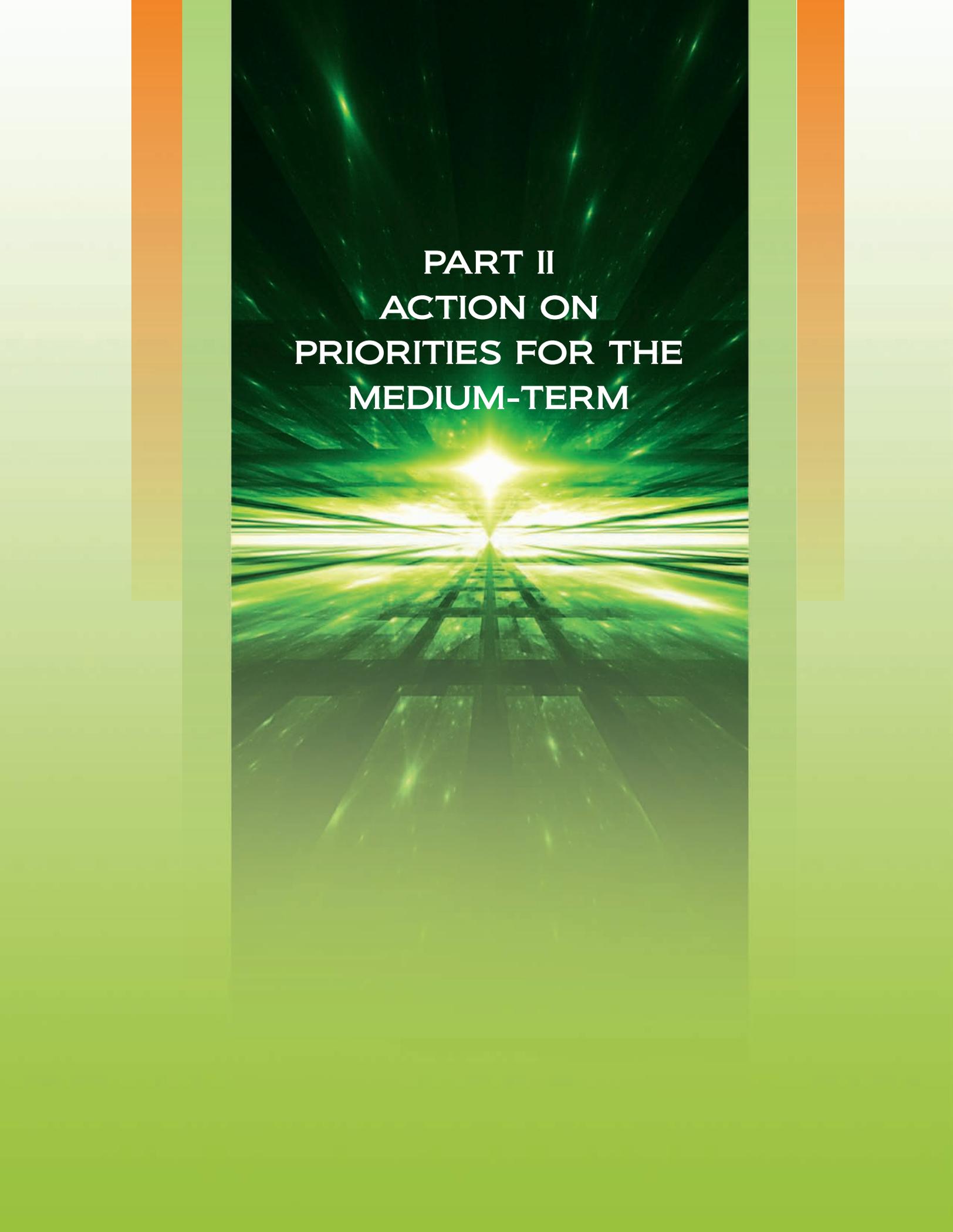
- Building a strong monitoring, evaluation and reporting system across the Public Sector to ensure that actions taken at the Ministerial, Regional and Community levels are consistent with the priorities articulated by the Government, that value for money is being achieved and that specifically targeted outcomes are realised
- Creating a system to ensure that economic and social development initiatives take place in the context of sustainable spatial planning

MAJOR THRUSTS OVER THE MEDIUM-TERM

Having regard to the development agenda being pursued, this first medium-term planning horizon will set the foundation and strengthen the systems necessary for achieving sustainable development. As a consequence, the major thrusts of this Medium-Term Policy Framework are:

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

The principal thrust of this emphasis is to stimulate ‘Innovation for Lasting Prosperity’, in Trinidad and Tobago.

The image features a central vertical panel with a futuristic, green-toned tunnel perspective. The tunnel's floor and walls are composed of dark green panels, and a bright, glowing light source is positioned at the far end, creating a strong lens flare and illuminating the scene. The overall aesthetic is high-tech and forward-looking. On either side of this central panel are vertical bars: a thin orange bar on the left and a wider light green bar on the right. The text is centered within the green tunnel panel.

**PART II
ACTION ON
PRIORITIES FOR THE
MEDIUM-TERM**



CHAPTER III

CRIME AND LAW AND ORDER²

Crime continues to be one of our country's formidable challenges. In recent opinion surveys of the population, crime, law and order and vandalism have been ranked consistently as the number one issue facing the country. It is a problem that affects individuals psychologically; communities are shattered and debilitated by it and as a national problem it undermines the ability of the State to provide safety and security for citizens.

BOX 2: **Crime and Law and Order** **Medium-term Objectives**

- Reduce and prevent crime and ensure that people feel safe in their homes and communities (**Target:** 25% reduction in Serious Crimes annually)
- Increase confidence in the justice system through the appropriate punishment, sentencing and rehabilitation of offenders
- Reduce recidivism rate (**Target:** 10% annually)
- Reduce the number of gangs in operation
- Increase the crime solvency rate (**Targets:** 15% in 2011-2012; 20% in 2012/13, 25% 2013/14)
- Increase homicide detection rate (**Targets:** 15% in 2011-2012; 20% in 2012/13, 25% 2013/14 increasing thereafter until an 80% detection rate is achieved)
- Improve coordination among the various social sector agencies and create stronger partnerships with communities (education) to reduce the desire and opportunity for crime and the odds of becoming a victim

Although the number of murders declined from a historic high of 547 in 2008, to 473 last year, the situation remains unacceptable. A very high number of serious crimes was also recorded annually in the period 2008-2010. Serious crimes increased from 20,566 in 2008 to 21,933 in 2009 before declining to 19,918 in 2010. The majority of the murders and other serious crimes were committed in the Northern, Eastern and Western areas of Trinidad. The average detection rate for serious crimes and murders was 16.2 per cent and 19.8 per cent, respectively. The current situation adversely affects the safety of citizens, their families, and communities. Foreign investments, investor confidence and consequently economic growth are also negatively affected. The culture of fear which has emerged over the last decade, and which is stifling all aspects of development - recreation, culture and business - cannot be allowed to continue. It was in this context that a State of Emergency was declared to contain and accelerate the process to eventually reverse the situation.

² Data in Chapter III sourced from the Crime and Problem Analysis Unit of the Trinidad and Tobago Police Service.

STRATEGIC APPROACH

The approach to crime containment and reduction is multi-pronged and involves: more effective law enforcement and policing, social interventions aimed at discouraging a lifestyle of crime and violence, reform of the justice system and the legal framework and rehabilitation of offenders. These are to be supported by national strategies for economic recovery, growth and expansion which will create jobs, foster greater economic inclusion and move us in the direction of achieving prosperity for all.

Strategy: Strengthen Law Enforcement and Law Enforcement Agencies

As crime and criminal activity become more complex, priority is being given to increasing the sophistication of the resources and systems utilised and to the effective management of Law Enforcement Agencies. As such, emphasis is being placed on expanding the use of modern technology for tracking crime and ensuring connectivity between law enforcement agencies, capacity building and training of law enforcement officers, as well as the modernisation of physical infrastructure and information management systems.

A major initiative is the 21st Century Policing Project, which introduces a new delivery system for policing that builds partnerships with communities and provides a high level of customer service. It effectively blends intelligence led proactive initiatives together with community policing strategies. Given the success of the pilot, it is being incorporated into the other eight (8) Divisions of the Police Service.

Efforts are also underway to redouble the training capacity of the Police Academy, to allow for increased recruit intake and advanced training. In addition to the expansion of the Recruiting Unit to include 20 Background Check Investigators and more Polygraphists, the Induction Programme has been revised, the Induction Facility enhanced and plans are underway to expand the facilities to support the proposed increased intake and ensure suitable accommodation for all programmes.

Additionally, to provide greater focus and expertise to policing, specialised units such as Divisional Crime Scene Investigation (CSI) Units and Domestic Violence and Special Victims Units are being established. As part of the strategy for the timely provision of forensic pathology and analytical laboratory services to support law enforcement and the administration of justice, a new state-of-the-art Forensic Centre will be constructed and properly equipped.

Proactive law enforcement will also be more evident as specific actions are taken to:

- Target leaders and criminals involved in gangs, guns and drugs to rescue communities
- Seek out guns and ammunition that support criminal activity and take them out of circulation
- Target businesses that are aligned to criminal activity and that provide cover for crime and criminal activities
- Appropriately penalise and sentence the guilty and protect communities by incarcerating serious and dangerous criminals within the framework of effective law enforcement
- Remove illegal immigrants, who pose a danger to national security or a risk to public safety including persons with outstanding criminal warrants and/or convicted of crimes, with a particular emphasis on violent criminals, felons, and repeat offenders as well as members of criminal gangs or syndicates

Strategy: Strengthen the Legal Framework

A very important aspect of reducing crime relates to evidence gathering from informants and creating the necessary facilitating environment for the testimony of victims and witnesses, and the appropriate legislative framework for effective law enforcement and the proper punishment of offenders.

Several pieces of key legislation have either been assented to or proclaimed, namely:

- The Anti-Gang Act which makes provision for the suppression of associations established for unlawful purposes
- The Bail (Amendment) Act which confers on a Court the jurisdiction to deny bail to a person who is a gang member
- The Miscellaneous Provisions (Kidnapping and Bail) Act, which increases the amount of time a person can be held with no evidence for the charge of kidnapping and changes the existing penalty for the offence of kidnapping
- The Interception of Communications Act, which provides the legal framework within which public or private communications, which are being transmitted by means of a public or private telecommunications network, can be lawfully intercepted
- The Firearms Amendment Act, which provides for the increase in penalties for offences involving a firearm or any prohibited weapon, as defined by the Act, by an average of 50 per cent

- The Trafficking in Persons Act, which gives effect to the United Nations (UN) Protocol to prevent and punish trafficking in persons, especially women and children, supplementing the United Nations Convention Against Transnational Organised Crime and for connected matters
- The Miscellaneous Provisions (Remand) Act, which increases the period in which a Magistrate can remand an accused person with regard to both summary and indictable matters, thereby reducing the frequency of court hearings, the time in taking prisoners to and from court, and the costs associated therewith

In recognition of the transnational and perverse financing of crime, the Financial Intelligence Act (2009) has been amended to improve the effectiveness of the Financial Intelligence Unit in combating money laundering as well as terrorist financing in Trinidad and Tobago.

To combat the growing fear and mistrust that the law cannot protect citizens, the problem of witness intimidation and gang code of silence, the Government will therefore, revisit the issue of enacting the necessary legislation that will allow for using existing technology to record statements of both accused persons and witnesses, even where the latter is absent at the trial, and making such evidence admissible in Court.

In the new fiscal year, legislation will be brought to Parliament for the Private Security Industry and to amend the Prison Rules and the Defence Act as well as the Evidence Act.

Strategy: Construct 21st Century Facilities for Law Enforcement

The working environment of law enforcement agents is a major determinant in successful detection and policing. Officers require working conditions and amenities such as evidence docks and interview rooms to effectively discharge their responsibilities while the public needs accessible and appropriate facilities to interact with law enforcement personnel. In an effort to provide officers with modern accommodation and amenities, the State will construct 19 police stations at various locations throughout Trinidad and Tobago. All property rooms will be outfitted with the technology to ensure that all items in Police care will be properly labelled and accounted for. A major project is the construction of new and modern, purpose built facilities to expand the Police Training Academy in St. James. Government will also undertake construction of Coast Guard facilities in strategic locations and upgrade of the Maximum Security Prison Complex.

Strategy: Improve Solvency Rates through Technology

Priority is also being given to the employment of innovative technology-driven techniques that will improve solvency rates and enhance the capability of detectives in developing criminal profiles and databases. In addition, the establishment of a Central Booking System will result in the introduction of new and more effective procedures for booking, case management and prosecution. Two critical initiatives will have a significant impact on efforts to maintain law and order - the complete automation of Police Administration which will permit the elimination of the paper based system and the establishment of a National Security Operations Centre with the capacity to conduct real time tracking of crime and criminal activity.

Strategy: Strengthen Surveillance and Control of Borders

Initiatives to stem illegal activity across our land borders must be complemented by actions that reduce security threats in our airspace and maritime domains. Priority attention is being given to improving mobility and rapid deployment to quickly counter and interdict based on shifts in smuggling routes and tactical intelligence and to improving border awareness and intelligence. To effectively safeguard the nation's maritime borders, greater scrutiny will be placed on containers, cruise ships and ferries as part of a comprehensive, systematic approach to border security. This will include the application of international best practice to increase container inspections at foreign ports, which requires carriers to submit a complete cargo manifest at least 24 hours prior to loading for vessels that are calling directly on local ports. Key initiatives include the strengthening of the Coast Guard fleet by the acquisition of 12 interceptors, the sourcing of two (2) long range patrol vessels and the addition of two (2) helicopters to the fleet of the Air Guard.

Strategy: Reduce Recidivism through the Rehabilitation and Reintegration of Offenders

Despite the best efforts of the justice apparatus, many persons reoffend, thus resulting in critical State resources being deployed and utilised to address the consequences of recidivism. To reduce the prevalence of persistent reoffending, inmates will be given more opportunities to excel and become productive members of society. Programmes will be implemented to help inmates learn new skills and develop good habits and attitudes to facilitate reintegration into society. Among the actions to be taken are:

- Increase inmate basic skills and provide them with the opportunity to work towards educational qualifications, and vocational and industry-recognised certification in order to improve their future employment prospects
- Ensure that inmates serve their sentences and engage in constructive and commercial

activities that provide support to victims and/or victims' groups

- Provide inmates with training in resolving disputes responsibly
- Introduce parole and community supervision that addresses the risks and needs of each offender and ensure that inmates who pose the greatest threats to public safety are effectively managed
- Provide temporary housing and assistance to newly-released inmates
- Provide greater support for former inmates who genuinely wish to renounce their gang membership and assume a law-abiding lifestyle
- Develop a programme for incarcerated gang members that encourages them to renounce their gang membership
- Implement tracer studies to determine the effectiveness of rehabilitation programmes and improve accordingly

A critical component of rehabilitation is the provision of alternatives to custody and the desir-

BOX 3: Crime and Law and Order-Life-sport Programme

The Ministry of Sport has designed a comprehensive programme for young males using sport as a vehicle for crime prevention and youth development.

The Programme will offer participants the opportunity to master one (1) of three (3) sporting disciplines: futsal/football, cricket/Windball cricket and basketball for a two-year period.

In the first instance, the Programme will be managed in four (4) geographic regions of Trinidad - North East, North West/Central, South East and South West and comprises two (2) components:

- Component I will offer Sport Training
- Component II will present graduate trainees with the opportunity to develop an occupational skill in preparation for employment through several training options provided by State Agencies, National Sporting Organisations and clubs.

able separation of inmates by category, especially in the case of young first time offenders. Greater use will be made of probation services as an alternative to imprisonment for young persons convicted of criminal offences. The provision of probation services will be enhanced to include the supervision of persons placed on Community Service Orders. Also, a Probation Hostel will be established to provide temporary housing, assistance for and greater supervision of ex-offenders.

Strategy: Improve the Criminal Justice System

Key improvements will be made to the administration of justice and the issue of repeat offenders will be resolved through the reform of the penal system. At the same time, focus will be placed on reparation and retribution for victims of crime and injustice. Compensation for victims of violent crimes for injuries suffered will be addressed by the Criminal Injuries Compensation Board (CICB).

In an effort to provide legal advice and representation to clients, a Duty Council Scheme will be established under the Legal Aid and Advisory Authority to allow persons 24 hour access to an Attorney-at-Law for serious criminal matters. In addition, the services of the Legal Aid Offices will be expanded to additional geographic locations.

Strategy: Improve the Efficiency and Effectiveness of the Judicial System

In an effort to modernise and expedite the delivery of justice in Trinidad and Tobago, the Judiciary will establish open and accessible courts, where the location, physical structures, procedures and the efficiency of staff assist in eliminating the barriers to obtaining justice. Efforts will be focused on improving judicial timeliness by reducing unnecessary delays to ensure that injustices and undue hardships are not experienced by plaintiffs.

In order to minimise the logistics and cost involved in transporting prisoners to Court, the Video-Conferencing Remand Hearings that were piloted in Scarborough, St. George West and San Fernando Magistrate's Courts will be fully upgraded and expanded to other areas.

To reduce the time taken to produce transcripts, steps will be undertaken to ensure that the appropriate infrastructure to accommodate audio digital court recording is included in each court refurbishment project.

A comprehensive review and evaluation will be conducted into the operations of the Civil Proceedings Rules, which aim to simplify court procedures, expedite cases, reduce the cost of litigations and provide the courts with greater control over the pace of litigation undertaken towards ascertaining its impact on the Civil Justice System.

Over the medium-term, the Judiciary will continue to improve access to its services via Specialised Courts. Following on the implementation and success of the Family Court Pilot, a full roll-out of the Court's services will be undertaken. A Coroner's Court Project will be implemented to expedite Coroner's inquests from all Magisterial Districts in Trinidad and Tobago. Additionally, the Criminal Case Management System will be redesigned to achieve a modern court system that is based on robust information systems supported by modern ICT infrastructure and policies and procedures to enable the court to meet its mandates.



Strategy: Implement Social Interventions that Support Individuals, Families and Communities with the Tools and Resources to avoid Truancy, Delinquency, Gang involvement and Criminality

Early interventions by families and communities to address risk factors and enhance mitigation factors are likely to result in fewer young persons engaging in delinquent behaviour and protect citizens from deviant activities. These interventions include:

- Improve the quantity, quality and effectiveness of early parenting support services, particularly for those at risk
- Develop programmes to assist the youth before crimes are committed including training and jobs for at-risk youth and young people so that they can lead productive lives
- Keep children in school and involved in after school activities such as cadets and sports, so that they are less prone to engaging in anti-social behaviour
- Promote greater coordination of programmes among front line agencies, including the establishment of new institutional arrangements to ensure that coordination
- Develop programmes and interventions that address violence and delinquency/gang prevention at the individual, family and community level
- Facilitate and encourage greater community participation in implementing prevention strategies
- Enhance prevention by implementing mentoring programmes that provide youth with positive interactions with responsible adults who can provide guidance, nurturing and support
- Assist communities in educating parents, teachers and other community stakeholders in identifying the early warning signs of gangs and gang related activity and in implementing effective intervention strategies
- Implement a range of social support measures involving a number of Ministries and Institutions. These include the Ministry of Planning and the Economy, Ministry of National Security, Ministry of the People and Social Development, Ministry of Gender, Youth and Child Development, Ministry of Sport, Ministry of Arts and Multiculturalism, Ministry of Community Development, and the Ministry of Justice. The support measures include:
 - Support for single mothers and children
 - Sports and recreational initiatives for youth
 - The Pan Yard Initiative
 - Making Life Important Initiative

- National Adopt a School Programme
- National Mentorship Programme
- A United States Agency for International Development (USAID) Programme which involves basic education for out-of-school youth, workforce development for youth and programmes to support juvenile justice
- The Citizens Security Programme which seeks to reduce criminal activity through community-based strategies and by strengthening social networks in communities
- Programmes in culture and the creative arts and initiatives to strengthen capacity for the development of creative industries
- The East Port of Spain initiative for the cultural and artistic reinvigoration of East Port of Spain and the generation of creative industries and economic opportunities through culture and the arts
- The designation of East Port of Spain as one of five (5) economic growth poles in Trinidad and Tobago
- A plan for the construction and upgrade of the Port of Spain City Centre and for revitalisation of life and opportunity in the national capital that will create economic opportunities and jobs for people in the surrounding districts.

The School Intervention Programme is a key intervention for reaching the youth early and pre-empting their involvement in deviant behaviour. Under the Programme, a police officer is assigned to each school to foster better relations among parents and school and law enforcement officials. Also, law enforcement officers and social workers will receive specific training to allow for greater effectiveness in implementing prevention initiatives within communities.

Strategy: Provide Opportunities for Meaningful Economic Participation

Special programmes will be developed to train prisoners and to provide them with skills and educational opportunities before they leave prison. In the last six (6) months prior to re-entry into society, the focus will be on attitude and mind-shift changes supportive of success in the wider world. Links will be created to support meaningful economic participation.



FIGURE 1

KEY RESULTS

CRIME AND LAW AND ORDER



CHAPTER IV

AGRICULTURE AND FOOD SECURITY

Food Security is a major goal of the Government. The objective is to develop a highly productive agricultural sector that is modernised and internationally competitive and that generates sustainable income levels for producers comparable to those obtained in other sectors of the economy. The Sector must enhance our country's renewable resources and biodiversity and meet the needs of the population for adequate supplies of locally grown, affordable and nutritious food.

Food security is a complex sustainable development issue. It is linked to health through malnutrition and chronic diseases; poverty eradication; research and development (R&D); sustainable economic development; environmental conservation; and the trade balance. Food security “exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food” (Food and Agricultural Organisation (FAO), 1996).

BOX 4: Agriculture and Food Security - Medium-term Objectives

- Reduce the food import bill
(Target: 10% annually)
- Reduce the rate of food inflation and sustain it within single digits
- Create sustainable, long-term productive employment in the sector to support a national unemployment level that is under 7%
- Increase the sector's contribution to GDP (Target: 3% by 2014)
- Create a food secure nation

The Food and Agricultural Organisation (FAO) has predicted that the demand for food will increase by 50 per cent by 2030 and 70 per cent by 2050.³ To meet this rising demand, it is imperative that countries develop a thriving and viable agriculture sector that will form the foundation for becoming food secure by 2050. Nevertheless, attaining national food security is not without its challenges, especially given factors such as changes in the global climate and population; economic, social and environmental sustainability; and the evolution of world-wide markets and distribution mechanisms. The agriculture sector in Trinidad and Tobago comprises production, processing and marketing activities in the crop, livestock and fisheries sub-sectors. The contribution of domestic agriculture to Gross Domestic Product (GDP) in 2010 was 0.4 per cent⁴, and although the sector accounts for only 3.5 per cent⁵ of employment, it provides employment to many persons and families in rural areas.

3 OECD-FAO Agricultural Outlook 2009-2018 (FAO, 2009)

4 Review of the Economy 2010, Central Bank of Trinidad and Tobago

5 First Quarter Bulletin 2010 (Labour), Central Statistical Office Trinidad and Tobago



The food import bill has almost doubled in the last five (5) years from approximately \$2.7 billion in 2006 to almost \$4 billion in 2010.⁶ This trend is indicative of the country's high dependence on foreign food supplies which include some of the basic staples such as cereals, rice and corn.

The challenges facing the local agriculture sector include seasonality and natural disasters (such as flooding); low skills; praedial larceny; land tenure, scarcity of labour and an aging farming population. More specifically, some of the key challenges that affect the cost, quality and level of production within the sector include:

1. Poor agricultural practices and low levels of technology use;
2. Inadequate Infrastructure – poor access roads, water resource management and drainage systems;
3. Limited quality and quantity of land designated for agricultural purposes; and
4. Delays in farmer regularisation on State lands.

In spite of these challenges, agriculture is a viable option for diversification. The surge in demand for food globally coupled with the low levels of food stocks in developed countries, adverse global climatic conditions and high energy prices are factors that give rise to the need to revitalise the sector. Increased investment is therefore required. Successful expansion of agricultural exports will encourage existing farmers to expand their operations and encourage investment in the sector. Agriculture for export has the potential to generate jobs, as well as strengthen entrepreneurship within the sector. Movement of resources from traditional agricultural activities to research, development and employment of new production methods, as well as exports of non-traditional commodities will contribute to the growth of the sector. Increased usage of locally produced raw materials in the value chain approach will also be an important aspect of this shift in the industry.

STRATEGIC APPROACH

In order to revitalise the Sector and put it on a sustainable footing, Government has adopted a strategy of nine (9) key initiatives.

Strategy: Increase Agricultural Production, Distribution and Access

The implementation of a comprehensive policy with an appropriate package of incentives,

6 Trade Statistics CSO

improvements to the institutional framework and marketing mechanisms, and the removal of structural bottlenecks will contribute to the transformation of the sector. The specific actions to be undertaken include:

- Implement measures to manage, monitor, maintain and sustain support systems for food production:
 1. Agricultural Incentives: The revised Agricultural Incentives Programme (AIP) takes into account the realities of a business in today's competitive environment, adopting new technology and mechanisation. It has been restructured to provide rebates for, *inter alia*:
 - The installation of on-farm security to curb the problem of praedial larceny
 - The aquaculture sub-sector
 - Post-harvest operations (refrigerated vehicles) and marketing (value added)
 - Agro-processing
 - Start-up production costs to primarily encourage youth interest and new farmers in the sector
 2. Partner with the private sector in strategic areas where necessary to propel the sector forward - The Trinidad and Tobago Agri-business Association (TTABA) is a Not for Profit Development Company established by private sector agri-business stakeholders with Government's support to accelerate national economic and social development through the sustainable expansion of the Agri-business sector. Its core business is the provision of technical services for the development of selected agricultural commodity/industry value-chains and the provision of high quality agro-processing services;
 3. Strengthen institutional marketing to support farmers for domestic, regional and international market penetration; and
 4. Incentivise the banking sector to provide a window for agricultural investment.
 - Comprehensively address infrastructure challenges facing farmers and fishermen through:
 1. The On-Farms Pond Programme: There is a critical need for irrigation for crops especially during the dry season. To this end, the Ministry of Food Production, Land and Marine Affairs has embarked on the construction of 300 ponds at farms throughout the country. In addition, five (5) large

- 
- pumps will be installed on the banks of the Caroni River;
2. Agricultural Access Road Rehabilitation Programme: This programme targets the rehabilitation and construction of agricultural access roads, drains and the construction of culverts in order to provide to farmers easy access to their farms; and
 3. The Fisheries Development Programme: This programme provides basic amenities of running water, toilet and bathroom facilities, lockers, security and net repair sheds, among others at fish landing sites around the country.

Strategy: Develop a Water Resources Management Strategy

The sustainable management of water resources requires cross-sectoral planning and integration to ensure growth and transformation of the agriculture sector. Government will therefore:

- Initiate integrated action on water resource management, drainage, irrigation, flooding, water capture, conservation, and sustainable flood production
- Strengthen institutional capacity of the relevant institutions for water management in agriculture
- Improve policy integration and coherence between agriculture, water, energy and environmental policies.

Strategy: Improve Land Management and the Tenure of Farmers

Consistent with Government's policy shift that all development takes place in the context of a land use and physical planning framework, a National Land Use Policy that specifies and protects land to be used exclusively for agriculture will be developed. In addition, action will be taken to:

- Introduce a national agricultural land information inventory system to enable Government to optimise state land usage
- Accelerate the programme of farmer regularisation on State lands on the basis of co-operative efforts
- Fast-track the transfer of deeds and titles to farmers for legitimate ownership

Strategy: Expand Source Markets for Imports

Recent global events such as Japan's earthquake and tsunami, Australia's floods, Russia's drought and India's ban on wheat exports, have all had a negative impact on international food prices, food availability and affordability, and have heightened the need for food independence.

To reduce prices and ensure a greater level of security of supply of food, additional source markets will be identified to reduce the high level of uncertainty experienced with the traditional sources of food and food inputs.

Strategy: Encourage Youth Participation in the Agriculture Sector

There is a fledgling interest amongst the youth in the sector which needs to be encouraged, particularly in the face of the aging farming population. There is a need for the harmonisation of the existing farmers' knowledge, skills and experiences with the current farming methods and use of technology. This will work to inspire the younger generations to pursue a career in the sector, as well as contribute to increased productivity and higher production levels. Government will undertake the following actions:

- Continue the Youth Apprenticeship Programme in Agriculture (YAPA)
- Continue the Trinidad and Tobago's Biosciences, Agriculture and Food Technologies (BAFT) Programme: The Programme's vision is "to transform the food and agriculture sector to be commercially driven, sustainable, responsible, innovative, harmonised and pioneering". The projects with commercial potential undertaken by students in the Programme include the hydration of sugars from fruits; use of goats' milk in the production of ice cream for lactose intolerant individuals and a novel invention of pineapple, mango and pawpaw vinaigrette for salads
- Commence a Youth Internship Programme to bring on board 50 agricultural graduates on an annual basis to be trained and mentored by experienced agriculturalists in agribusiness entrepreneurship

Strategy: Encourage Higher Levels of Productivity for Locally Produced Goods

Productivity in the agriculture sector remains low and local produce is uncompetitive in both domestic and foreign markets. Increasing production will have a positive impact on the sector's contribution to GDP; decrease the food import bill and lower food prices. At the same time, it will increase prosperity for our farmers and fishermen and also provide sustainable livelihoods to those involved in the sector. Specific actions include:

- Encouraging the reuse of by-products from agro-processing as a feed stock for farmers
- Designing and implementing a package of incentives to encourage value-added product development
- Removing uncertainty and encouraging investments in the sector

Strategy: Encourage the Consumption of Healthy, Locally Produced Food

As highlighted before, agriculture and food security are linked to health through malnutrition and chronic diseases. It is vital to encourage the increased consumption of locally produced food, which is nutritious, healthy and affordable. The benefits to achieving success in this venture are numerous. In addition to promoting healthy eating habits and lifestyles and lowering health costs, it would also provide local farmers with a steady market and income and contribute to the reduction in the food import bill. Key actions are:

- Promote Food Security Programme entitled ***‘Put Trinidad and Tobago on your Table’*** which involves:
 - Using local sport celebrities to endorse the consumption of local fruits and vegetables
 - Partnering with Prestige Holdings for the use of locally produced cassava and sweet potatoes
 - Encouraging industrial and commercial users to incorporate more local content, including restaurants and hotels
 - The Home Gardening Programme which involves encouraging the practice of backyard gardening through Ministry initiatives such as the Home Gardening Series

Strategy: Creating the Linkages between Agriculture and other Productive Sectors

The agriculture sector can be a valuable resource base for many other sectors of the economy. The Ministry of Food Production, Land and Marine Affairs will collaborate with relevant stakeholders to introduce incentives to foster a multi-sectoral approach to agricultural development such as agriculture/tourism, agriculture/culture and agriculture/manufacturing.

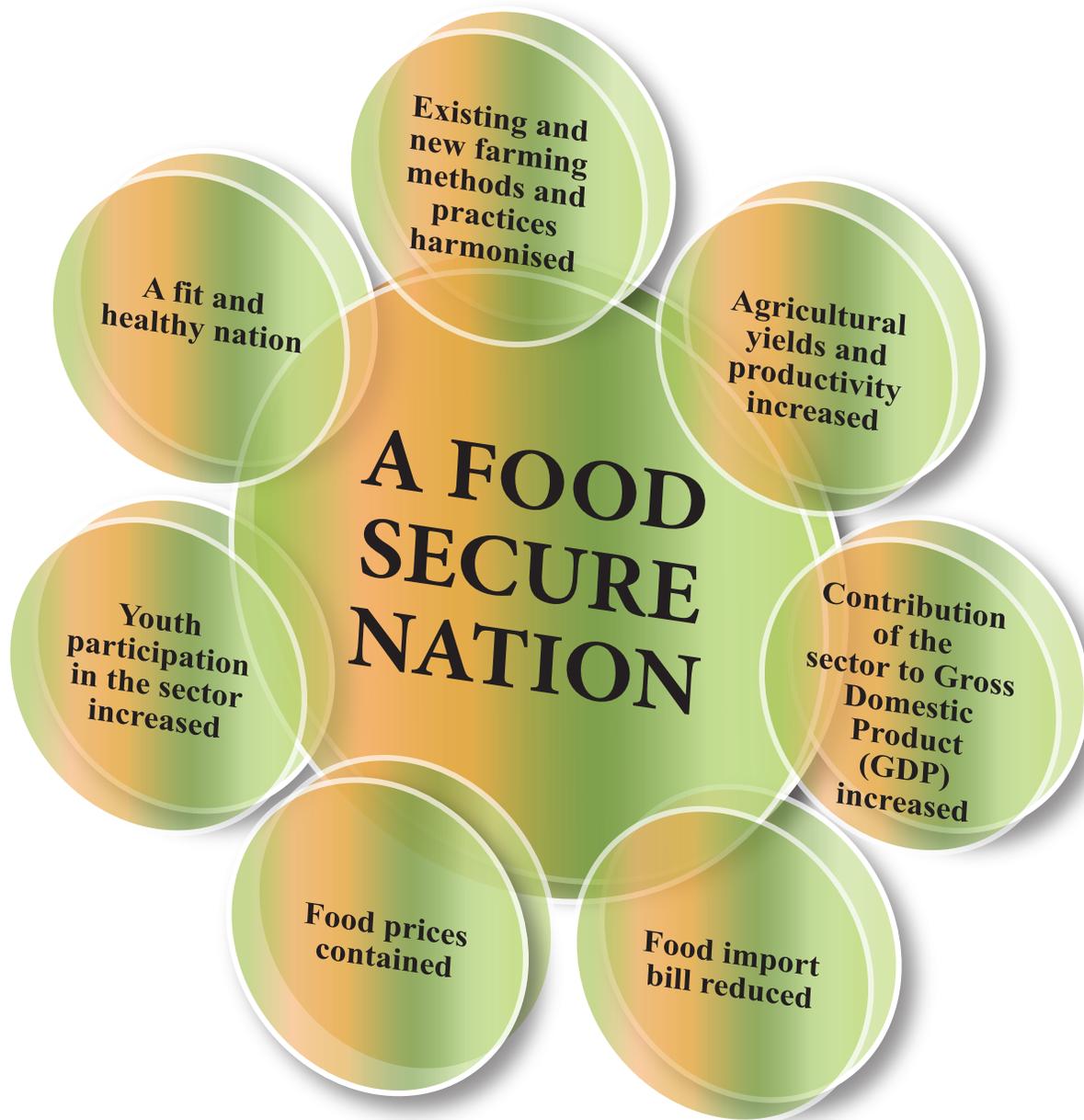
Strategy: Effectively Monitor Prices and Movement of Inflation

To address inequalities of access to nutritious food, the Government will monitor the price of food and implement measures to address food inflation.

FIGURE 2

KEY RESULTS

AGRICULTURE AND FOOD SECURITY





CHAPTER V

HEALTH CARE SERVICES AND HOSPITALS

BOX 5:

Health Care Services and Hospitals - Medium-term Objectives:

- Increase client satisfaction with the system
(**Target:** 85% by 2015)
- Reduce the maternal mortality rate
(**Target:** 14 per 100,000 live births by 2015)
- Reduce the under-five mortality rate
(**Target:** 5 per 1,000 by 2015)
- Increase the physician professionals per 10,000 population ratio (**Target:** 18 by 2015)
- Increase the nursing professionals per 10,000 population ration (**Target:** 25 by 2015)
- Reduce the mortality rates for non-communicable diseases (heart disease, diabetes and cancer) per 100,000 population
(**Target:** 20% by 2015)
- Reduce morbidity and mortality rates for tuberculosis and other infectious diseases
(**Target:** 50% by 2015)
- Reduce the admission rate due to serious mental illnesses (**Target:** 25% by 2015)
- Increase health promotion reach
(**Target:** 70% of the population by 2014)
- Reduce the number of new HIV infections
(**Target:** 0.5% of the adult prevalence rate)

The quality of public health care services and the management of hospitals continue to be a main concern of the citizens of this country. Government recognises that in delivering first class health care to citizens, the image of the public health system must be improved. This requires efficient, well managed hospitals that are capable of delivering health care services in accordance with global standards. Critical to this effort, is collaboration amongst all stakeholders within the health system.

Disturbing trends in the health profile of the population indicate that Chronic Non-Communicable Diseases (CNCDs), infant and maternal mortality and some infectious diseases such as HIV/AIDS are a cause for concern. The widening of the skills gap for professionals in medical and support services and a deteriorating public image of the health sector accelerate the gravity of these existing issues.

The incidence of diabetes and hypertension in Trinidad and Tobago has grown by approximately 68 per cent and 158 per cent between 1990 and 2006⁷, respectively. These and other CNCDs (heart disease and cancer) account for four (4) out of the five (5) leading causes of death in the country. Human capital losses as a result of the direct (cost of medical care in terms of prevention) and indirect (loss of productivity as a result of premature mortality and morbidity) costs of treating with these diseases increase the strain on public expenditure and pose a serious threat if preventative measures are not aggressively put in place to reverse this trend.

7 Source: Ministry of Health



Addressing dengue which is now endemic requires effort on the part of both citizens and Government. The number of reported dengue cases increased from 401 cases in 2005 to 4,733 cases in 2010. Despite the marginal number of deaths associated with dengue fever, controlling the vector population through educational awareness targeting source reduction and strengthened surveillance will reduce the burden on the health system.

Reducing child mortality rates to single digit figures remains a challenge as infant mortality, neo - natal and peri-natal mortality rates fluctuated above 10 per 1,000 live births over the period 1999-2006.⁸ Addressing the importance of nutrition, child health practices such as immunization, increasing the availability of trained and specialist medical personnel, improved hospital standards and increased pre and post natal care through maternal education programmes will aid in reducing these rates.

Moreover, as the country continues to grapple with curbing the spread of HIV/AIDS, statistics reveal that the incidence of new cases remains high. The HIV/AIDS epidemic is not only a health issue but an economic one that poses a serious threat to national development efforts. The economic impact at 2009 was estimated at \$41.25 million. The cost to treat one person with HIV for one year is approximately \$14,000 and it is estimated that as at the end of 2009 there were approximately 21,636 people infected with the HIV virus with approximately four (4) new infections per day.⁹ The number of reported new HIV positive cases has remained consistent from 2005 to 2008 at 1,453 and 1,450 cases respectively with a small decline in 2009 at 1,384 cases.¹⁰ Since 2004, the incidence of HIV has been higher among females than males in all age groups. Young people in the age group 25-34 years, have been most affected, recording the highest cumulative cases of HIV infection. In relation to gender, females in the 15-29 year age group constitute the group with the higher incidence of HIV infection.¹¹

Combating the HIV/AIDS epidemic will require a collaborative effort from the Government, private sector and civil society to reduce the incidence of HIV and improve the levels of treatment and care for people living with HIV (PLWHIV). In that regard, a programme of action is being proposed consisting of coordinated activities to increase awareness and effect behavioural change in terms of safer sexual practices and reproductive health. The implementation of such activities would focus primarily on the areas of prevention and treatment.

8 Central Statistical Office, Trinidad and Tobago

9 Ministry of Health, Treatment and Care Data Report 2010.

10 HIV Surveillance Report (2009), National Surveillance Unit, Ministry of Health.

11 Draft Five Year National HIV and AIDS Strategic Plan, National AIDS Coordinating Committee.

Training and retaining medical personnel continue to be problematic as competing sectors globally deplete our local skills base. Introducing comparable remuneration packages and safe, work friendly environments are crucial to the retention of staff. Implementing proper systems for the management of the health sector and building the image of the health care system into one which is centred on efficiency, accessibility and affordability will ensure the fulfilment of both our long and medium-term objectives.

STRATEGIC APPROACH

Proactively addressing the challenges of the health system requires a comprehensive approach to reducing the incidence of non-communicable and other infectious diseases, promoting healthy lifestyles, addressing the human resource challenges, improving and creating accessible infrastructure as well as introducing a patient-centred approach to health care. Central to this, is an effective managerial approach that is guided by a strong legislative and policy framework that guarantees efficient and effective use of resources and is responsive to crisis situations.

Strategy: Improve Management of Health Sector and Strengthen the Policy and Legislative Framework

Operational excellence within the health sector through the strengthening of support systems that meet accreditation standards is crucial. Ensuring quality health services requires a robust legal and regulatory framework.

Updating the legislative and policy framework that governs the sector to reflect commitments to international conventions and protocols will ensure compliance among all stakeholders. The Key measures to be taken include:

- Implement Accreditation Standards for the Health Sector
- Review and modernise the legislative framework
- Develop systems for tracking and evaluating health sector policy implementation and impact

Strategy: Provide Safe, Quality Health Services that are Patient Centered

Health care workers must recognise their integral role in the system to provide care in the best interest of the patients whom they serve and as such demand excellence for themselves and from the environment in which they operate. Placing emphasis on patient care, patient rights



and services to vulnerable groups will improve public confidence in public health institutions, ensure universal access to priority health services and elevate the status of public health care providers. The following actions will be taken:

- Establish a Patient's Authority to investigate allegations of malpractice and patients' complaints
- Implement the Charter of Patients' Rights and Obligations
- Establish an Adverse Events Management System
- Conduct process re-engineering for laboratory, pharmacy and radiology services
- Undertake a Health Technology Assessment
- Formulate a policy for use of health services and facilities by the elderly

Strategy: Develop an Integrated Primary, Secondary and Tertiary Health Care System

Integrated primary and secondary health care is a prerequisite for a well functioning system. Improving the operation of community health centres will allow for greater accessibility to the services offered. The provision of primary health services at these centres will result in more effective management of patient flows and reduce the burden on major hospitals.

Developing tertiary health institutions into highly specialised diagnostic and treatment facilities with the highest level of care and efficiency will elevate the status of the public health system. Forging partnerships with foreign health care service providers and research institutions will provide short and long term solutions to address the current limitations of the health sector by working towards a more integrated, complete health care delivery system. The following specific measures will be taken:

- Develop a National Health Services Delivery Plan that rationalises primary, secondary and tertiary health care services across the various Regional Health Authorities
- Extend operating hours at community health centres
- Upgrade earmarked community health centres to provide diagnostic facilities, screening programmes and multidisciplinary teams to provide holistic care as a method for reducing reliance on the general hospital

Strategy: Inculcate a Lifelong Commitment to Health

Promoting healthy lifestyles through educational campaigns that emphasise the importance of healthy behaviours including healthy dietary choices and physical activity will form the backbone of the preventive strategy. Developing and remodelling of recreational spaces to

encourage families and individuals to pursue healthier activities will contribute to reducing the incidence of lifestyle diseases. Accordingly, the Government will:

- Develop a policy to promote healthy lifestyles with emphasis on sport, nutrition and exercise in order to address the growing problems related to lifestyle diseases
- Develop a National Health Promotion Plan
- Emphasise early diagnostic screening
- Adopt healthy public policy across all state agencies and sectors
- Create partnerships between public and private sector, that catalyse environmental, social and policy changes that promote health

Strategy: Develop an Effective Response to Current and Emerging Health Issues

The health care system must become results oriented in order to improve the health status of every individual, family and community in Trinidad and Tobago. More importantly, this must be done by taking into account every stage of the life cycle in order to critically assess the needs of every tier in the population. The specific actions to be taken are:

- Develop and implement the Trinidad and Tobago Health Science Initiative (TTHSI) for Cardiovascular Services inclusive of a Preventative Cardiology Service, Cardiomyopathy and Heart Failure Unit, Electrophysiology and Arrhythmia Service, Interventional Cardiology and a Non-Invasive Imaging Service
- Develop and implement the TTHSI for the Diabetes Outreach Programme (DOP) encompassing an evaluation of patients' diabetic control, treatment and complication status and the development of a centre of excellence that will be positioned to care for the most complex of cases. It will also include the identification of a trained core programme staff of nurses and assistants, an improved quantitative understanding of the burden of diabetes in Trinidad and Tobago; its prevalence, treatment, complication status and outcomes as well as the development of a registry of people with diabetes in Trinidad and Tobago
- Implement a national programme for screening and treating at risk populations
- Establish a comprehensive programme for children with disabilities including early assessment and service provision
- Strengthen the Children's Life Fund and ensure that it is functional and responsive
- Implement the Adult Cardiac Surgery Programme for those requiring financial assistance



Strategy: Develop a Strengthened Response to Mental Health Issues

Crucial to maintaining a long, healthy and productive lifestyle is the mental wellbeing of citizens. Emphasis will be placed on the promotion of mental wellbeing and the prevention of mental health conditions, where possible. In addition, efforts to reduce the stigma and discrimination associated with mental illness will be advanced. Reformation of the delivery model for mental health services through decentralisation will ensure greater accessibility in addition to the provision of adequate individualised care for persons who have or are at risk of suffering from mental disorders. The actions to be taken include:

- Introduce a new Mental Health Act compatible with international and regional human rights norms and standards
- Integrate needs based programmes and mental health interventions for at risk groups into primary health care and community settings
- Formalise partnerships for the provision of psychological therapies to ensure that public health institutions can adequately support our present and projected needs for these services
- Provide training for medical personnel in the care and treatment of mental health disorders

Strategy: Modernise Physical Infrastructure for Public Health Care Facilities

The quality of health care delivery depends heavily on our physical infrastructure. Government is committed to ensuring that all health care infrastructure is consistently maintained, upgraded and constructed in areas where they are most needed in accordance with international standards. Ensuring that health care infrastructure caters to both the current and growing demands through an increased number of beds, improved infrastructure in critical care units and the upgrade of equipment in secondary care institutions will help improve the health status of the population. Some of the specific actions include:

- Construct new hospitals in Point Fortin, Arima, Sangre Grande and Chaguanas
- Establish the National Public Health Laboratory and the Caribbean Public Health Agency at Caura
- Complete construction of the Scarborough Hospital
- Upgrade the San Fernando and existing Sangre Grande Regional Hospitals and the Arima Health Facility
- Establish a Burns Unit at the San Fernando General Hospital and an Oncology Centre at Mt. Hope

- Upgrade the Children's Unit at the Mt. Hope Hospital

Strategy: Develop Professional and Quality Human Resources

Building the human resource capacity and increasing efficiency is of great importance to meeting the goals of the Health Sector. To this end, Government will decrease the human resource shortfall through international recruitment in the short-term while attracting returning nationals to fill the gaps in the medium-term. Expanding and investing in educational opportunities available to citizens through collaborative efforts with tertiary institutions for the development of health related curricula and through scholarship and other incentive programmes will contribute to a decrease in the local skills gap in the longer term. Providing a cadre of qualified health care professionals in the clinical, managerial and technical fields will ensure that the system functions effectively at all levels. An essential factor in this equation is the improvement of the compensatory package offered to health care professionals in order to recruit and retain staff. Government will also:

- Improve benefits and training to health care workers
- Develop a 10 year Human Resource Manpower Plan
- Promote medical careers through school outreach programmes
- Establish and strengthen specialised facilities and centres for the delivery of patient care and research, winning international reputation for these niches

Strategy: Develop an Information and Communication Technology Driven Health Service Delivery and Management

ICTs are targeted to play a critical role in the delivery of better and more efficient health care services through the digitisation of patient records and patient administration systems. As such, Government will move towards a fully integrated health information system that facilitates reliable and timely information in order to ensure the efficient and effective delivery of health care services to citizens. Additionally, action will be taken to:

- Establish the National Health Information Management System (HIMS)
- Develop the Health Information Systems Strategic Plan
- Improve and develop the ICT infrastructure amongst all health sector stakeholders

Strategy: Strengthen Health Emergency Preparedness

In order to effectively deal with any health emergency, arising out of a natural disaster or other crisis, the collaboration of key stakeholders is essential. Based on this collaboration,



multidisciplinary health emergency preparedness and response plans will be developed alongside the international hazard analyses and vulnerability assessments including emergency profiles and national hazard maps. A health emergency preparedness and response programme will also be developed.

Strategy: Improve Health Sector Financing

Health sector financing can pose a burden on public expenditure if spending is not strategically used to secure value for money, prioritising the most effective treatments, reducing errors and waste and keeping people healthy for as long as possible. Keeping abreast with international best practice in terms of the provision of effective and efficient health care will optimise spending. Introducing a National Health Insurance System (NHIS) to ensure that all of the resources available are used appropriately and effectively to improve the health and wellbeing of the population and provide better treatment and care, will ensure the efficient use of all available resources. Government will also:

- Increase the funding to the Health Sector over the medium-term, beyond the six (6) per cent of GDP
- Develop a policy for public/private partnership in public health projects to strengthen areas of specialised medicine and to develop facilities for same
- Develop investment promotion packages to attract new investment in projects
- Introduce a NHIS by 2015

Strategy: Develop Niche Areas of Health Care that can Strengthen Trinidad and Tobago's International Reputation in Health Care

The public health care system has had its reputation tarnished at home but Trinidad and Tobago is capable not only of providing first class health care to its own citizens but to the world. This can be done through international partnerships and joint ventures which support the training and development of local professionals, cater to specialised care for our own citizens and which can also support a growing medical tourism market. Opportunities which seem worthwhile to pursue include oncology, cardiac surgery, respiratory ailments and organ transplants.

FIGURE 3

KEY RESULTS

HEALTH CARE SERVICES AND HOSPITALS





CHAPTER VI

ECONOMIC GROWTH, JOB CREATION, COMPETITIVENESS AND INNOVATION

BOX 6:

Economic Growth, Job Creation, Competitiveness and Innovation-Medium-Term Objectives

- Increase economic growth (**Target:** 2 % in 2011-2012)
- Develop a National Innovation System Plan for implementation by September 2012
- Identify additional strategic sectors for increased investment through foresighting by September 2012
- Increase expenditure in research and development (**Target:** 1% of GDP by 2014)
- Improve Ranking on the Global Competitiveness Index by 20 points by 2014
- Increase non-energy exports (**Target:** 100% by 2014)
- Increase resources allocated to the PSIP (**Target:** 8% of GDP by 2014)

The growth trajectory of Trinidad and Tobago's economy is limited given its current structure and the low levels of productivity and competitiveness of many sectors. Growth continues to be driven by the energy sector as diversification efforts over the last decade have had minimal success. As a result, the economy does not exhibit either the internal dynamism to engage globally in the non-energy sectors or the capacity to generate meaningful jobs and wealth creating opportunities.

The reality is that global dynamics have rapidly dismantled and redefined the traditional growth model that drives economic development and the basis for building competitive advantage. The new growth model emphasises export expansion, innovation in productive activities and the adaptation and use of modern technology. Mass production has been supplanted by mass customisation based on the use of IT and a focus on product design.

The global economic system now rewards knowledge, enterprise, creativity and adaptability. In this environment, small states like Trinidad and Tobago now have the opportunity to build sustainable economies that create broadly shared benefits for their populations.

In the new creative knowledge economy, innovation and production are inextricably linked and the ideas, creativity, imagination and talent of the available human capital have replaced natural resources, raw manpower and industrial activity as the primary catalyst for growth and prosperity. Brain power and the creative power of the human imagination are now the drivers of competitive advantage as innovation and talent have become local as well as global assets.



As a result, the measure of success of a country and its businesses is meeting and exceeding high performance criteria on a global scale.

In recent times, Trinidad and Tobago has weathered the global economic crisis well, relative to other Caribbean and small developing countries and macroeconomic conditions are now stable with real GDP growth projected at two (2) per cent in 2011/2012. Yet, there are some persistent problems that remain which must be addressed in the context of a new economic strategy.

We clearly lag behind in terms of the robustness of the economy, competitiveness, productivity and innovation. The agriculture sector has been in continuous decline while the tourism sector has not developed the niche products on which it can build and sustain a competitive advantage. Although the Services Sector has seen some growth, there has been little diversification into high value services. The country also faces deficiencies in terms of the quality and relevance of the education system and tertiary education participation, while rising, is still below the requirements for creating a knowledge economy and the challenge of producing entrepreneurs and diversifying the economy fast enough to absorb increased throughput from the tertiary sector remains. In addition, there has been little or no attempt in the past to develop a comprehensive workforce development strategy. This has resulted in a capacity problem where 20 per cent of the workforce is classified as unskilled. Furthermore, based on the World Economic Forum's Global Competitiveness Report (GCR), Trinidad and Tobago's ranking has shown no notable improvements, moving from a rank of 84 out of 139 countries in the 2010/2011 Report to 81 out of 142 countries in the 2011/2012 Report. In addition, given the size of our country, our GDP, and the level of spending on human development, our ranking of 59 on the Human Development Index (HDI) indicates that compared to similar countries, our spending is not as well targeted as it needs to be and that, if it were, our ranking could be higher.

These global developments coupled with the structural rigidities, and competitive and innovation deficiencies in the domestic economy and declining hydrocarbon resources have created a sense of urgency to change the construct and engine of the Trinidad and Tobago economy. The goal of the Government is to build an economy that is capable of generating endogenous growth based on innovation, the generation and use of knowledge, higher productivity levels and export expansion in order to create wider opportunities for high paying jobs at all levels.

Additionally, labour market efficiency and the quality of jobs people enjoy contribute to competitiveness. Greater attention is to be given to protecting and promoting the rights of

workers while enhancing productivity, transforming the work ethic and creating a culture of entrepreneurship.

GROWTH, COMPETITIVENESS AND INNOVATION STRATEGY

The Growth, Competitiveness and Innovation Strategy for the medium-term will centre on Government's efforts to drive innovation and entrepreneurship, support new strategic sectors with the potential for becoming internationally competitive and generate high paying jobs in accordance with the Decent Work Agenda, promote cluster development locally and regionally, re-structure the energy sector, and improve the business environment.

Strategy: Maintain Macroeconomic Stability

Macroeconomic stability is a necessary condition for sustaining high levels of growth and competitiveness. It is also an essential pre-requisite for the growth and expansion of competitive firms that have the capacity to create high income jobs. In the face of depressed international economic conditions and global forecasts for a continuing slow recovery, the economy of Trinidad and Tobago remains in a relatively stable and strong position. There are warning signs now (October 2011) about stagnation and possible deeper recession than previously anticipated. This will ultimately have an effect on our economy if it comes to pass. However we will press on with a positive disposition.

Recent increases in the overall deficit were necessitated by volatile and uncertain international and regional conditions. This along with the increase in the Government's debt ceiling is geared toward stimulating economic activity and expanding the infrastructure necessary for growth. Government's macroeconomic policies will remain focused on maintaining a manageable debt burden while ensuring that any further deficit increases contribute to productivity gains and growth through sustainable strategies that use the knowledge of our people as the main input.

With a low debt service ratio and high levels of official reserves, the fiscal position remains strong, allowing for increased deficit financing to be directed to strategic investments aimed at building sustainable productive capacity. This notwithstanding, in this period of fiscal constraint, the Government must act prudently, investing in strategies that offer a solid return. Accordingly, the policy shifts being introduced give priority to initiatives that promote knowledge-intensive, innovation-driven growth that creates higher income jobs. Monetary policy will continue to contribute to macroeconomic stability by stimulating growth and signalling to private sector financial institutions the need to increase lending for investment and growth.

Diversification to Restructure the Productive Base

An overview of the structure of the GDP of Trinidad and Tobago based on a study currently being conducted by World Intellectual Property Organisation (WIPO) reveals a number of vulnerabilities in our economy. Some of these pertinent issues/facts we have known for some time, others we are now able to put into sharper focus. They are:

1. The Energy Sector and the Manufacturing Sector have been growing relative to all others;
2. The Energy Sector and Mining in general are extremely vulnerable to exogenous shocks;
3. Manufacturing has a very low import productivity signature which means that it utilises more foreign exchange and foreign inputs to production than it is able to generate. This means that the domestic production system is weak;
4. The susceptibility to negative external shocks and the need for endogenous responses through the domestic production system makes the current structure of our economy a very high risk one in a volatile global environment;
5. These risks must be addressed by a carefully thought through strategy with regard to investment for development; and
6. There is need in any investment strategy which targets a restructuring of the Trinidad and Tobago economy to take into account counter cyclical industrial diversification with a concentration on domestic capital building. Domestic capital is a component of capital that is produced by the domestic economy, what one might describe as the endogenously produced component of GDP. As a consequence, our diversification strategy will be informed by the following strategic thrust and focused on the areas identified below.

Strategy: Promote New Strategic Sectors with the Potential for Contributing to Growth, Job Creation and Innovation

Creative Industry

Trinidad and Tobago has a diverse mix of art and cultural forms, some of which have expanded in size and structure to become the main elements of a growing creative industry. The industry which fosters innovation and creativity and builds upon the cultural attributes, indigenous skills and talents of our citizens, can provide a viable platform for diversification of the economic base and export earnings of the country.¹² Production in the industry spawns a wide variety

¹² Studies conducted by the World Intellectual Property Organisation (WIPO) estimate that the creative industries can contribute on average 5.7 per cent of GDP and 6 per cent of total employment.

of products and services from architecture to festivals and software production. If innovation is a major source of competitive advantage, then creativity must become the corner stone of business development and stimulation of the human imagination in all of our key institution becomes a matter of fundamental importance.

**BOX 7:
The Creative Sector in Trinidad and Tobago.**

Some Sectors with the Capacity for Growth and Innovation:

- The Music Industry, including recording, live performance and music publishing
- The Film and Television industry, including on-location productions
- Advertising
- The Book and Magazine Publishing Industry
- The Performing Arts
- The Visual Arts
- Festivals and Cultural Tourism including Events and Conferences as stimuli
- Fashion and Glamour Industry
- Collective Management of Copyright & Related Rights

Government will introduce policy measures to develop the sector and build an industry that will generate sustainable livelihoods and profitable businesses. Growth will be fuelled by the building of cultural infrastructure, producing world class entertainers, and arranging and marketing cultural events regionally and internationally. The development of the sector to international standards will create opportunities for commercialisation and allow for the sharing of our creative products and talents with the rest of the world both through inflows of tourists built around events and activities and through innovative export activity.

Government will also review the operations of the Trinidad and Tobago Film Company (TTFC) and the Trinidad and Tobago Entertainment Company

(TTENT) to ensure that their mandates are consistent with the new policy direction for Creative Industries. The Evolving TecKnologies and Enterprise Development Company Limited (e TecK) will drive the development of new strategic sectors along with the creation of sector investment profiles and frameworks to attract and guide specific projects, especially those related to ICT.

The High Level Expert Panel on Arts and Culture has outlined a series of initiatives for the long-term sustainability of the cultural sector. In particular, an organisational structure, strategies and projects have been identified and approved for execution, including:

- The creation of an overarching Central Arts Council. The strategic orientation and strengthening of TTENT, TTFC, Trinidad and Tobago Heritage Company (TTHeritage) to function as networked agencies with clear deliverables. The establishment through Private Sector and Government Support a Venture Capital Fund and a Grant Fund



Mechanism. This organisational framework will advance and coordinate the development of the sector by promoting the harmonisation of policies and increasing coordination of funding, training, research, marketing, cluster development, innovation and other imperatives in the sector

- Strengthening the philosophical framework and policy to restructure and develop the sector that includes facilitating access to finance, training and education, networking and clustering and protection of property rights
- Projects in the areas of Heritage, Performing Arts, Exhibition and Knowledge Institutions and specific Creative Industries over the 2011-2014 period

In the upcoming year, activities surrounding the celebration of the 50th Anniversary of Independence will serve as a catalyst to boost the Tourism and Cultural Sector and stimulate the development of creative and knowledge products and viable Creative Industries. These will include a number of the creative industries identified in Box 7 above, such as the Music Industry, Film and Television, Advertising, Book and Magazine Production, Fashion, Glamour and others.

Several complementary initiatives are also being undertaken by the Ministry of Arts and Multiculturalism in pursuance of the development of the Cultural Sector. These initiatives include:

- Conduct of Baseline Survey of Local Cultural Industry which will establish the baseline information required to monitor the growth of the industry and provide data to assist in planning for the development of the industry
- Conduct of a gap analysis and needs assessment of the current state of the cultural industries and the desired future state of the sector
- Develop the National Registry of Artists and Cultural Workers which will contribute data to CARICOM's Regional Registry of Artists and Cultural Workers that will facilitate free movement within the CARICOM Single Market and Economy (CSME) and with Europe via the Economic Partnership Agreement

The development of human capital is a major component of the policy initiatives for the Cultural Sector. A number of projects are being developed to enhance the link between panyards and communities. These are:

- The Music School in the Pan Yard which will enhance the professional potential of musicians through training in music literacy

- Vacation Pan Camps which will facilitate the revitalisation of the panyards and deepen the interaction between the steelbands and their communities
- The Art of Success which will comprise a series of mentorship workshops to facilitate knowledge transfer from successful artistes

In the interest of stimulating innovation in the sector, the New Vision Competitive Award will be implemented. This award is a financial incentive programme for thought leaders in key areas such as Dance, Drama, Music, Visual Arts, Design, Literature & Media. This initiative will provide early developmental support for the type of avant garde work capable of driving the economy once it is properly nurtured and structured for business success.

The Evolution of the Steel Pan and Pan in Art Exhibition is an important project of the **Remember When Institute**. It will amplify the international, regional and local interest in the National Music Instrument of Trinidad and Tobago and use the story of the Pan's development to brand Trinidad and Tobago as a creative and innovative country. The project to have Port-of-Spain recreated as a Heritage City will turn building facades in the capital city into informative displays of our heritage.

Culture, art, industry, heritage, creativity and entrepreneurship will come together in East Port of Spain in a multi-dimensional strategic intervention in that particular location.

Environmental Services, Renewable Energy, Ecotourism

The environmental services industry in Trinidad and Tobago is in its fledgling stages. The areas for possible development include the solid waste industry, renewable energy and ecotourism.

Diverting waste into other productive uses involves the establishment of downstream industries with the potential to serve the Region. An area that offers vast potential is the conversion of gases released from waste products into energy generation.

In terms of renewable energy, a number of fiscal incentives has been introduced to encourage the expansion of renewable technologies such as solar, wind and waste to energy. Solar and wind energy companies now have the enabling environment in which to operate by exploring the potential for establishing links along the value chain. Reforms in the legislative environment governing the exploitation of renewable energy resources are underway.



Eco-tourism provides many opportunities for creating environmentally sustainable livelihoods at the community level, recognising the uniqueness of each community's environmental and cultural heritage. A range of eco-tourism initiatives has been identified to support private sector initiatives in this area. In addition, specific thrusts in product development, strategic marketing, and events development and management have been identified for action by the Ministry of Tourism.

Information and Communication Technology Services in Tobago and Trinidad

The creation of digital economy products is a high value, fast growing industry. In Trinidad and Tobago, local firms are increasing their capability to provide a complete suite of ICT services including: web content development, wireless services, end-user equipment, software, professional services, computer systems, and communication equipment. There is also the capability for the provision of ICT products in hard services such as networking, communication equipment, real time operational systems and back office services and other services such as software design and re-engineering, web development and e-commerce.

Evolving TecKnologies and Enterprise Development Company Limited (e Teck) was set up to develop and support new industries, thereby creating an environment to stimulate diversification and contribute to the achievement of self-sustaining growth. Among e Teck's principal mandates, the construction of the Tamana InTech Park is focused on promoting investment in the ICT sector.

The Park will be Trinidad and Tobago's first Science and Technology Park which will provide the necessary synergy between industries and academia in the areas of industry sponsored research and the management of innovations and intellectual property. The Park has been segmented into four (4) areas to foster a cluster environment - Information Communication and Technology (ICT) & Knowledge-Based; High Value Manufacturing; Agro Industrial; and Mixed Use. The Government will continue the work of e Teck and seek to capitalise on new opportunities. Over the 2011-2014 period, a sharper focus will be demanded of e Teck and identified objectives and targets will be met.

Another initiative taken by the previous administration, the Cove Eco-Industrial Estate and Business Park in Tobago, will be supported and pursued. The Park, which is currently under construction, will also provide Tobago with opportunities in the area of eco-industrialisation as a means of diversifying the island's economy from being primarily dependent on Tourism. The Eco-Industrial Development Company (E-IDCOT), an agency of the Tobago House of

Assembly (THA), is to manage the Estate as part of its mandate to assist in the economic diversification of the economy of Tobago. The sophisticated infrastructure will ensure that businesses have excellent access to connectivity, security, reliability and convenience. It is envisaged that the two (2) Parks will become home to major technology players and the place where innovative ideas emerge.

Strategy: Develop New Growth Centres Across the Country – Geographical and Industry Diversification

**BOX 8:
Economic Growth, Job Creation, Competitiveness and
Innovation Chaguaramas Development Project**

Main Components:

- Construction of a board walk at Williams Bay and the creation of business investment opportunities and space for entrepreneurial initiatives on completion of the board walk.
- Development of a world class, championship level Golf Course in partnership with private sector investors.
- Development of a seed farm at the Mega farm site to support growth in agricultural production nationwide
- Establishment of Chaguaramas as a premier eco-tourism, theme park and entertainment Centre supported by an efficient water taxi support system from Invaders Bay to Chaguaramas with feeders to Invader's Bay from South and Central Trinidad.
- Creation of a well-developed and integrated services sector to support growth of the Yachting Industry.

These initiatives and the supporting infrastructure required will generate a significant number of jobs in construction and services in the first instance.

The creation of new economic spaces will be a key imperative over the medium-term. Five (5) growth poles have been identified – Central Trinidad, the South Western Peninsula, East Port of Spain and the North-Coast and the North-East Region of Tobago. The Growth Poles will be centres of investment in industry, creating jobs for citizens in the surrounding communities. The Couva, Chaguanas, Carapichaima and Charlieville Growth Pole will focus on light industrial development, service industries, software development and creative industries. The North

Coast Growth Pole will focus on real estate development including hotels, fishing, marina, agriculture and services. In the South Western Peninsula, the focus will be on port development, energy services, strengthening the fishing industry, manufacturing and support services and rehabilitation and development of tree crops and other forms of agriculture. The East Port of Spain Growth Pole will focus on construction, creative industries, music and entertainment, tourism related industries including craft and micro and small business development. In the North East region of Tobago – the area including Speyside and Charlotteville Bay – will be developed for Tourism with a difference which include the development of the diving industry, community events, agriculture and horticulture.



**BOX 9:
Economic Growth, Job Creation,
Competitiveness and Innovation East
Port of Spain Development Project**

The East Port of Spain Development Project will create the environment for business and entrepreneurial growth in the cultural and creative sector within the East Port of Spain area. This will include direct support for the development of cultural skills and a vibrant and competitive microenterprise sector as well as heritage sites with linkages to the country's tourism product. The Project will also use the vehicle of the cultural and creative sectors as a catalyst for the social and physical regeneration of the communities.

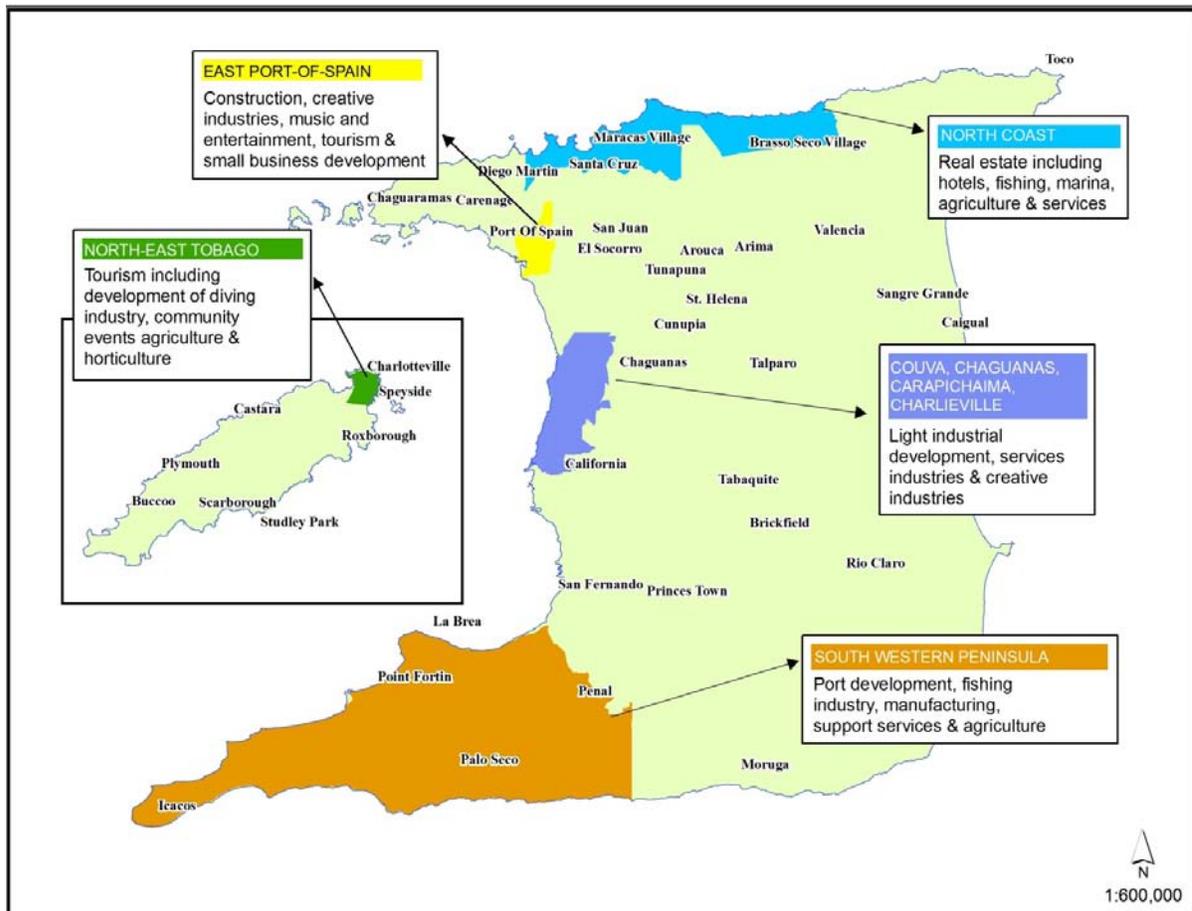
**BOX 10:
Economic Growth, Job Creation, Competitiveness
and Innovation - Creating a Sustainable Capital
City**

Government will also embark on a collaborative project with private sector interest including the Downtown Owners and Merchants Association (DOMA) to revitalize and reenergize the city centre. The focus will be on creating a sustainable Capital City with the emphasis being placed on issues such as water quality, carbon emissions, traffic control and management and economic activity sustainability. An incentive system to boost rehabilitation, reconstruction and rejuvenation efforts in the city centre will be established.

**BOX 11:
Economic Growth, Job Creation,
Competitiveness and Innovation -
Invader's Bay Project**

The 70 acre Invader's Bay Waterfront area, located, about 1.6 km from the Port of Spain City Centre will be one of the most significant urban development projects to be implemented. It will cater for a mix of residential, retail and recreational functions. Together with the CDA's development programme for Chaguaramas, it will create opportunities for investment, entrepreneurship and business creation initiatives supporting a sustainable economic zone along the North West Peninsula catering mostly to the services sector.

FIGURE 4 GROWTH POLES STRATEGIC INVESTMENTS



These five (5) growth poles together with Cove Estate in Tobago, Tamana Intech Park, Invaders Bay, Chaguaramas and the City Centre in Port of Spain all targeted for development over the next three years will make a decisive impact on investment, construction, infrastructure development, jobs, growth and development in a diverse range of sectors. This will impact on the uneven development of the country and on some of the inequities in the society and give the private sector opportunities for investment and space for growth.

Strategy: Promote Innovation and Entrepreneurship

The role of Government will be to create a favourable climate in which innovative ideas can be developed and commercialised.

To promote innovation as the driving force for global competitiveness and economic sustainability, a National Innovation Policy (NIP) will outline the direction of the Government in creating this enabling environment. This policy will be developed by the Ministry of Planning and the Economy (MPE) with the support of the Economic Development Board (EDB) and will result in the establishment of an Innovation System that comprises the supporting mechanisms for financing, intellectual property protection and linkages between research and development and commercialisation.

The NIP will place increased focus on small and micro entrepreneurial activity, which has the potential to contribute significantly to job creation, economic growth and social development. Government will move to re-align the Micro, Small and Medium Enterprises Sector (MSE) with the aim of expanding the country's entrepreneurial capability. Expansion of the Sector is part of an overall Competitive Business Sector Strategy.

The National Business Incubation Policy and the National Integrated Business Incubator System will provide a comprehensive nurturing environment that utilises best practice to support the development of new entrepreneurs and innovative MSEs. This Policy will enhance the link between entrepreneurship and MSE development, supporting and encouraging the entrepreneur to transform ideas into high-value products and services. The Fair Share Programme provides an opportunity for MSE growth as it allows for 10 per cent of Government contracts to be awarded to qualified MSEs and encourages large private contractors to sub-contract to MSEs.

Creativity in larger, export oriented business leading to innovation will be encouraged and supported. An Innovation Fund has been established to link research and knowledge applications to small firms and individuals. And the larger firms in the business community will be approached to develop together with Government a Research and Innovation Fund.

Strategy: Revitalise the Traditional Sectors and Promote Viable Clusters

The successful diversification of the economy depends on developing sector niches that offer opportunities to create value and develop businesses that have strong long term growth prospects. There is scope in the traditional sectors - Agriculture, Tourism and Manufacturing to find such niches and to build viable clusters with emerging sectors if linkages are strengthened and export opportunities are seized. The strategy of Government is to promote diversification

within these sectors by deepening the production base to create goods and services of higher value and with export potential. Cluster development internally among these sectors and regionally with resource-rich neighbouring countries will be promoted and pursued.

**BOX 12:
Some Areas Targeted for Investment and Growth**

Tourism

Sport, Leisure, Health, Business and Conference, Festival, Culture, Eco, Boutique Hotels

Manufacturing

Green manufacturing, ICT, high-tech industries, pharmaceuticals, food production and agro processing, ship repair, servicing and building, food and beverage, printing and packaging

In terms of tourism, a number of non-traditional tourism areas have been identified for promotion and expansion including Sport, Leisure, Health, Business and Conference, Festival, Culture and Ecotourism.

In respect of manufacturing, Government will stimulate the sector as an area of economic diversification as it directly and indirectly creates employment. Currently, employment within the sector averages approximately seven (7) per cent of the total employed population.

Emphasis will be placed on specialised skills training and development to encourage competitiveness and sustainability within the Sector. The development and adoption of green manufacturing practices will give local manufacturing firms a competitive edge given the emphasis on creating a green economy.

Cluster development aids the progress of the Sector. The Tamana Intech Park and the Cove Business Park will provide high-value manufacturers with a competitive advantage in high-quality infrastructure and business to business opportunities.

The following areas have been identified for diversification within the sector: biotechnology, information technology, high-tech manufacturing, pharmaceuticals, food production and agro-processing and ship building, repair and servicing. In addition to these areas, significant work has already taken place in the area of Printing and Packaging. A proposal for the establishment of a printing and packaging Institute has been completed. Work will continue on a development programme for the Food and Beverage Industry which aims to increase innovation and commercialisation.

In addition, the following measures will be instituted:

- A programme of incentives to support sustained export expansion

- An Innovation Financing Facility (IFF), aimed at small businesses and individuals. The IFF will provide individuals with pioneering business ideas with the means to access financing to build and commercialise their concepts. The Council for Competitiveness and Innovation (CCI) and Caribbean Industrial Research Institute (CARIRI) will play important roles in this regard.
- The Research and Development Facility at the Business Development Company (BDC) Limited will be expanded to encourage more firms to engage in Research and Development (R&D). The provision of R&D grants will foster the innovative potential of firms and individuals; transforming ideas into commercially viable products and adding value to existing products
- A ‘THINK ACTION’ group will be established by the Government to support research and creative strategies for intervention in the economy to promote community, regional and national diversification and development and to look at the strategic deployment of research funding
- Partnerships between Government agencies and targeted private sector interests focused on growth, investment and exports will be strengthened to achieve objectives and targets
- A forum will be created to facilitate collaborative engagement among Government, private sector, Labour and Civil Society to create a climate of mutual support to achieve national objectives

Strategy: Move up the Value Chain in Energy

Shifting the country’s reliance on energy resources to other productive sectors in the economy is essential. This notwithstanding, Government recognises that there is tremendous potential for growth within the Sector by shifting from the reliance on mostly upstream and midstream activities to more productive and efficient downstream activities. It also involves penetrating new markets regionally and internationally.

Efforts to increase our proven energy reserves through the opening up of more blocks for bidding has led to the award of contracts to firms engaging in both onshore and offshore operations. Increasing our downstream products and markets will continue to enhance our value-added capacity. Government is also exploring ways to diversify within the sector with a specific focus on expanding the energy services component and exploring alternative energy sources. Some of the specific initiatives to support diversification of this sector include:

- The promotion of energy services exports

- A Bitumen Upgrader Complex
- An Ammonia-Urea-Melamine Complex
- Carisal Project
- Methanol to Polypropylene Project
- Methanol to Acetic Acid Project
- Small Scale LNG
- The development of an energy services cluster off Galeota (Galeota Port Initiative)

Developing alternative energy sources will benefit the economy through achieving greater diversification and stability and will also ensure energy security for the country in the long term as oil and gas resources are depleted. Energy services employ a large percentage of the Sector's workforce.

With over 100 years accumulated experience and expertise in the sector, there is tremendous scope for nationals to fill the international skills gap that currently exists in other established and newly emerging energy producing countries.

As the world seeks to find alternative energy sources that are less detrimental to the environment, investment in the renewable energy market has been identified as an option for lucrative exploration. The development of a Renewable Energy Policy will expand the country's energy mix into alternative energy sources such as solar, biomass and wind energy and encourage investment and partnership opportunities with companies that engage in or use renewable energy alternatives.

A Carbon Reduction Strategy Task Force has been established and mandated with the responsibility to develop a National Carbon Reduction Strategy and a regulatory and policy environment and to recommend suitable projects and incentives to attract investment. Promoting energy efficiency in both the public and private sectors through energy audits will increase our environmental responsibility.

Critical to the success of this sub-sector is the creation of a supporting environment that features a strong legislative framework, investment incentives for both producers and consumers and a skilled workforce. Government is committed to creating the facilitating environment necessary to propel this Sub-sector's revenue earning capabilities and has identified the transportation and electricity generation sectors as areas for future development of renewable energy technology.

Strategy: Increase Foreign and Domestic Investment

Government is placing considerable emphasis on improving the investment environment in an attempt to attract both local and foreign investors. The Investment Policy 2011-2015 will prescribe the legislative changes necessary to improve the institutional and regulatory framework for investment. These changes will inform the drafting of a new piece of legislation – an Investment Promotion Act, will be geared towards facilitating the growth and expansion of foreign as well as, domestic investment in Trinidad and Tobago. The policy will identify challenges to investment promotion and recommend strategies to target investors. With the expected improvement in the availability of data, the Investment Policy will track the performance of foreign direct investment (FDI) flows; the growth of domestic investment; identify the factors that make this environment more favourable to potential and existing investors as well as introduce new policy approaches and strategies identified to facilitate investment. Initiatives such as the Government Hotel Infrastructure Loan Guarantee Programme will be geared towards attracting investment flows into the tourism sector.

Government will also restructure the Trinidad and Tobago International Financial Centre Management Company Limited (TTIFCMCL) as part of an improved institutional structure designed to create a new thrust in investment facilitation. The Economic Development Board (EDB) and the Council for Competitiveness and Innovation (CCI) will also collaborate to improve global competitiveness and to support an investment strategy for diversification. The role of eTeck in this configuration will also be taken into account. A Secretariat to support investment decision making will be established to facilitate the flow of investment recommendations to the Ministerial Council for the Economy and the Innovation System and to facilitate coordination and streamlining of investment projects to support decision making.

Strategy: Create a Modern and Efficient Economic Infrastructure Base

Information and Communication Technology (Network)

The creation of an ICT-based knowledge economy in Trinidad and Tobago is a priority of this Government. ICT and the systems that they can create are fundamental to the Nation's development and Government remains committed to the efficient and effective use of ICT within all sectors of the economy, which is a key requirement to link Trinidad and Tobago to an increasingly integrating information society.

A critical element for the building of a knowledge-based economy is widespread access to affordable high-speed broadband services throughout the country. The implementation of a national broadband strategy will involve a public-private partnership (PPP) approach, the

deployment of incentives aimed at encouraging foreign and domestic investment and the utilisation of Universal Service funding for access to ‘build-out’ in uneconomic or under-served areas.

Government is also committed to the strengthening of the legislative framework for the ICT sector, with a view towards ensuring regulatory oversight of competition issues. The Telecommunications Authority of Trinidad and Tobago (TATT) will continue to review and revise the regulatory framework to facilitate the stimulation of investment opportunities in the sector, particularly infrastructure development.

The National Information and Communication Technology Company Limited (iGovTT), is the central ICT agency of the Government and will continue with the implementation of the National ICT Strategy. There are several enterprise solutions under the Government Backbone Communications Network, (**GovNeTT**) and the Government Electronic Portal, (**ttconnect**) that are geared towards improving the efficiency and effectiveness of Government’s service delivery. These will be rationalised, integrated, connected and made functional.

In terms of integrating internet-enabled education throughout the school system, one of the initial steps taken to achieve this objective is the roll out of the eCAL project. Other initiatives to be undertaken include expansion of secondary schools’ connectivity, teacher training and infusion of ICT into curriculum delivery.

The Single Electronic Window (SEW), a project overseen by the Ministry of Trade and Industry (MTI), is an IT-based trade facilitation tool which allows parties to lodge standardised information and documents at a single entry point, in order to fulfil all import, export and transit-related regulatory requirements. The first phase of the SEW, dubbed TTBizlink, was launched in February 2011. Three (3) business services are being offered via TTBizlink – application for import duty concessions, fiscal incentives and work permits.

Government will promote the following:

- The use of IT in Micro, Small and Medium Sized Enterprises (MSEs)
- Increased broadband coverage and affordable video conferencing
- Wider ICT coverage for citizens at lower costs
- Replacement of the electoral identification with an e-Citizen card, which will result in more efficient delivery of Government services to the people

- Expansion of internet connection capabilities to ensure that every citizen has access and is able to conduct business for a wide range of services

Improvements to the legislative framework to facilitate the use of the ICT infrastructure for business have been essentially advanced with the approval by Parliament of the Electronic Transactions Act and the Data Protection Act. Within the government sector, implementation of the Public Sector Reform Computerisation Programme, geared towards the development and modernisation of ICT in the public sector will also continue. In addition, the operations of the Central Statistical Office (CSO) will be improved through the use of electronic means of collecting and disseminating information. Within the Police Service, a Digital Security Agency will be established, with the capability to detect, combat and protect against cybercrime in both the private and public sectors. In addition, the establishment of the Caribbean Knowledge and Learning Network (CKLN) will create opportunities both in the knowledge and business sectors once the production capability to access the world is developed.

Physical Infrastructure

Modern and efficient physical infrastructure (water, electricity, roads and bridges and drainage) provides the platform for achieving growth and competitiveness. Government's policy is to ensure that the quality, reliability and maintenance of existing infrastructure is of the highest standard, while adopting transparent and fair procurement practices. In this effort, having a high local value-added is deemed a necessity for job creation, generating economic activity, building local capacity and using foreign exchange inputs efficiently.

Transport, Roads and Bridges

In terms of transport, a National Transportation Study will guide the development of an efficient, diverse transportation system so as to ensure the movement of people and goods within, and between Trinidad and Tobago. High on the Government's agenda for medium-term is the construction of the \$7.2 billion highway from San Fernando to Point Fortin. The first phase of the Project is expected to create 10,000 jobs. Government has required that a minimum of 40 per cent of all labour (both skilled and unskilled labour) and at least 40 per cent of the materials, equipment and supplies used for the Project must be sourced from the local economy.

Resources have also been mobilised for the restructuring of the layout of the Scarborough Terminal Building and reconstruction of the ferry service cargo jetty at the Port of Port of Spain. Additionally, the Licensing Authority will be transformed into a Motor Vehicle Authority

which will use as its foundation, Canadian best practices. This construction of 10 licensing sub-offices is also planned which will improve significantly service delivery to the population. The management of roads and bridges will be strengthened with the establishment of a Roads and Bridges Authority which will have responsibility for determining the appropriate network of roads, highways, underpasses and the new bridges to be constructed. The operations of the Public Transport Service Corporation (PTSC) will be significantly improved with the acquisition of 100 new buses and the building of a strong in-house maintenance capacity.

Government remains committed to improving the poor road infrastructure in many parts of the country. These planned projects/programmes will increase the number of jobs available in the local construction sector while improving the road network to allow for expansion of commercial businesses throughout the country, notably within the five (5) targeted growth poles. Priority attention is also being given to drainage infrastructure. A Drainage Action Plan which includes a set of measures to be undertaken to, among other things, clear drains and major water courses will be complemented by a Nationwide Preventative Drainage Maintenance Programme targeting main, secondary and tertiary drains. A Drainage and Irrigation Authority will also be established.

Public Utilities

An efficient public utilities sector¹³ will provide an enabling platform for businesses to operate and prosper. The main objectives for the sector are increased accessibility and improved service delivery to citizens.

WASA has identified a number of principal objectives to be pursued over the medium-term, including:

- A 24 hours a day, four (4) days per week (24/4) water supply to all customers by 2015
- Construction of new reservoirs
- Development and implementation of an Integrated Water Resources Management (IWRM) Policy
- Universal metering and the achievement of financial sustainability

13 The Water and Sewerage Authority (WASA); The Trinidad and Tobago Electricity Commission (T&TEC); The Telecommunication Services of Trinidad and Tobago (TSTT)

The electricity sub-sector will see T&TEC adopting principal strategies for the following:

- Development of a generation capacity plan in line with established policy
- Increasing the efficiency of generation plants
- Usage of alternative energy
- Maximisation of revenue generation

With regard to telecommunications, actions to be taken include connection of customers to a fibre network; expansion of telecommunication-driven security services to consumers, general upgrade of the IT Infrastructure (Servers, Switches) necessary to provide services over the Fibre Network; upgrade of the Mobile Network to 3rd/4th generation system and upgrade of the broadband wireless (WiFi/WiMax) to facilitate higher download speeds. All of these initiatives will create the infrastructure and platform for ICT industry expansion and proliferation.

Strategy: Significantly Improve the Business Environment

Trinidad and Tobago's business environment has not kept pace with international business developments. The World Bank's Ease of Doing Business Index indicates that out of 183 economies surveyed, Trinidad and Tobago's ranking has decreased from 95 recorded in 2010 to 97 in 2011.

The Economic Development Board (EDB) and the Council for Competitiveness and Innovation (CCI) have been charged with the responsibility for addressing the constraints that now exist.

Government will also develop an Industrial Policy linked to innovation that will give credence and strengthen the viability of existing manufacturing firms according them selective and targeted incentives to increase productivity and export-led growth. The Policy will also highlight new areas in which the economy can diversify and most important, provide the framework of laws necessary for all businesses to successfully participate in markets. Similarly, the Services Industry Strategy will also identify and support viable services capable of penetrating foreign markets.

The development of an integrated National Export Strategy will provide support for improved performance of those products and services with a high export potential. Improving export performance will not only focus on negotiating increased access for exportable products to priority markets but also include steps to improve our country's competitive advantage and

increase national competitiveness. Therefore, in essence, an integrated national export strategy is a critical initiative in the thrust to diversify the economy. Complementing this strategy will be a Trade Policy with the primary purpose to delineate a clear path for Trinidad and Tobago's engagement in trade issues at the local, regional, hemispheric and multilateral levels. The Policy will also offer recommendations on how local businesses can grow non-energy exports and widen the export mix. These initiatives are crucial in moving the diversification thrust forward.

Improving the country's competitiveness will also be given a boost by finalising the Investment Policy which will prescribe the legislative changes necessary to improve the institutional and regulatory framework for investment. The Foreign Investment Act of 1990 will be repealed. This Act though amended was written during an era of relative protectionism and addresses issues of land acquisition by foreign investors and regulates the number of shares foreign investors can acquire in private and public companies. The current policy will inform the drafting of a new Investment Act which will take into consideration Trinidad and Tobago's commitments under the Revised Treaty of Chaguaramas, and under the many bilateral investment treaties signed with foreign countries.

Strategy: Strategically Manage International Economic Relations

Re-orientation of Foreign Policy and Foreign Affairs

Government is giving priority to the development of a more focused and coordinated approach to the management of international economic relations through, *inter alia*, the establishment of new institutional arrangements for better execution of the country's Foreign Policy. The initiatives over the medium-term will be guided by the phrase 'Small Country Big Impact' which underscores the intention to advance the ideals of the country regardless of the constraints associated with small size.

Trinidad and Tobago's Foreign Policy accordingly focuses on developing/enhancing relations with strategic countries at the bilateral, regional and multilateral levels and active participation in the multilateral arena. The new thrust in foreign policy will focus on strengthening capacity to ensure that the pursuit of foreign relations redound to the benefit of the country and citizens and allow for improved responsiveness to international developments.

The economic integration strategy will see our neighbours as our most natural trade and business partners. Of strategic importance regionally are relations with partners in the CARICOM and the Association of Caribbean States (ACS). Government will continue to support efforts to



strengthen CARICOM's framework inclusive of the establishment of the CSME. The regional market is seen as an extended domestic market and as such, there will be a concerted effort to further promote and deepen business opportunities between this country and CARICOM Member States.

Under the new foreign policy agenda, coordinated by the Ministry of Foreign Affairs and Communications, the strategies to be employed will include:

- Enhancing market intelligence to identify new opportunities for economic diversification and new markets
- Expanding the export base of key sectors
- Working with the business community to prepare more businesses and first time exporters to successfully engage in international trade
- Fostering joint ventures locally and internationally
- Supporting trade missions and export promotion activities and the branding of Trinidad and Tobago products

Trade Relations

For trade to be one of the significant drivers of economic diversification it must be propelled by the private sector. The Trade Policy 2011-2015 will focus on facilitating private sector trade expansion in high value goods and services that capitalise on local expertise and knowledge. There are a number of areas in which the Government will act to improve the policy environment, institutions and linkages. Increasing the level and application of technology in the trade sector will also facilitate growth and diversification of private sector trade activities.

Our position regarding exports, industrial operations, and most importantly the services industry must be clearly articulated to ensure integrated sustainable growth in these areas. The development and implementation of a National Export Strategy, an Industrial Policy and a National Service Industries Strategy will ensure that the path forward is clear and well integrated. The process of pursuing international trade arrangements will include the business sector and other stakeholders to ensure that trade and economic partnership agreements yield maximum benefits for market expansion and penetration.

As part of the strategy of becoming globally competitive, steps will be taken to establish a commercial, economic and political presence in emerging markets. To this end a more aggressive trade policy will be pursued with Central America, South America and Asia. This

will provide alternative markets for the highly specialised, knowledge intensive outputs that a diversified, knowledge-based economy will produce. Initiatives to secure new markets and greater access for this country's products and services include bilateral trade negotiations with Panama, leveraging of the Caribbean Diaspora, CARICOM-Canada negotiations for the creation of a free trade area, trade missions and investment conferences. Additionally, the Trade Directorate of the Ministry of Trade and Industry will be strengthened and training in trade negotiations will be intensified in order to strengthen the Directorate's capacity for negotiation.

FIGURE 5

KEY RESULTS ECONOMIC GROWTH, JOB CREATION, COMPETITIVENESS AND INNOVATION



CHAPTER VII

POVERTY REDUCTION AND HUMAN CAPITAL DEVELOPMENT

BOX 13

Poverty Reduction - Medium-term Objectives:

- Reduce Poverty (**Target:** 2% per year to 2015)
- Reduce the Poverty Gap (**Target:** 4.6% to 3.5% by 2015)
- Reduce the Gini coefficient (**Target:** 0.39 to 0.21 by 2015)
- Fulfillment of the Millennium Development Goals (**Target:** 90% by 2014 and 100% by 2015)
- Improve HDI Ranking (**Target:** By 15 points by 2015)

All of our citizens have the right to and deserve a decent standard of living that conforms to the tenets of a just, humane and civilised society. Consequently, the existence of poverty in our society deprives citizens of the right to live with dignity, free from want. Furthermore, economic and material deprivation often has the additional negative effort of wounding the human spirit.

Living in poverty is a debilitating experience. Housing, health and education are usually minimal, as inadequate financial re-

sources and limited options mean that families are persistently unable to fully participate in meaningful social and economic activities. In addition, poverty creates a sense of hopelessness as well as socio-economic disparities that foster dependence, a shirking of responsibility and a stifling of thought and actions that are crucial to ambition and the legitimate expression of one's self in productive activities. At the extreme, it heightens social tensions and threatens social stability. Moreover, the phenomena of child poverty, which can lead to the abuse of children and the involvement of youth in criminal activity, robs us of critical human capital and this cannot be allowed to continue.

Admittedly, while there are those who are truly in need of assistance and deserving of Government and private support, our strategy must be to ensure that this support ultimately allows citizens to be legitimately empowered and transition successfully out of poverty. In the context of Government's vision that 'we shall prosper together' the continued existence of poverty is not acceptable. Steps will be taken to reduce and eventually eradicate this.

Based on the 2005 Survey of Living Conditions (SLC), 1.2 per cent (approximately 15,600 persons) of Trinidad and Tobago's population was indigent, earning TT\$3,060 or less per annum. Approximately 15.5 per cent (approximately 201,500 persons) of the population was



deemed poor, earning TT\$7,980 or less per annum, therefore cumulatively, 16.7 per cent (approximately 217,100 persons) of the population could be classified as poor and fell below the poverty line. A further nine (9) per cent (approximately 117,000 persons) of the population was considered vulnerable.¹⁴

The level of inequality as measured by the Gini-Coefficient has remained relatively unchanged over the last decade. The 2005 Survey of Living Conditions indicated that the Gini-coefficient was 0.39 and that the poverty gap was 4.6 per cent. Based on the 2008/2009 Household Budgetary Survey, indications are that the level of poverty has in fact increased by approximately two (2) per cent between 2005 and 2009. What this means is that the most recent energy boom did nothing to reduce poverty and that the financial/economic crisis of 2008-2009 exacerbated the situation. This Government makes a commitment that the level of poverty in this country will be reduced.

In Trinidad and Tobago, the groups identified as most vulnerable to poverty are:

- Persons with low levels of education
- The unemployed, underemployed, unskilled and semiskilled workers
- Single parent households
- Female headed households
- The elderly
- The differently-abled

There is also an observed intergenerational transfer of poverty. Poverty is directly related to unemployment as individuals as well as households require income to sustain an adequate standard of living. Investment, business creation and growth of the economy are, therefore, absolutely essential so that jobs and income can be generated and strategies need to be developed to encourage investment and entrepreneurial initiatives in poverty stricken areas.

The provision of housing is critical to achieving the broader objective of poverty reduction. The housing problem in Trinidad and Tobago is two-fold. Firstly, there is an insufficient supply of adequate and suitable housing to meet current and future needs. Secondly, there is an issue of affordability, which is intrinsically linked to a supply-demand imbalance and which continues to be of great concern. According to the Trinidad and Tobago Housing Development

14 Calculations are based on a population size of 1.3 million

Corporation (HDC), there are approximately 130,000 applicants for housing. Over 50 per cent of these applicants fall below the minimum TT\$4,000 monthly income ceiling for accessing housing. The housing plight is further expressed in what seems to be a growing epidemic of squatting.

The Land Settlement Agency has estimated that towards the end of 2010, there were 300 known squatter settlements across both islands comprising approximately 300,000 squatters, constituting approximately 24 per cent of the population.

An enduring solution to the problems in the housing sector and its impact on poverty can only be found through implementation of an integrated and holistic housing policy that incorporates concepts such as community creation, innovation and sustainability. It is with this in mind that the goal of the housing policy is to create a housing system that provides access to decent and affordable housing for all and communities which are socially, economically and environmentally sustainable.

Government is committed to ensuring that there is a decent roof over every citizen's head, that every individual has a home that is fit for the future and that we all live in decent neighbourhoods.

STRATEGIC APPROACH

A major effort will be mounted by Government to reduce the level of poverty, with the intention of eradicating this phenomenon in the long-term. The strategy is to break the cycle of poverty, enable self sufficiency and create opportunities for wealth generation. Government will, therefore, take the necessary actions to:

1. Restructure the economy to provide meaningful income-generating opportunities for sections of the population that have traditionally operated on the margins of the economy;
2. Increase access to adequate and affordable housing;
3. Empower the poor and target the most vulnerable groups in society for social support with direct impact on a family by family basis;
4. Strengthen social capital at the community level; and
5. Build our human capital through education, training and skills building.



Strategy: Restructure the Economy to Provide Meaningful Income-Generating Opportunities for Sections of the Population that have Traditionally Operated on the Margins of the Economy

The restructuring of the economy is geared towards the creation of opportunities for sustainable employment and wealth generation. Specific actions to be taken include:

- Implement initiatives to stimulate the construction sector and create high value production systems in the agriculture, manufacturing, tourism, craft, fashion and ICT sectors as well as in new strategic areas
- Streamline skills-training to match the needs of expanding sectors, ensuring a greater production and absorption of skilled workers into the labour force
- Continuous review of the minimum wage through a functional Minimum Wage Board, taking into account proxies that reflect economic performance and cost of living
- Enhance sustainable livelihood strategies of both rural and urban households such as encouraging self-help initiatives to mitigate poverty
- Create industries that will allow women to work at home with flexible hours but meeting targets and objectives within a specified timeframe supported by training and development
- Train people participating in make-work programmes to facilitate their stepping up from poverty into economic and financial self sustainability.

Strategy: Increase Access to Adequate and Affordable Housing

Apart from fulfilling man's basic need for shelter, owning a home empowers the poor through the acquisition of an asset and also facilitates socio-economic participation. Appropriate housing solutions will be provided through collaboration and joint venture arrangements with small, medium and large contractors, focusing primarily on poor and low and middle income households. In addition, Government will:

- Review existing financial arrangements such as the provision of grants, subsidies and mortgages in order to further alleviate the issues of affordability and accessibility, particularly among poor and low income households
- Transform squatter settlements through upgrade and regularisation, into more planned, sustainable communities to reduce the plight of squatters in accordance with the Squatter Regularisation Act No. 25 of 1998
- Review existing legislation and adopt public awareness initiatives in order to contain further squatting

- Use skills assessment centres as a basis for retooling, reskilling and upgrading the skills of unskilled workers

These strategies will be implemented alongside other broad measures to ensure that housing provision is sustainable, contributes to successful development of communities and incorporates the innovation thrust of Government's overall policy. The first of these measures will be to encourage innovation in building design, construction and finance of HDC homes. Sustainability and sustainable living will be incorporated by ensuring that housing and community designs utilise the natural environment and use energy efficiently; and that there is a focus on best practices in green and environmentally-friendly buildings through recycling and conservation methods. Government will move to endorse as a benchmark for green building a Green Building Index to be enforced through the implementation of a Code for Construction Quality Acceptance for energy efficient building projects.

Secondly, the existing housing stock will be retrofitted to ensure energy efficiency and environmental compliance. An Urban Regeneration and Renewal Programme will encourage all income groups to inhabit Port of Spain through the provision of a wide range of housing types and the improvement of the existing housing areas. To promote building of new communities that are integrated and sustainable, a key feature of new HDC developments will be communities that are equipped with community centres, homework centres and play parks. Housing solutions will aim to maximise the use of the existing building stock by utilising vacant properties wherever possible. The Land Distribution Policy will be revisited as a viable option to satisfying the demand for accommodation.

Strategy: Empower the Poor and Target the Most Vulnerable Groups

A developmental approach will be adopted so that persons can graduate out of poverty as opposed to the creation of a sense of dependency. The focus will be on the prevention of poverty by targeting the most vulnerable through early intervention to break the cycle of intergenerational poverty. Measures to be taken include:

- Restructure social safety net programmes to improve targeting and delivery and avoid duplication
- Place emphasis on the development of healthy functional families, with the provision of food support, counselling, skills training and other financial initiatives, offering much needed social support to improve the quality of life of society's most vulnerable
- Provide support to differently-abled persons through greater financial assistance and by

ensuring that they enjoy full access to public services

- Reduce the number of socially displaced persons such as street dwellers and deportees through rehabilitative efforts and other types of support
- Provide greater access to basic services such as education and health care for the youth and the elderly
- Build private-public stakeholder partnerships to encourage social integration for the youth and the elderly
- Strengthen educational achievement at the household level for all age groups
- Specifically target strategies for early childhood, primary and secondary schools to support better performance and higher levels of achievement.

Strategy: Strengthen Social Capital at the Community Level

This strategy recognises that collective action can build strong, self-sufficient, cohesive communities which are in turn the building blocks of a stable society. The objective is to enhance synergies that provide social support, employment opportunities and facilitate community development. Among the actions to be taken are:

- Engage Civil Society and private sector entities to improve and expand basic infrastructure within deprived communities. This will serve to improve housing quality, increase access to basic utilities (such as water and sanitary facilities) and to increase access to basic services (such as education and health care). These partnerships will also seek to develop community infrastructure such as community centres to facilitate lifelong learning and recreation. In addition, these PPP will facilitate the building of community spirit as well as self-reliant, sustainable communities
- Establish Regional Plans for development to reduce the rural/urban divide in respect of infrastructural development and build communities through citizen participation
- Establish holistic, sustainable communities. The Government will ensure that communities have easy access to basic services, such as education and health care. In addition, it will facilitate community development through the establishment of community centres and recreational facilities (such as parks) to foster the building of community spirit
- Build partnerships by working with all stakeholders, through consultations and community involvement to develop relevant strategies and assess poverty through research and data gathering
- Support community enhancement projects where the spirit of volunteerism and community commitment are evident

FIGURE 6

KEY RESULTS POVERTY REDUCTION



HUMAN CAPITAL DEVELOPMENT

BOX 14: Human Capital Development – Medium-term Objectives

- Increase tertiary education and participation rate (**Target:** 60% by 2015)
- Expand and diversify secondary school curriculum
- Achieve universal early childhood education (**Target:** 100% by 2015)
- Strengthen primary school system to prevent leakages and deepen curriculum
- Realign curriculum at the tertiary level to support market demand and to create entrepreneurs and innovators
- Use the GATE Programme as a strategic tool to achieve desired objectives

Human capital development is the single most critical success factor for transforming the economy and the society. It is an integral component of the formula for growth and development because it endows citizens with the ability to create and generate knowledge and transform this knowledge into high value-added products and services that can create market niches and better paying jobs. The rate and extent to which new technologies are utilised to enhance competitiveness within our economy also depends on the level of development of our human capital to absorb and deploy them.

By enabling citizens to self actualise, human capital development also holds the potential to combat social problems such as crime and poverty. The net result of human capital development is, therefore, a higher standard of living for all.

The foundational element in building human capital is education. However, a critical reorientation of our education system must be effected in order to foster the development of global citizens who can interact and compete on the world stage. The deficiencies within the education sector must, therefore, be addressed if our country is to build its human capital to meet the requirements of a 21st Century economy.

A major goal of the Government is to achieve Universal Early Childhood Education by 2015. Furthermore, given the importance of Mathematics, English and the Sciences to basic literacy, numeracy, scientific thinking, innovation and ultimately human capital development, smart interventions to increase passes in these subjects must be adopted.

At the primary school level, the number of children scoring 30 per cent and below in Mathematics, Language and Creative Writing at the Secondary Entrance Examination (SEA) must be reduced. In 2011, this group numbered 1,718 students out of 17,280 students writing the exam which amounted to 9.9 per cent. This represented a marginal decrease from the previous year, 2010, which had a percentage of 11.6 per cent or 2,000 students; however, the

numbers are still unacceptably high. At the secondary school level, the percentage of students passing Mathematics, English, Chemistry, Physics, Biology and Integrated Sciences must also be increased. During the period 2008-2010, passes in Mathematics were under 50 per cent and for English Language the rate averaged 57 per cent.

Overall, at the primary and secondary school levels, apart from the need for literacy and numeracy development, curricula reform, education administration reform, access to education and quality teaching are also central to reforms within the education system. Priority attention is being given to the development of new, modern subject areas and methods of learning as well as new teaching methodologies that are technology focused - to which today's youth can relate and adapt easily. In addition, the reform efforts will focus on strengthening teacher training and succession planning as well as effectively addressing the administrative bottlenecks within the education system in order to facilitate better management of schools. A very significant component of the reform effort is the integration of ICT throughout the school system. Government has already initiated the process through the e CAL Project. These reforms will impact upon the quality of education delivery and the school environment. The receptivity of students towards learning as well as the inculcation of values and attitudes such as lifelong learning and productivity will build human capital and create citizens who will make a positive contribution to society.

The drop-out rate at secondary schools must also be addressed. This rate stood at two (2) per cent or approximately 2,000 students for the 2008/2009 academic year. This number has significant implications for developing our human capital since these dropouts if not aided, may fall into poverty or begin a life of crime. This highlights the importance of promoting values such as lifelong learning and productivity at the primary school level.

In relation to tertiary level education, one of the main issues is the relevance of this system to existing industry and economic needs. Statistics show that close to 40 per cent of University of the West Indies (UWI) graduates are either unemployed or underemployed with the unemployment rate of UWI graduates after one year being about 18 per cent. Due to the absence of a Labour Market Information System (LMIS), the mismatch between the current demand and supply of skills in the economy persists. This lack of absorptive capacity of the economy contributes to the outward migration of trained graduates to the developed countries to take advantage of more lucrative job opportunities, while severe shortages of those much needed skills exist in several critical areas in the domestic economy, including the Health Sector. There is also need to identify areas for investment which will in turn provide the direction for the



types and levels of skills needed in the future. In this way, our human capital will be better aligned to our development needs. There is a dire need to rationalise the existing tertiary sector, transform curriculum, align institutions to clearly defined outcomes linked to the market and economic diversification strategies. This will be done and the Government Assistance for Tuition Expenses (GATE) Programme will be realigned to play a more strategic role than the mere expansion of the participatory rate. The tertiary sector also needs to create entrepreneurs and innovators that are respected and who can be wealth and job creators in the economy.

To achieve greater synergies between the education and training systems and the labour market, in order to better realise and utilise our human capital potential, a more coordinated, structured and focused approach towards building human capital development is needed. The development of a Human Capital Development Committee comprising key stakeholders such as the Labour Movement, the Ministry of Planning and the Economy, the Ministry of Labour, Small and Micro Enterprise Development, the Economic Development Board, the Ministry of Education, the Ministry of Science, Technology and Tertiary Education, the Ministry of Trade and Industry as well as employers; and employers' institutions and business organizations will aid in this regard. A Human Capital Policy will also lend support to the needed structured approach.

Our training system possesses strong quality standards and awarding institutions. Industry specific training in key sectors also exist as well as affordable educational opportunities facilitated by Government support. However, as is the case with tertiary education, greater alignment with the needs of the economy has to be achieved. Mechanisms must also be put in place to provide opportunities for the professional development of educators, trainers and teachers.¹⁵ Additionally, there exists a small pool of experienced and certified instructors available nationally, which must be increased as continued skills shortages negatively impacts the development of our human capital.

To address the skills shortages, while simultaneously building our human capital through skills and knowledge transfer in needed areas, the forging of new partnerships and renewal of existing global partnerships will be pursued. This will be done through worker exchanges and internships as well as through the provision of incentives to attract experts and skilled workers to Trinidad and Tobago.

15 Ministry of Science, Technology and Tertiary Education, Strategic Plan 2011-2015

The existing pool of skilled nationals who have migrated must also be utilised to further address skills shortages and build our human capital. Incentives to motivate these citizens to return (temporarily or permanently) to share their knowledge and expertise in building our country, must be developed. The first step in this process is to develop a skills base of these nationals. The Ministry of Foreign Affairs and Communications will play a key role towards developing an action plan for implementing these measures. The graduating pool of approximately 5,000 students per year from the tertiary sector including returning national scholars (approximately 200 plus per year) will be treated as a key resource to attract knowledge investments.

The desire by citizens for lifelong learning must also be supported by employers, if our human capital is to be further built. Incentives to employers will be provided so that they will be encouraged to upgrade the skills of their employees in key development areas.

STRATEGIC APPROACH

Government has adopted a multi-pronged approach to building human capital. The first aspect entails ensuring that the basic needs of citizens are met. The basic premise of this approach is that citizens are unable to develop and self actualise, if their primary needs such as being nourished, feeling safe and having adequate shelter are not met. Government's approach, therefore, involves:

1. Eradicating poverty and ensuring food security;
2. Ensuring personal safety;
3. Providing access to quality health care; and
4. Providing access to housing.

The second aspect of Government's approach to building human capital is primarily based on improving the education and training systems. This approach entails the following strategies and key actions:

Strategy: Implement Key Reforms within the Education System

Reforms range from Early Childhood through to Tertiary level for example, in terms of the curricula; teaching methodologies, teacher training and literacy development. It also entails making seamless transitions throughout the education system and addressing the issue of underperformance and school dropouts. Key measures include:

Literacy Development

- Expand literacy through the inclusion of a second language
- Conduct study on factors affecting student performance in primary and secondary schools
- Develop special education programmes
- Develop remedial programme in reading and numeracy at the secondary level
- Survey on remedial reading conducted in 40 per cent of secondary schools (this will continue to include all schools)

Improve Administration of Education

- Address succession planning for teachers
- Improve networking and computerisation of Administration and MOE District Offices
- Establish Regional Authorities to coordinate, manage and improve performance of schools
- Strengthen the partnership between Government and denominational schools

Curricular Reform

- Develop mental and physical health through extra-curricular activities
- Complete the revision of the primary school curriculum in the seven (7) subject areas to achieve articulation with the ECCE Curriculum
- Complete revision of the secondary school curriculum to give students more career options and a broader range of offerings and to strengthen their critical thinking skills and creativity

Quality Teaching

- Provide training and certification of teachers at all levels
- Upgrade professional standards for teachers
- Establish an incentive system to attract teachers
- Improve teaching methodologies including through the use of ICT
- Achieve better performing schools in larger numbers
- Rehabilitate and refurbish Junior Secondary Schools identified for demolition and prepare them for special needs

Tertiary Education and Training

- Develop a Regional Qualifications Framework and thoughtfully rationalise the tertiary level delivery system to support national and regional development objectives and

Trinidad and Tobago's diversification strategy. This is the responsibility of the National Commission for Higher Education

- Review and align the scholarship system to current and future skill needs
- Rationalise the GATE Programme and fast track its expansion into Technical and Vocational Education and Training (TVET). Rethink the GATE Programme to support national priority needs including entrepreneurship and innovation
- Expand the Advance Training Programme through new Apprenticeship Programmes and Industry specific courses
- Introduce new, customised training programmes for industry personnel with an emphasis on skill building and up skilling of supervisory staff
- Establish more Workforce Development and Assessment Centres and develop programmes on the basis of assessment to skill, retool and upgrade workers

Strategy: Promote and Instill Positive Values and Attitudes through the Education System

The aim is to inculcate positive values that will enable students to reach their fullest potential, build our nation's human capital and contribute towards national development. Among the key values to be promoted are lifelong learning and civic responsibility. Students must be confident in themselves, be self motivated, enterprising and able to work independently as well as with others. In addition, students must be able to lead, be responsive to the challenges of new roles and manage conflict. They must be respectful of the law, the rights of others, creative as well as have interpersonal and language skills. Revisions to the curriculum will support these changes.

Strategy: Address Skills Shortages and Build Workforce Competencies

This will be done by utilising the skills of migrated nationals. New and existing global partnerships between international experts/agencies and the local diaspora will be promoted in order to facilitate training and knowledge exchanges. Tertiary throughput will also be better aligned to market realities and the diversification strategy. In addition, more Workforce Assessment Centres will be established and technical/vocational education expanded in order to strengthen our skill base.

Strategy: Support Lifelong Learning and Self Advancement Among Workers

More has to be done regarding the employers' financial contribution towards higher learning among employees if the country's level of human capital is to be significantly increased. Employers must also create the right culture so that employees will be willing to upgrade their skills. This will further help address issues such as poor work ethics and productivity and ultimately lead to increased human capital. Whereas the GATE Programme addresses the



employee/government contribution towards higher learning; providing incentives to employers to train employees will help boost contributions by employers.

Strategy: Adopt a more Structured Approach towards Human Capital Development

This will create the linkages between the demand and supply of labour to better utilise human capital by creating the relevant institutional and technical framework for managing human capital. Measures to be taken include:

- Establish a Human Capital Committee
- Develop a National Human Capital Policy
- Establish a Labour Market Information System (LMIS)
- Create a skills data base of nationals living abroad

These initiatives will allow us to prepare not just on the basis of market realities but projected future needs.

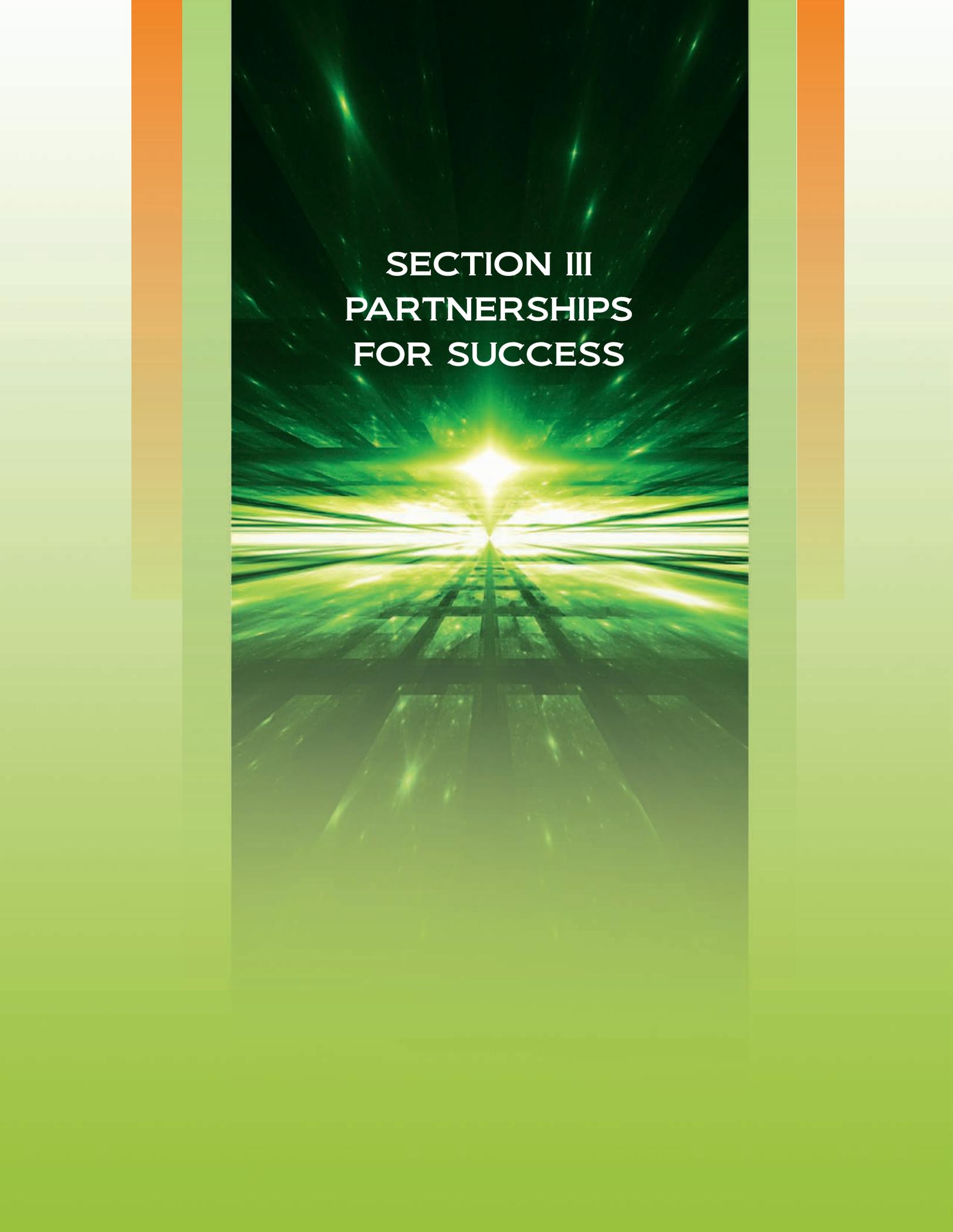
FIGURE 8

KEY RESULTS

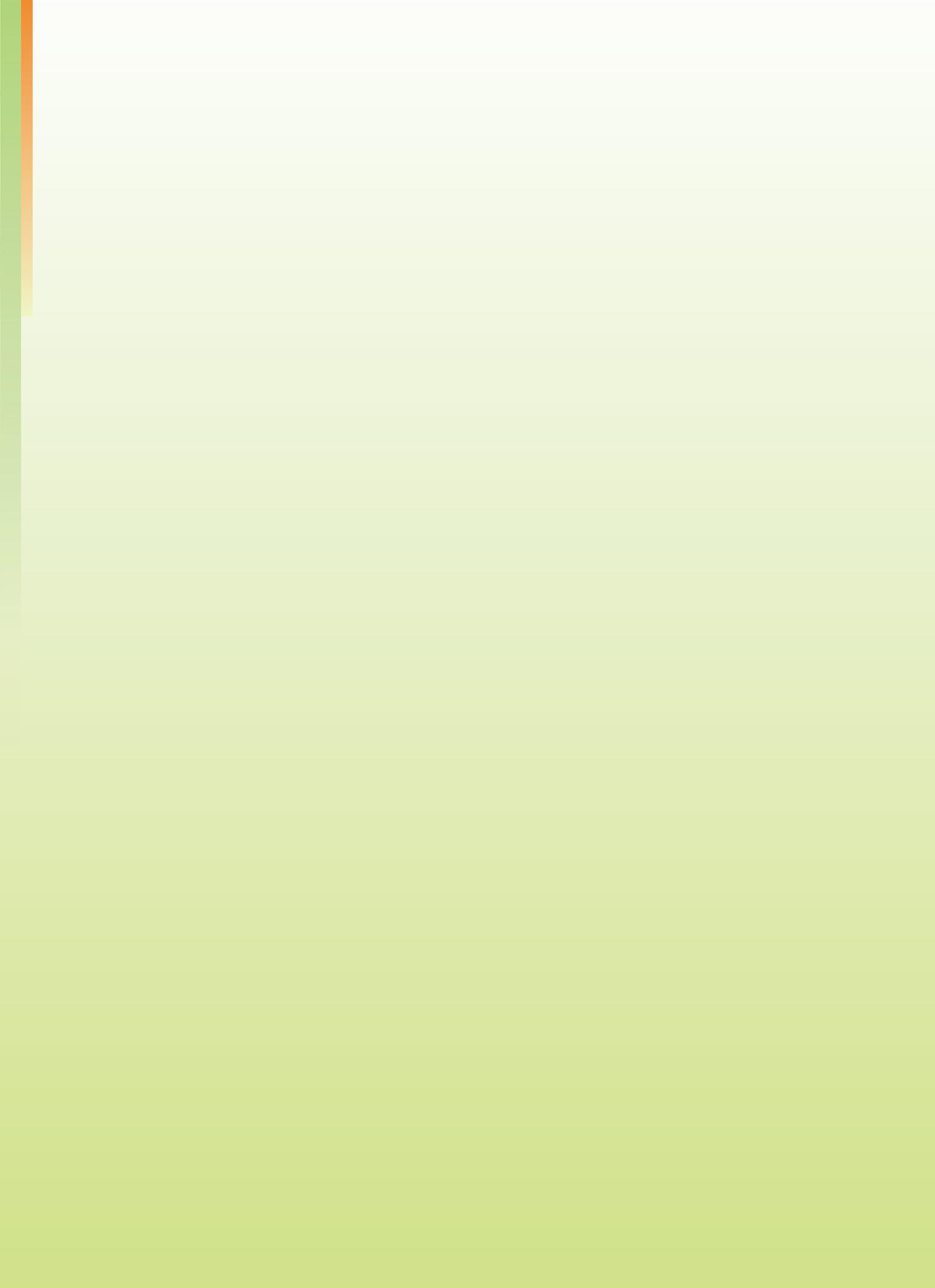
HUMAN CAPITAL DEVELOPMENT





The image features a central vertical panel with a vibrant green, futuristic tunnel. The tunnel's floor is composed of dark, reflective panels that create a sense of depth and perspective, leading towards a bright, glowing light source at the far end. The walls of the tunnel are also green, with a textured, almost crystalline appearance. The overall atmosphere is one of high-tech and forward momentum. On either side of this central panel are vertical bars: a thin orange bar on the left and a wider, light green bar on the right. The background behind the central panel is a dark, starry space with green light trails and lens flares, suggesting a high-speed journey through space or a digital landscape.

**SECTION III
PARTNERSHIPS
FOR SUCCESS**



CHAPTER VIII

THE ROLE OF KEY STAKEHOLDERS AND NEW INSTITUTIONAL ARRANGEMENTS

The economic and social transformation being pursued requires bold steps by, and close collaboration among, key actors in the economy and the society. Furthermore, the imperatives of building an innovation-driven economy requires that all key stakeholders and institutions including public sector organisations, operate as high performance, professional entities, that demonstrate the requisite levels of effectiveness and efficiency in their service delivery.

ROLE OF THE PUBLIC SECTOR

The Public Service of Trinidad and Tobago must position itself, through partnerships with key stakeholders, as a key facilitator for achieving an innovation-driven economy that is based on greater inclusiveness and equity. It must strike the right balance between social imperatives and economic objectives; it must meet rising public expectations by delivering faster results and must provide officers with modern tools and policies that improve service delivery as well as create public value. Moreover, it must recognise and reward creative ideas and practices, while adhering to the principles of merit, competency, flexibility and fairness as it employs innovative ways of meeting the diverse needs of stakeholders.

In order to position Trinidad and Tobago as a global leader in the 21st Century, priority will be given to:

- developing the capacity of managers to manage effectively and achieve excellence
- attracting, nurturing and retaining the best possible talent
- transforming the traditional hierarchial directive management system into a values-driven and knowledge-based management model

To serve our citizens in the 21st Century, the Public Service must build effective collaborations across different functions, units, Ministries and Agencies as well as with business and civil society. Such collaboration, is vital to overcoming regulatory weaknesses, market failures and resource constraints that undermine efforts to successfully expand economic opportunity and support an economy that is driven by investments, productivity growth, competitiveness and innovation.



The drive for the renewal and modernisation of the Public Service is ongoing to ensure that it becomes a responsive organisation and one with a clear focus on service delivery for the purpose of ensuring that Government's performance achieves optimal levels of excellence. In understanding citizens' expectations and increasing customer satisfaction, a citizen-centred approach will continue to be utilised for the delivery of high-quality public goods and services. The Renewal and Modernization Programme for the Public Service is aimed at strengthening people and service capability and improving key structures and systems by focusing on the following six (6) areas:

1. Operationalise the governance framework of the public service;
2. Redesign and build the Human Resource Management (HRM) architecture for a 21st Century public service;
3. Develop and implement the service delivery policy framework and architecture;
4. Build the human resource capability and capacity for national development;
5. Build business continuity management capacity; and
6. Guide the strategic direction and policy formulation of the telecommunications sector.

By focusing on and improving these six (6) areas, Government will be able to strengthen the Public Service to achieve greater levels of efficiency and productivity. It follows that in the face of global change, uncertainty and complexity, the Public Service of Trinidad and Tobago needs to adopt a bold and innovative approach to be successful. There is the need to develop our own capabilities, recognise and seize opportunities in order to earn a competitive advantage. By reforming the Public Sector, we hope to improve the Ease of Doing Business Index and create the conditions that are conducive to higher productivity, the generation of greater confidence, and an increase in both local and foreign investment.

ROLE OF THE PRIVATE SECTOR

Over the medium-term, it is expected that the private sector will play a greater role than in the past in the area of investment in support of economic transformation. Government is of the view that an annual investment level of approximately \$20 billion (US\$ 3 billion) by the private sector both local and foreign should complement the annual \$7-8 billion in public sector investment spending to be undertaken by Government during the same period. In addition, publicly owned institutions also invest heavily in infrastructure development and there are going to be opportunities for divestment of some State-owned enterprises over the next three (3) years. Investment from the private sector is needed to improve productivity and

competitiveness, to expand exports, to begin to expand beyond the CARICOM market and to diversify its investment portfolio in alignment with new markets.

The domestic private sector must strive to double exports in the non-energy sector over the next three (3) years as Trinidad and Tobago has signed and will continue to pursue new trade and investment agreements with countries in Latin America. The manufacturing sector currently utilises under 70 per cent of its productive capacity and the services sector has real prospects for export growth especially in information, knowledge and creative services. The doubling of exports and operating at near full capacity in manufacturing and expanding the services sector would mean an increase in jobs, national income, growth and of course profits. The focus for existing private sector firms must be on market penetration and expansion given that market access has been achieved through investments to improve competitive capacity and innovative approaches to business growth.

There is the need for existing companies and new entrepreneurs to undertake investments in some of the existing and emerging sectors which have the capacity for cluster formation and value chain upgrading. Examples include: culture, tourism and food and beverage. The domestic private sector is capable of capitalising on wider regional markets, notably Central America as the stepping stone towards conquering global market opportunities. As for the larger companies inclusive of the conglomerates, there must be investment in R&D as well as restructuring and re-engineering for growth rather than just performance. A focus on performance will improve margins but it will not achieve growth. Achieving a greater share of international markets, acquisitions or joint ventures and cross border clusters, are the areas in which the local private sector should focus its attention and energies.

Government is committed to creating and providing the environment for the private sector to excel and will, therefore, work with the businesses to achieve investment targets, improve the business climate as well as enhance competitive, technological and innovation capacity. For its part, Government will improve the policy and regulatory environment for business expansion. In addition, public sector investment spending also has the benefit of increasing growth in the private sector primarily through the execution of infrastructure-type projects.

Collaboration between the Government and the private sector in the provision of key services will be advanced through the use of the PPPP model for delivery of suitable infrastructure projects. The objective is to alleviate infrastructure bottlenecks in Trinidad and Tobago and expand access to effective and efficient infrastructure and infrastructure-related services



through the application of PPP models. Government, through the Ministry of Finance will identify two (2) or three (3) relevant pilot PPP projects. It is expected that in developing and implementing these pilot PPPs, the technical, managerial and institutional capacity to design and manage PPPs will be developed and embedded within key Government Ministries and Agencies. The PPP Project is supported with a Grant from the Multilateral Investment Fund of the Inter-American Development Bank (IDB).

ROLE OF CIVIL SOCIETY

A key comparative advantage of Civil Society (CS) is its ability to respond to the different circumstance and needs of the forgotten and disadvantaged. CS serves as a much needed interface between the public and private sectors and persons and communities at the grassroots level.¹⁶ Their position at the frontline of community activities allows them to formalise the input of citizens and develop more targeted and effective interventions to local problems, some of which are internationally created.

Strong and strategic partnerships with civil society groups are key to the successful planning and implementation of the agenda for social and economic transformation, especially in the context of globalisation which can widen inequities and place more persons on the margins, leaving society more polarised than ever in terms of wealth and possessions.

The agenda for transformation requires that our CS acquire new skills and competencies in developing new communication methods, as well as stronger networks and more effective methods of cooperation, which could lead to new technical and funding opportunities from private and international sources. It also requires new systems in terms of public access to information, the mutual sharing of competencies in technical and administrative areas and the development of codes of conduct for organisations and their interaction with others.

The goal is to reduce uncoordinated and isolated interventions that are planned and implemented without the knowledge and involvement of key actors and to increase the relevance and legitimacy of CS.

Government's model of regional development, which is based primarily on community involvement and participation, relies heavily on social partners including Civil Society. Given the ability of civil society groups to network, share information, access services and

¹⁶ Civil Society (CS) consists of Non-Governmental Organisations (NGOs), Community-Based Organisations (CBOs) and Faith-Based Organisations (FBOs).

opportunities for educational advancement, they offer invaluable input towards community development. Together, they also form a network representing the voice of the people on issues affecting communities. CS will therefore be expected to play a greater role in the establishment of Regional Development Plans as well as in developing the five (5) growth poles communities identified by Government. In addition, through the Economic Development Board, and through the establishment of the Civil Society Board (CSB), CS will be able to contribute to and influence, economic policy and socio-economic decision making.

ROLE OF THE LABOUR UNIONS

Economic growth and development cannot be realised unless the workers who are engaged in the production of goods and services assist in determining how goals and strategies are to be pursued. In this context, the labour movement is recognised as a positive force for economic development and trade unions are considered central to the maintenance of an effective industrial relations environment that balances the need for private enterprise to become and remain competitive with the aspirations of workers for higher wages and better working conditions.

Government sees the role of trade unions as more than just collective bargaining. Firms are the ones that are engaged in competition and as representatives of the workers, trade unions are vital stakeholders in the process of planning and decision-making for the conceptualisation and implementation of programmes and projects to achieve business growth, improved levels of productivity wherever workers are located and sustainable development for our country.

Trade unions have contributed to social and economic transformation by providing stability in the country, ensuring that the rights of workers are maintained. It is essential that the labour movement play their rightful role in helping to define and in supporting an enlightened socio-economic transformation agenda, through an effective multipartite engagement that allows all parties to have a meaningful and responsible role in the process. Workers must not be alienated from the development process and to ensure inclusion, workers must participate.

The unions have an important role to play in raising productivity in the workplace by dialoguing with management in search of innovative ways for the enterprise to become globally competitive. We view the labour movement as partners in development and part of the solution to the creation and development of a highly skilled, better paid workforce and an innovation-driven economy. Innovation derives from human capacity and the human imagination and we

value not just the skills but the creativity and imaginative capability of our workers.

NEW INSTITUTIONAL ARRANGEMENTS

The success of the economic transformation agenda depends on the supporting infrastructure to achieve clearly identified objectives. Accordingly, six (6) entities have been created by this Administration to sustain strategic focus, coordination and efficient execution, as follows:

- The Ministerial Council for the Economy
- The Ministerial Committee for Energy
- The Council for Competitiveness and Innovation (CCI)
- The Economic Development Board (EDB)
- The Civil Society Board (CSB)
- The High Level Expert Panel on Arts and Culture

The Ministerial Council will monitor economic developments and progress towards building an innovation driven economy. The CCI is mandated to take action to make our firms more competitive, expand exports and improve our competitiveness ranking in the world. The role of the EDB is to reshape our strategies for economic development by facilitating diversification and achieving a diversified economy within the framework of sustainable development. The EDB and the CCI will work together and support the Ministerial Council, chaired by the Honourable Prime Minister and execute actions as required to achieve competitiveness and diversification with high value-added investments. The Ministerial Committee on Energy will focus on issues related to the petroleum economy. The CSB will bring the community perspective to the national table of discussion and the Institutions and projects recommended by the High Level Expert Panel on Arts and Culture will be actioned during the course of the next three (3) years.

Both the CCI and the EDB work under the coordination of the Ministry of Planning and the Economy and will be required to develop strategies which converge to deliver the key objectives we seek to achieve as a Government for the benefit of the people of the country whom we are committed to serve. These have been clearly identified as:

- Improving the competitiveness of existing industries by facilitating higher levels of productivity
- Identifying industries in manufacturing and services outside the energy sector which

- can double exports over the next three (3) years and working with them to achieve stretch targets
- Strengthening human capital in existing firms and working with educational institutions to align education programmes with market demand and new investment strategies which migrate our industrial base upward in the value chain
 - Strengthening cluster development, and facilitating cluster formation
 - Facilitating entrepreneurship and new business creation locally while stimulating small and medium business creation and development
 - Attracting foreign investment, facilitating joint ventures and providing recommendations on equity participation by the State
 - Supporting the Ministerial Council to establish, build and strengthen a National Innovation System to facilitate an innovation driven economy
 - Facilitating the greening of existing industries and implementing a strategy for investment in green technology based industries
 - Identifying impact indicators of proposed actions including targets for investments, job creation, and absorption of skills and competencies at a higher level
 - Creating, developing and strengthening a National Innovation System in collaboration with other institutional parties and stakeholders

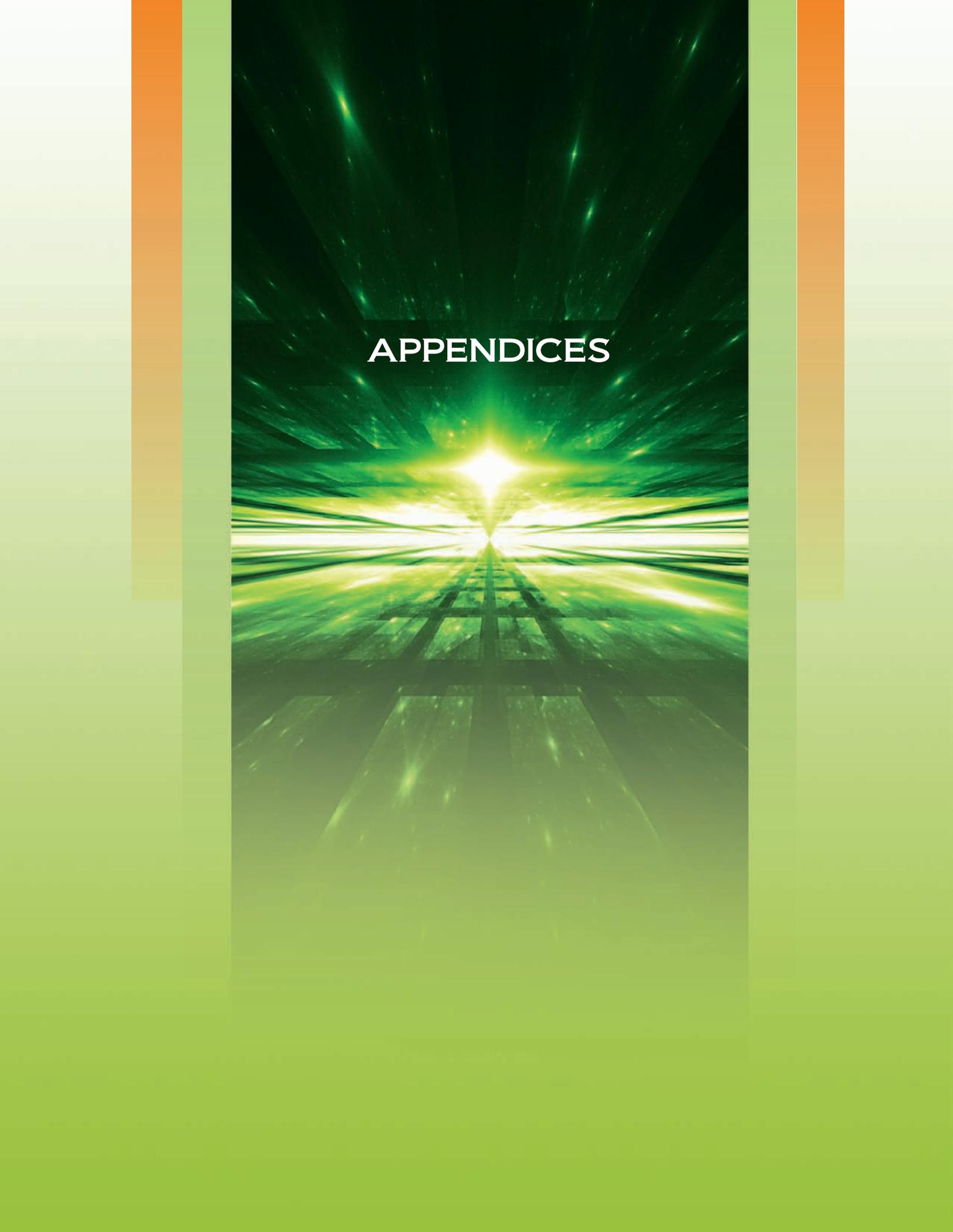
In planning for the long term prosperity of the country, the involvement of citizens is an essential element in the economic transformation process and, in this regard, the Civil Society Board (CSB) has been formed consisting of representatives of key NGOs as part of the participatory governance model. The CSB will institutionalise the consultative process by which the public is involved in the decision-making process in national social, economic and physical development planning. The CSB will report through the EDB to the Ministry of Planning and the Economy.

The High Level Expert Panel on Arts and Culture was established to promote the advancement of arts and culture as a new strategic industry. The Panel will assist in the development of innovation and entrepreneurship by advancing key entrepreneurial projects within the creative sector. This initiative will create opportunities for employment as well as a distinct tourism product. As part of social transformation effort, the Panel is expected to contribute towards the building of national patriotism beginning with the organisation of events surrounding the country's 50th Anniversary of Independence in 2012. Structures will be put in place to enable the Panel to do its work and to ensure that projects are actioned.

In the final analysis, the success of the social and economic transformation effort will



ultimately depend on the active participation of all stakeholders. This will be achieved through the development of a Social Compact, with all stakeholders having an understanding of the important role that all parties play in the process with the appreciation that a collaborative effort creates synergies that lead to the creation of greater wealth that redound to the benefit of all.

The image features a central vertical panel with a futuristic, green-toned tunnel. The tunnel's floor is a grid of dark lines that recede into the distance, leading towards a bright, glowing light source at the horizon. The walls and ceiling of the tunnel are dark green with streaks of light, creating a sense of depth and motion. On either side of this central panel are vertical bars: a thin orange bar on the left and a wider light green bar on the right. The background behind these bars is a light green gradient.

APPENDICES



APPENDIX I

KEY PROGRAMMES AND PROJECTS

Implementation of this MTPF in support of the theme ‘**Innovation for Lasting Prosperity**’, will be achieved in part, through the adoption of a set of key programme and projects that are outlined in the 2012 PSIP and which will form the basis for the preparation of a three-year PSIP 2012-2015. The 2012-2015 PSIP will build on the evaluation and prioritisation of project proposals in the context of sectoral and national development objectives.

The following are the key programmes and projects that are aligned with the strategic priorities for the current medium-term.

CRIME AND LAW AND ORDER

- Citizen Security Programme
- Purchase and Installation of Maritime and Land Surveillance Equipment for Air Guard
- Acquisition of Fast Patrol Craft
- Acquisition of Helicopters
- Purchase of Vehicles and Equipment for the Police Service
- Support to Mediation Services
- Family Court – Institutional Strengthening
- Purchase of vessels for Coast Guard
- Logistics Support for Fast Patrol Craft (FPC) Programme
- Logistics Support for Helicopter Programme
- Establishment of Centralised Coroners’ Court and Petty Civil Court
- Institutional Strengthening of the Forensic Science Centre and new construction
- Construction of Probation Hostel
- Transformation of the Police Service- 21st Century Policing Initiative
- Provision of Accommodation for the Special Criminal Court
- Maximum Security Prison Complex

AGRICULTURE AND FOOD SECURITY

- Development of Lands at Caroni and Orange Grove by the EMBDC
- Market Development Programme
- Construction of Markets and Abattoirs (Regional Corporations)
- Upgrading/Construction of Fish Facilities in Trinidad

- Water Management & Flood Control Programme
- Agricultural Access Roads Programme
- Establishment of 15 large Commercial Farms
- Rehabilitation of the Cocoa Industry
- St. Augustine Nurseries - Development & Provision of Facilities
- Establishment of Mandatory Citrus Quality Programme for Trinidad and Tobago

QUALITY HEALTH SERVICES AND HOSPITALS

- Health Sector Reform Programme (Training and Physical Investments)
- Construction of Scarborough Hospital
- Special Programme for Chronic Diseases
- Special Programme for HIV/AIDS
- Hospital Enhancements and Development Programme
- Construction of Oncology Centre
- Establishment of Training Facilities for Nurses at El Dorado
- New Hospital Construction

ECONOMIC GROWTH, JOB CREATION, COMPETITIVENESS AND INNOVATION

- Innovation Financing Facility
- Establishment of Community-Based Business Incubators
- Establishment of a Policy and Strategy and Institutional Framework for MSE Development
- Financial Regime-Capital Markets: Modernisation of Companies Registry
- Establishment of an R&D Facility for Business Enterprises
- Support to enable Competitive Business in Trinidad and Tobago
- Population and Housing Census
- Development of Cove Industrial Estate
- Waller field Industrial and Technology Park
- Single Electronic Window for Trade and Business Facilitation
- Development of the Local Fashion Industry
- Trinidad and Tobago Film Company Limited
- Development of New Industrial Sites-Point Lisas South and East
- Development of New Port Facilities
- National Street Lighting Programme
- Establishment of the Trinidad and Tobago Convention Bureau
- POS Tourism Business Improvement Programme - Ariapita Avenue

- National Tourism Quality Service Improvement Programme
- Implementation of the NICT Plan
- E-Government & Knowledge Brokering Programme
- Public Sector Reform Computerisation Programme
- Cultural Industries Development
- Creative Industries Development
- Establishment of a Pan Chroming Factory
- Roads and Bridges Rehabilitation
- Port of Spain-East/West Corridor Transportation Project
- Establishment of the Driver and Vehicle Licensing Authority
- Caparo/Honda River Works and Mamoral Dam
- Infrastructure Rehabilitation and Flood Mitigation Programme
- Development of a Solid Waste Management Policy
- Establishment of the National Parks and Wildlife Conservation Authority
- Enhanced Career and Succession Management Processes in the Public Service
- Public Sector Reform Initiation Programme
- Establishment of the Economic Development Board
- Council on Competitiveness and Innovation
- Trade Sector Support Project

POVERTY REDUCTION AND HUMAN CAPITAL DEVELOPMENT

- Establishment of Social Services Facilities and Facilities for the Socially Displaced
- Social Services Programme
- Implementation of Community-Based Projects
- Community Improvement Services
- Development of Rural Communities
- Urban Redevelopment
- Upgrade of Community Infrastructure in South and South East Trinidad
- Construction and Upgrade of Community Facilities
- Implementation of Self-Help Programme
- Accelerated Housing Programme
- HDC Settlements Programme
- Squatter Settlements Regularisation
- Home Improvement and New Housing Subsidies Programme
- Primary Schools Programme, Trinidad

- Construction of Siparia East Secondary
- Secondary School Construction and other Infrastructure Works
- Seamless Education System Programme
- Tertiary Education Programme:
 - Scholarship and Advanced Training Programme
 - Scholarships/Full Pay Study Leave for Teachers
 - National/Additional Scholarships Based on Advanced Level Examinations
 - Graduate Scholarship Programme
 - Refurbishment of Technical Institutes (ECIAF, JDTI, SFTI)
 - Establishment of the University of Trinidad and Tobago
 - Upgrading of the University Residence Hall and Faculty Building University of the Southern Caribbean
 - Construction of St. John's Road Hall of Residence, UWI
 - Construction of a South Campus, UWI
- Establishment of the Main Campus of the University of Trinidad and Tobago
- Skills Development Programme

APPENDIX II

NATIONAL PRIORITIES BY MINISTRY

Ministry	Priorities / Strategic Imperatives
<p>1. Ministry of Arts and Multiculturalism</p>	<ol style="list-style-type: none"> 1. Engage in targeted development of specific sectors 2. Generate sustainable livelihood for persons directly involved in the arts 3. Facilitate research and development of the Arts 4. Use the arts to strengthen our national identity and to foster a spirit of unity in diversity 5. Expand access to services through the use of enabling information technology 6. Build on the native genius of our people by supporting and strengthening cultural initiatives 7. Facilitate and strengthen international opportunities to support national development of arts
<p>2. Ministry of the Attorney General</p>	<ol style="list-style-type: none"> 1. Enhance infrastructure for service delivery at Ministry of the Attorney General 2. Strengthen institutions and build capacity to address white collar crime 3. Provide a supportive and enabling environment for the fight against crime 4. Strengthen the legal and regulatory framework to support economic and social transformation 5. Engage in community outreach activities whereby citizens are encouraged to appreciate the ‘law and the constitution, to know their rights and obligations and to abide by the law’ 6. Work actively with other Ministries and institutions to facilitate and strengthen a meaningful legislative agenda 7. Provide effective legal guidance and support to the Cabinet of Trinidad and Tobago on an on going basis 8. Facilitate Constitutional Reform

Ministry	Priorities / Strategic Imperatives
3. Ministry of Community Development	<ol style="list-style-type: none"> 1. Build capital infrastructure to support community participation and involvement and to enhance possibilities for the achievement of community objectives 2. Promote community responsibility through partnership with NGOs and private sector in support of charitable causes 3. Work with Ministry of Housing and the Environment to assist regularised squatter communities to secure necessary infrastructure and services, including water, roads and electricity 4. Work with community organisations and existing housing providers to develop affordable housing and accommodation for residents of regularised squatter communities 5. Community mobilisation for crime prevention, for the strengthening of community cooperation and for social capital building. 6. Establish and integrate effective IT platforms to enhance community development
4. Ministry of Education	<ol style="list-style-type: none"> 1. Achieve Universal Early Childhood Education 2. Provide laptops to all entering Form 1 students for five (5) years (e Connect and Learn) 3. Ensure holistic development of our students to include morals, values, character and citizenship education, co-curricular activities, continuous assessment programmes and parenting engagement 4. Undertake organisational restructuring, institutional and human resource strengthening, continuous teacher training and infrastructure improvement 5. Reform curriculum at all levels of the education system 6. Strengthen technical vocational education and expand Caribbean Vocational Qualifications 7. Strengthen school based management and student's career guidance services

Ministry	Priorities / Strategic Imperatives
<p>5. Ministry of Energy and Energy Affairs</p>	<ol style="list-style-type: none"> 1. Increase oil production 2. Attract foreign direct investment for new generation downstream plants 3. Take Trinidad and Tobago's energy sector global 4. Arrest the decline the 2P (proven plus probable) natural gas reserves 5. Increase local content in the Energy Sector 6. Create a more competitive environment for the supply of natural gas 7. Increase domestic use of natural gas 8. Increase use of renewable energy technologies 9. Improve energy efficiency 10. Modernise the Minerals/Quarry Sector 11. Review and Reform of Legislation: <ul style="list-style-type: none"> - LPG Regulations - Minerals Regulations - NOSCP (Natural Oil Spill Contingency Plan) - CNG Regulations - Petroleum Act and Regulations - Petroleum Production levy and Subsidy Act - Renewable Energy

Ministry	Priorities / Strategic Imperatives
6. Ministry of Food Production, Land and Marine Affairs	<ol style="list-style-type: none"> 1. Enhance infrastructure (land, access roads and water management) 2. Provide agricultural incentives 3. Undertake Value Chain Management and Marketing 4. Improve security and protection (praedial larceny) 5. Revitalise tree crops: coconuts, citrus and pineapples 6. Facilitate the development of premium products (honey and cocoa) 7. Develop livestock (sheep and goat, poultry and buffalypso) 8. Develop commercial large farms 9. Manage fishery resources 10. Facilitate investment and growth of the agricultural sector to increase its contribution to GDP.
7. Ministry of Foreign Affairs	<ol style="list-style-type: none"> 1. Engage the diaspora through outreach 2. Promote Trinidad and Tobago's culture abroad 3. Facilitate expansion of trade and investment 4. Develop security alliances with other governments and international agencies 5. Strengthen CARICOM integration at home and support it to play a meaningful role in the world 6. Strengthen Trinidad and Tobago influence in international fora and institutions 7. Strengthen bilateral relations strategically to enhance Trinidad and Tobago's current and future prospects for prosperity
8. Ministry of Gender, Youth and Child Development	<ol style="list-style-type: none"> 1. Promote youth development and empowerment 2. Ensure gender mainstreaming 3. Strengthen ways and means of protecting children

Ministry	Priorities / Strategic Imperatives
<p>9. Ministry of Health</p>	<ol style="list-style-type: none"> 1. Prevent, provide care for and treat chronic non-communicable diseases 2. Prevent, provide care for and treat communicable diseases 3. Improve maternal and child health 4. Improve mental health and wellness 5. Undertake health human resource planning and development 6. Integrate ICT in the health sector 7. Continuously improve the management of the health sector 8. Continuously improve health services delivery 9. Develop health infrastructure and strengthen facilities management 10. Establish a schema for long term health sector financing 11. Strengthen the policy and legislative framework related to health 12. Develop niches for specialised, high quality care and build up international reputation in these
<p>10. Ministry of Housing and the Environment</p>	<ol style="list-style-type: none"> 1. Provide adequate and affordable housing solutions for the citizens of Trinidad and Tobago and design sustainable communities 2. Contain squatting communities in the country 3. Ensure sustainable management of environmental resources 4. Improve ambient air quality 5. Reduce greenhouse gas emissions through the promotion of the ‘use cleaner technologies’, renewable energy and energy efficiency 6. Phase out of the ozone depleting substances (ODS) Hydro chlorofluorocarbon (HCFC) 7. Reduce waste along coastlines and waterways 8. Develop a national environmental policy and environmental agenda 9. Undertake a multidimensional campaign on squatting targeting squatters and prospective squatters 10. Manage Government’s Real Estate Portfolio 11. Establish and implement Land for the Landless Policy

Ministry	Priorities / Strategic Imperatives
11. Ministry of Legal Affairs	<ol style="list-style-type: none"> 1. Improve the speed and efficiency of services provided by the Registrar General's Department particularly through the development of ICT (e.g. e-registration of births) 2. Enhance the international filing of industrial designs and protection to applicants in foreign markets 3. Facilitate the revision and publication of the laws of Trinidad and Tobago 4. Strengthen consumer protection and be responsive to legitimate citizen concerns 5. Improve intellectual property services to the public 6. Provide alternative dispute resolution mechanisms to clients 7. Regularise titles to land in Tobago 8. Effect legislative reform: (Intellectual Property, Consumer Protection, Civil and Land Registries)
12. Ministry of Labour and, Small and Micro Enterprise Development	<ol style="list-style-type: none"> 1. Coordinate the development and implementation of a Decent Work Policy and Programme of Action for Trinidad and Tobago in collaboration with the social partners 2. Create and implement a National Programme to combat and mitigate the impact of HIV and AIDS in the workplace 3. Improve the conditions of health and safety in the workplace 4. Enhance the Labour Market Information System to improve the production, analysis, forecasting and dissemination of labour market information to ensure a better match between labour demand and supply 5. Facilitate the expansion of the micro and small enterprise sector 6. Undertake action to prevent and eliminate child labour in Trinidad and Tobago 7. Assess the impact of the existing minimum wage 8. Implement mechanism to reduce discrimination and sexual harassment in the workplace 9. Expand access to and quality of tertiary training in labour and co-operative studies 10. Commence a review of labour legislation and amend or develop new legislation as required 11. Educate citizens of Trinidad and Tobago on their rights and obligations in accordance with labour legislation

Ministry	Priorities / Strategic Imperatives
13. Ministry of Local Government	<ol style="list-style-type: none"> 1. Create a safe and secure environment for communities to thrive 2. Enable increased access and improved service delivery to citizens 3. Enhance the framework for Local Government to be more responsive and effective 4. Facilitate the economic prosperity of citizenry and the development and enhancement of communities 5. Facilitate community participation and influence
14. Ministry of National Security	<ol style="list-style-type: none"> 1. Implement National Crime Reduction Plan 2. Identify and address the fundamental challenges to law and order 3. Increase police presence on the streets and in communities 4. Initiate a process to make every police station a centre for crime containment and reduction, crime fighting, community policing, statistical information gathering and communication linked to the National Operations Centre 5. Disrupt and dismantle criminal networks and crime 6. Reduce recidivism through the rehabilitation and re-integration of offenders 7. Strengthen community policing and support youth and community development initiatives
15. Office of the Prime Minister	<ol style="list-style-type: none"> 1. Promote peace, and security and harmony on a sustainable basis 2. Ensure transparent and accountable governance 3. Enhance democracy through strengthening of institutions 4. Strengthen representation 5. Promote participatory governance to ensure that the voice of the people is heard and the will of the people taken into account 6. Strengthen good governance and offer positive direction to the Government and people of Trinidad and Tobago

Ministry	Priorities / Strategic Imperatives
16. Ministry of Planning and the Economy	<ol style="list-style-type: none"> 1. Establish and strengthen National Innovation System to build an innovation led economy and establish a Research to Innovation Framework 2. Manage economic and social restructuring for sustainable development 3. Plan for economic sustainability and prosperity for all 4. Coordinate/conduct development evaluation - Monitoring and Evaluation and National Policy formulation and integration 5. Develop a Land Use Policy 6. Develop a Population Policy and establish a Human Capital Committee 7. Develop a Manpower Policy for the development and management of human capital 8. Reform and strengthen the National Statistics System 9. Provide and manage Technical Cooperation including European Development Fund effectively to impact where it matters in Trinidad and Tobago
17. Ministry of Public Administration	<ol style="list-style-type: none"> 1. Operationalise the Governance framework of the public service 2. Redesign and build the HRM architecture for a 21st Century Public Service 3. Develop and implement the service delivery policy framework and architecture 4. Build the human resource capability and capacity for national development 5. Build business continuity management capacity 6. Guide the strategic direction and policy formulation of the telecommunications and broadcasting sectors
18. Ministry of Public Utilities	<ol style="list-style-type: none"> 1. Improve utility standards nationally and in deprived communities in particular 2. Provide advanced warning capability for weather related phenomenon 3. Enhance water and wastewater management to improve the quality of life for more and more people 4. Produce and deliver bulk power requirements 5. Illuminate all public spaces 6. Provide reliable, affordable high quality postal services

Ministry	Priorities / Strategic Imperatives
<p>19. Ministry of the People and Social Development</p>	<ol style="list-style-type: none"> 1. Facilitate resolution of the people issues in respect of Government services 2. Provide an appropriate environment for collaborative decision making 3. Build strong functional families as the foundation of society and promote sound value system among the population 4. Improve the well-being of children by reducing the incidence of neglect and abuse and facilitating their wholesome development as productive citizens 5. Reduce the number of socially displaced persons through policies and effective, innovative, preventative and rehabilitative programs 6. Enhance and sustain the well-being and quality of life of all elderly persons 7. Promote public awareness and provide advocacy and support for persons with disabilities in society toward their increased participation and realisation of their full potential 8. Reduce substance abuse in the population by way of demand reduction and the prevention and reduction of the negative consequences of substance abuse 9. Increase knowledge and promote behaviour change as it relates to HIV/AIDS 10. Reduce the incidence of poverty in society at the rate of 2% annually 11. Develop, monitor and evaluate the Policy framework for the effective delivery of social services 12. Manage the process of transition from poverty to economic inclusion and self sufficiency

Ministry	Priorities / Strategic Imperatives
20. Ministry of Science, Technology and Tertiary Education	<ol style="list-style-type: none"> 1. Facilitate institutional strengthening via Professional Development & Training Programmes for educators at all levels 2. Enhance, sustain and subsidise all educational programmes throughout T&T (GATE, Prison Rehabilitation, CVQ Assessment) 3. Infuse information and communication technologies in curriculum at all levels of the education system 4. Promote science, technology and innovation through continued research and development activities 5. Enhance regional and international involvement in labour and education with appropriate linkages 6. Develop human capital for economic participation for a more diverse knowledge intensive economy and align tertiary education throughout with diversification strategy and market needs 7. Guide the ICT agenda to support a technologically enabled society
21. Ministry of Sport	<ol style="list-style-type: none"> 1. Promote sport nationwide to nurture sport talent and to strengthen community sport 2. Undertake infrastructure works to support sport development 3. Leverage sport to support community spirit and the tourism thrust
22. Ministry of Tobago Development	<ol style="list-style-type: none"> 1. Support the business sector and the tourism industry 2. Improve Tobago's capacity to engage in direct international commerce 3. Implement environmental and coastal protection initiatives 4. Support development initiatives in Tobago

Ministry	Priorities / Strategic Imperatives
<p>23. Ministry of Tourism</p>	<ol style="list-style-type: none"> 1. Establish a Framework for National Tourism Development 2. Stronger and more effective public/private sector partnerships 3. Effective integrated promotion of Tobago and Trinidad as tourist destinations 4. Monitor and evaluate the Tourism Development Company Ltd (TDC) facilitation of an increase in industry related public/private partnerships to generate investment/community opportunities 5. Facilitate the positioning of Port of Spain as the business and cultural capital of the region 6. Enhance Investment and Incentives Framework 7. Further develop niche markets through product development strategies 8. Improve quality of tourism product 9. Enhance lifeguard service 10. Enhance safety and security at beaches and tourism sites 11. Enhance the ICT services for internal and external stakeholders that leads to increased knowledge, efficiency and customer service delivery 12. Form partnerships with Ministry of Foreign Affairs and Ministry of National Security to capitalise on new markets
<p>24. Ministry of Trade and Industry</p>	<ol style="list-style-type: none"> 1. Develop and grow T&T trade, particularly exports 2. Develop and grow investment, both foreign and domestic 3. Facilitate the development and growth of business 4. Build strategic partnerships with business and investors 5. Strengthen and align trade related Agencies 6. Improve the regulatory framework to support business development

Ministry	Priorities / Strategic Imperatives
<p>25. Ministry of Works and Infrastructure</p>	<ol style="list-style-type: none"> 1. Develop and maintain the drainage, coastal and irrigation infrastructure to encourage a holistic approach to flood management and river basin management 2. Develop and maintain a safe and reliable and efficient road network to support an effective traffic management system and transportation system 3. Improve and develop urban design in conformity with established policies 4. Conserve the heritage of the country 5. Rehabilitate and construct roads and bridges across Trinidad and Tobago to enhance infrastructure in the country 6. Support national development objective with the provision of quality infrastructure as required
<p>26. Ministry of Transport</p>	<ol style="list-style-type: none"> 1. Establish the Interisland Ferry Service between Trinidad and Tobago and the Eastern Caribbean 2. Enhance T&T's location as a premier port hub, creating the possibility of increased trade with other countries 3. Creation of a modern land transport system and facilities utilising the Public Transport Service Corporation 4. Establish the Motor Vehicle Authority (MVA) of Trinidad and Tobago 5. Build institutional capacity and capability in the Ministry 6. Oversee the planning and development of civil aviation policies to position T&T as a leading aviation hub, given its unique location 7. Formulate transport policies that take into consideration the highest environmental standards

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